

2021-2024

# STRATEGIC PLAN



Foothills Country Hospice  
2021-2024

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# EXECUTIVE SUMMARY

## Where We Are Today

At Foothills Country Hospice, we believe in providing a compassionate end-of-life journey for our residents, including bereavement support for loved ones.

Our eight bed, rural hospice home is located 1.5 km north of Okotoks on an 8-acre parcel of land, neighbouring golden canola fields & nestled among forested landscapes with mountain views.

Since opening our doors in January 2008, we have provided around-the-clock care to more than 1,300 residents and their loved ones, serving a rural population of more than 90,000 Albertans in addition to the citizens of Calgary.

## What We've Noticed

### ***Our waitlist continues to grow***

Being an eight-bed facility, we serve approximately 100 residents per year. Within the regions we serve, there is a high demand for our hospice and many potential clients in need of hospice care are wait listed. Imagine how many families we could care for with 6-12 more beds.

### ***Lack of bereavement support in rural communities***

Prior to 2021, bereavement care was only offered to loved ones of our residents. As a result of recent grant funding, we have initiated the preliminary steps to bring our specialized bereavement programming into the rural communities we serve to support other bereaved families.

## Where We Want To Go

We know we excel in delivering specialized & compassionate end-of-life care, but we want to do more. Our long-term vision is to become a regional hub for specialized end-of-life and bereavement care by engaging surrounding communities. As we embark on our 13th year of operation and begin to envision what the future has in store for Foothills Country Hospice, we are excited to move along a path that embraces compassionate communities while focusing on long-term sustainability.

Not only is it our wish to serve more residents by expanding our physical space and adding more beds, but we see extreme value in expanding our programming into the communities we serve – ensuring bereavement care is available to anyone that needs it.

## How We Will Get There

See Goals & Strategies in the sections below.

# VISION, MISSION, VALUES

## Vision

Reaching beyond our walls to help one another through the end of life's journey.

## Mission

Embracing quality in living, compassion in death, and support in bereavement to the Foothills community.

## Values:



**Marketing Tagline:** *Gentle Compassion & Expert Care*

## GOALS

1. Foothills Country Hospice Society will achieve long-term financial sustainability.
2. Foothills Country Hospice Society is committed to excellence in safe, quality, family-centered care.
3. Foothills Country Hospice Society will continue to embrace a culture that reflects our values and diversity.
4. Foothills Country Hospice Society will broaden our reach to encompass compassionate community programming in the Foothills region.

# STRATEGIES

**Note:** Strategy timelines are based on Fiscal Year calendar of April 1 – March 31.

## Goal #1: Foothills Country Hospice will achieve long term financial sustainability.

1. STRATEGY A: Fund Development is balanced with targets across private donors, grants, 3rd party fundraisers and events.				
ACTIVITY	RESPONSIBILITY	RESOURCES	TIMELINE	STATUS
Implement 2021-24 Fund Development Plan to achieve targets, timelines & outcomes. Reviews to include formal feedback & recommendations.	Executive Director & Fund Development Officer	Finance Committee Board of Directors	Monthly reviews with ED and FDO.  Quarterly Board reviews	In Progress

1. STRATEGY B: Ensure long term financial planning aligns to Hospice strategic plan.				
ACTIVITY	RESPONSIBILITY	RESOURCES	TIMELINE	STATUS
Create 3-year financial plan with strategic alignment.	Executive Director & Sr. Business Mgr.	Finance Committee & Sr. Business Mgr.	Q1, 2021	Not Started

1. STRATEGY C: Develop annuity income through an endowment fund for the hospice.				
ACTIVITY	RESPONSIBILITY	RESOURCES	TIMELINE	STATUS
Analysis on annuity development.	Executive Director & Finance Committee	Board of Directors	Check-in end of Q2, 2021	In Progress

1. STRATEGY D: Expansion of hospice facility capacity and programming.				
ACTIVITY	RESPONSIBILITY	RESOURCES	TIMELINE	STATUS
Develop comprehensive Business Plan to evaluate and develop expansion opportunities. Evaluate risks to long term financial sustainability in analysis.	Executive Director & Finance Committee	Executive Director Expansion Director	Refer to Expansion Director's Scope of Work	In Progress

1. STRATEGY E: Ensure Hospice Board of Directors has a diverse set of skills, balanced with both new and experienced directors.				
ACTIVITY	RESPONSIBILITY	RESOURCES	TIMELINE	STATUS
Develop a Skills Requirement Plan for the Board.	Nomination Committee	Board of Directors	Q4, 2021	In Progress
Develop Succession Plan for Board, ensuring there is always a strong mix of new & experienced Directors.			Review Annually	

**Goal #2: Foothills Country Hospice Society is committed to excellence in safe, quality, family-centered care.**

<b>2. STRATEGY A: Maintain or exceed accreditation status.</b>				
<b>ACTIVITY</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES</b>	<b>TIMELINE</b>	<b>STATUS</b>
Create and adopt project plan to streamline processes for Accreditation.	Executive Director	Accreditation Committees Accreditation Coordinator	Next Accreditation is March 2023. Work to begin January 2022	Not Started

<b>2. STRATEGY B: Maintain or exceed Continuing Care Health Service Standards.</b>				
<b>ACTIVITY</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES</b>	<b>TIMELINE</b>	<b>STATUS</b>
Ongoing compliance.	Clinical Manager & Clinical Educator	Clinical Manager Clinical Educator	Audit every 2 years	In Progress

<b>2. STRATEGY C: Develop and implement annual goals pertaining to quality improvement.</b>				
<b>ACTIVITY</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES</b>	<b>TIMELINE</b>	<b>STATUS</b>
Create annual goals per fiscal year in alignment with quality meeting agenda.  Track and report on action plans.	Executive Director	Resident Safety Committee QIC Committee	Create annually  Manage quarterly	In Progress

<b>2. STRATEGY D: Implement OH&amp;S Plan.</b>				
<b>ACTIVITY</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES</b>	<b>TIMELINE</b>	<b>STATUS</b>
Maintain minutes, complete Risk Assessments & follow OH&S Terms of Reference.  Standing agenda will include facility risk assessment.	Housekeeping Mgr. & Facility Mgr.	Ongoing updates from OH&S meetings	Ongoing	In Progress

**2. STRATEGY E: Incorporate Family Centered Care into all aspects of our programming.**

ACTIVITY	RESPONSIBILITY	RESOURCES	TIMELINE	STATUS
Establish family council or focus groups.	Clinical Manager	Social Worker Coordinator of Volunteer Services	Quarterly	In Progress
Include family feedback in quality improvement, across all aspects of the organization.	Clinical Manager		Surveys and feedback reviewed monthly	In Progress
Recruit family member to contribute to resident safety committee.	Clinical Manager		Annually	In progress subject to COVID restrictions

**2. STRATEGY F: Ensure resident safety is continuously assessed, tracked, and reviewed.**

ACTIVITY	RESPONSIBILITY	RESOURCES	TIMELINE	STATUS
Complete Risk Assessments.	Clinical Manager	Resident Safety Committee	Quarterly	In progress
Incident Trending (mitigation plans, corrective action plans).	Clinical Manager		Quarterly	In progress
Update measurable goals and outcomes.	Clinical Manager		Annually	In progress
Recruit a family representative to the Resident & Safety Committee.	Clinical Manager		Annually	In Progress subject to COVID restrictions

**2. STRATEGY G: Proactive policy development .**

ACTIVITY	RESPONSIBILITY	RESOURCES	TIMELINE	STATUS
Review emerging trends in healthcare options and legislation.	Executive Director, Clinical Mgr., & Clinical Educator	Team Leads QIC Committee	Quarterly	In Progress

**2. STRATEGY H: Enhance efficiency of hospice facility with all staff and volunteers working within their scope of practice.**

ACTIVITY	RESPONSIBILITY	RESOURCES	TIMELINE	STATUS
Ensure scope of practice changes are current and implemented, including team certification tracking.	Clinical Manager	Clinical Educator Coordinator of Volunteer Services	Ongoing	In Progress

**2. STRATEGY I: Prioritize pandemic and emergency planning and preparation .**

<b>ACTIVITY</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES</b>	<b>TIMELINE</b>	<b>STATUS</b>
Establish multiple working groups to create and support processes, standards, and service delivery practices to operationalize changes needed to adapt.	Executive Director, Clinical Manager, & Clinical Educator	Team Leads	Annually	In Progress

**2. STRATEGY J: Establish linkages with other palliative services and community agencies.**

<b>ACTIVITY</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES</b>	<b>TIMELINE</b>	<b>STATUS</b>
Ensure active participation in relevant palliative service agencies such as AHPCA, CHPCA, CEN (Canadian Ethics Network).  Active participation in ad-hoc AHS committees and working groups.	Executive Director, Clinical Mgr., Social Worker, & Coordinator of Volunteer Services	Team Leads	Annually	In Progress



**Goal #3: Foothills Country Hospice Society will continue to embrace a culture that reflects our values and diversity.**

<b>3. STRATEGY A: Define success in our culture and how we will measure it.</b>				
<b>ACTIVITY</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES</b>	<b>TIMELINE</b>	<b>STATUS</b>
Establish key indicators (e.g. employee & volunteer retention rates, employee satisfaction surveys).	Executive Director & Coordinator of Volunteer Services	Coordinator of Volunteer Services & HR Advisor  Accreditation Work Life Pulse Tool	Annually	In progress

<b>3. STRATEGY B: Develop and maintain a comprehensive succession plan for hospice leadership, including recruitment and retention plans for all team lead positions.</b>				
<b>ACTIVITY</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES</b>	<b>TIMELINE</b>	<b>STATUS</b>
Review long term goals for all critical personnel in conjunction with succession planning.	Executive Director & Board Executive	Executive Director & Board Executive Committee	Annually	In Progress
Identify gaps, risks, and possible opportunities for redundancy.	Executive Director	Executive Director	Annually	In progress & ongoing
Identify high performance staff.	Executive Director	Executive Director	Annually	In progress & ongoing

<b>3. STRATEGY C: Prioritize staff health and wellness.</b>				
<b>ACTIVITY</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES</b>	<b>TIMELINE</b>	<b>STATUS</b>
Track Employee Assistance Plan (EAP) Program, enrollment & usage, & communicate internally to create awareness.	HR Advisor	EAP  HR Advisor	Ongoing	Ongoing
Address wellness initiatives through OH&S.	HR Advisor	OH&S Committee	Monthly	In progress
Ensure mental health supports are available to hospice team.	HR Advisor	Social Worker	Ongoing	In progress & ongoing
Active stewardship through staff surveys and feedback.	HR Advisor	Team Leads	Ongoing	In progress & ongoing
Develop and implement staff recognition program.	HR Advisor	Coordinator of Volunteer Services	Ongoing	Ongoing
Develop internal communications plan to support strategic culture goals.	HR Advisor	Fund Development & Communications Officer	Annually	Not Started

### 3. STRATEGY D: Prioritize volunteer health and wellness.

ACTIVITY	RESPONSIBILITY	RESOURCES	TIMELINE	STATUS
Develop & implement volunteer recognition program.	Coordinator of Volunteer Services	Fund Development & Communications Officer  Social media and digital platforms	Weekly/monthly recognition	In progress & ongoing
Build awareness of supports available to volunteers.	Coordinator of Volunteer Services	Email  Volunteer Newsletter  Better Impact Home Page	Monthly	In progress & ongoing
Create initiatives to support volunteer health & wellness.	Coordinator of Volunteer Services	Volunteer Surveys  Regular Communication  Social Worker	Ongoing	In progress & ongoing
Incorporate health & wellness feedback into volunteer surveys and review annually.	Coordinator of Volunteer Services	Survey	Annually	In progress

### 3. STRATEGY E: Incorporate culture criteria into our hiring practices.

ACTIVITY	RESPONSIBILITY	RESOURCES	TIMELINE	STATUS
Develop a template for the interview process which incorporates our mission, vision & values.	HR Advisor	HR Advisor  Team Leads	Ongoing	In Progress

### 3. STRATEGY F: Create a culture that encourages work/life balance for staff and volunteers.

ACTIVITY	RESPONSIBILITY	RESOURCES	TIMELINE	STATUS
Review of on call process.	Clinical Manager & HR Advisor	2021-2022 Budget allowance, review of clinical work schedule	Annually	Q1 2021
Maintain flexibility in workload management and scheduling.	Executive Director, HR Advisor & Coordinator of Volunteer Services	Staff Survey, ongoing feedback	Ongoing	In progress

**Goal #4: Foothills Country Hospice Society will broaden our reach to encompass compassionate community programming in the Foothills region.**

<b>4. STRATEGY A: Expand Compassionate Conversations (phone support) program into the communities we serve.</b>				
<b>ACTIVITY</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES</b>	<b>TIMELINE (Fiscal Year)</b>	<b>STATUS</b>
Recruit and train additional volunteers to facilitate this program.	Coordinator of Volunteer Services & Social Worker	Cell phones/Phone Plan  Grant funding for program orientation, training & equipment	Q4, 2020	In Progress
Advertise the program within the rural communities we serve.	Fund Development & Communications Officer	Marketing Budget  Social Media, Digital Platforms  Design Software, including continued use of Adobe Creative Suite	Q1, 2021	Not Started
Define measures of success and track accordingly.	Coordinator of Volunteer Services & Social Worker	Client Impact Platform for client tracking, outcome reports, volunteer involvement notes  Description of program overview-goals, objectives, and outcome measures. Refer to Grief Support Folder on Share Drive  Outcomes Measures 3 month, 6 months, 12 months, Completion, and Exit questionnaires.	Q4, 2020	In Progress
Build relationships with partnering agencies (e.g. rural hospitals, resource centres, long term care facilities, etc.). Target one per quarter.	Executive Director, Coordinator of Volunteer Services, Social Worker, & Fund Development & Communications Officer	Regular Meetings	Q1, 2021	Not Started

**4. STRATEGY B: Offer Grief Connections (grief group) programming beyond our hospice walls, making Hospice grief meetings accessible to any adult experiencing grief.**

<b>ACTIVITY</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES</b>	<b>TIMELINE (Fiscal Year)</b>	<b>STATUS</b>
Provide additional in-person and/or virtual monthly support groups.	Coordinator of Volunteer Services & Social Worker	Client Impact Platform for tracking, outcome reports & volunteer involvement notes  Coffee/snacks for in-person meetings.  Reliable internet for virtual group	Q4, 2020	In Progress
Define measures of success and track accordingly.	Coordinator of Volunteer Services & Social Worker	Description of program overview-goals, objectives, and outcome measures. Refer to Grief Support Folder on Share Drive  Outcomes Measures 3 month, 6 months, 12 months, Completion, and Exit questionnaires.	Q4, 2020	In Progress
Relationship building with partnering agencies (e.g. rural hospitals, resource centres, long term care facilities, etc.) Target one per quarter.	Executive Director, Coordinator of Volunteer Services, Social Worker, & Fund Development & Communications Officer	Regular Meetings	Q1, 2021	Not Started
Advertise the program within the rural communities we serve.	Fund Development & Communications Officer	Marketing budget  Internet capabilities Design software for advertising  Digital marketing platforms	Q1, 2021	Not Started

**4. STRATEGY C: Launch No One Dies Alone program in Okotoks and surrounding communities.**

<b>ACTIVITY</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES</b>	<b>TIMELINE (Fiscal Year)</b>	<b>STATUS</b>
Train hospice volunteers using the established No One Dies Alone training program through AHS.	Coordinator of Volunteer Services	Volunteers  Education training & materials  Platform for client tracking, outcome reports and volunteer involvement notes	Q4, 2021	Not Started
Connect with community networks/supports to find eligible families/patients.	Social Worker	Community networks	Q4, 2021	Not Started
Work with eligible families to provide end-of life support in the community.	Coordinator of Volunteer Services & Social Worker	Trained Volunteers	Q4, 2021	Not Started

**4. STRATEGY D: Launch NAV-Care program in Okotoks and surrounding communities.**

<b>ACTIVITY</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES</b>	<b>TIMELINE (Fiscal Year)</b>	<b>STATUS</b>
Train hospice volunteers using the established NAV-Care training programs.	Coordinator of Volunteer Services	Volunteers  Education training & materials  Vehicle  Platform for client tracking, outcome reports and volunteer involvement notes	Q4, 2022	Not Started
Connect with community networks/supports to find eligible families/patients.	Social Worker	Community networks	Q4, 2022	Not Started
Work with eligible families to provide end-of life support in the community.	Coordinator of Volunteer Services & Social Worker	Trained Volunteers	Q4, 2022	Not Started

**4. STRATEGY E: Complement existing bereavement program by offering tangible resources (Bereavement Care Packages) mailed directly to clients.**

<b>ACTIVITY</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES</b>	<b>TIMELINE (Fiscal Year)</b>	<b>STATUS</b>
Curate print materials & resources and prepare packages.	Social Worker Coordinator of Volunteer Services  Fund Development & Communications Officer responsible for branding packages and securing funds.	Volunteers to compile packages  Budget: print resources, postage & packaging.  Specialty Grief materials/resources, etc.	Q4, 2020	Not Started -waiting to secure funding
Mail Bereavement Care Packages to individuals or family cohorts following the loss of their loved one at Hospice. Additional packages to be available upon request by members of our community and partnering agencies.	Social Worker	Volunteers to mail packages	Q4, 2020	Not Started -waiting to secure funding

**4. STRATEGY F: Educate the communities we serve about all aspects of Palliative Care.**

<b>ACTIVITY</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES</b>	<b>TIMELINE (Fiscal Year)</b>	<b>STATUS</b>
Ensure availability of resources and literature for families during their stay at Hospice.	Social Worker Coordinator of Volunteer Services	Marketing Budget  Communications Officer to design brochures	Q3, 2021	Not Started
Provide palliative education to staff, families, community members	Educator Social Worker Coordinator of Volunteer Services Team Leads	Marketing Budget  Presentation Budget  Communications Officer to design marketing materials  Digital Marketing Platforms	Q3, 2021	Not Started

**4. STRATEGY G: Offer counselling services to hospice families and bereaved community members.**

<b>ACTIVITY</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES</b>	<b>TIMELINE (Fiscal Year)</b>	<b>STATUS</b>
Provide opportunity for 1:1 counselling sessions via online and/or in-person.	Social Worker	Information sourced from other programs  Private space for sessions  Additional Counselor  Marketing budget  Communications Officer to design marketing materials  Digital Marketing Platforms	Research – Q4, 2020  Launch – Q3, 2021	

**4. STRATEGY H: Honour residents who have passed away.**

<b>ACTIVITY</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES</b>	<b>TIMELINE (Fiscal Year)</b>	<b>STATUS</b>
Form Honour Guard when residents have passed.	Reception	All Staff	Ongoing	In Progress
Host in-person memorial tea (when possible).	Social Worker & Coordinator of Volunteer Services	Volunteers  Food Budget  Evite Invitation	Bi-Annual	Paused due to COVID
Curate & mail memorial tea package (when appropriate) and determine satisfaction.	Social Worker & Coordinator of Volunteer Services	Volunteers to compile packages  Grant Funding for package contents, postage, etc.	Ongoing	Not Started -waiting on grant funding
Volunteers to create memory pages for residents who have passed away.	Coordinator of Volunteers Services	Volunteers  Scrapbooking supplies	Ongoing	In Progress