

# Strategic Priorities 2020-2025

## Exceptional Client and Caregiver Experience

We are strongly committed to client service, collaboration and continuous quality improvement to ensure exceptional client and caregiver experience.

## Increase Access to Hospice Services

We will ensure that our clients from all cultures and communities will experience seamless access to and transitions in their care and that care is based on our client's wishes.



## Strengthen Community Involvement

We will expand the understanding and visibility of Hospice Care Ottawa through the engagement of clients, caregivers, donors, partners and governments.

## Ensure Financial Sustainability

We will work tirelessly to ensure hospice services remain available to our clients and caregivers, through sustainable funding and support.



# Shaping our plan *Summary of what we learned*

## What we know

To remain responsive providers of care, we must evolve, grow and stay connected with the community we serve and the current and future landscape of health care.

- Our population continues to age, so we will need more hospice palliative care services.
- The community we serve is growing in numbers and in diversity – we need to be ready to serve people who speak different languages and who come from a broader variety of cultures and communities.
- We need to evolve with the province’s plans to change health care. That includes becoming part of integrated care teams in our region (Ontario Health Teams).
- We need to meet the increased need for French-language hospice palliative care services, especially in eastern Ottawa.
- Most people are still dying in hospital, even though they want to die at home. Access to coordinated hospice palliative care has the potential to accommodate their wishes.
- It is a significant, ongoing challenge for us to meet the government’s requirement to raise 40% of our operational costs. We still must raise \$2.2 million annually to run our services and programs.

## What we heard

To shape our plan we engaged with our community. We collected and synthesized what we heard through our engagement efforts. This included six small-group discussions, 20 interviews and two online surveys that received a combined 639 complete submissions and averaged a 75% completion rate. Here’s what you said:

- Keep up the good work and focus on what you do well.
- Remember and reinforce your community roots.
- Increase your public profile.
- Better support the rights of those eligible to choose medical assistance in dying.
- Ensure your staff and volunteers feel well-supported and satisfied.
- Press harder for more government funding to support our services.
- Offer services that meet peoples’ needs and values.

# Our vision, mission and values

## Our Vision

Promoting quality in life, compassion in death, and support in bereavement to people in need across Ottawa.

## Our Mission

Hospice Care Ottawa provides compassionate, high quality care to people and their caregivers from the time of diagnosis with a progressive life-limiting illness through their palliative and end-of-life journey.

## Our Philosophy of Care

Our care is person-centred and focused on physical, emotional, and spiritual comfort. We proudly recognize and welcome the diversity of our community and strive to be inclusive of all. All services are offered at no charge to clients and their families. Care and support are available at home, in community locations, and in our 24-hour residences.

## Our Values

- Compassion and respect guide our actions and decision-making.
- Inspiration comes from the courage and strength of those we serve.
- Excellence in person-centred care is integral to all our work and relationships.
- Community grounds all our work. We embrace and encourage collaboration, partnership, and diversity.



For more information about our programs, services and/or to learn more about our strategic plan, please visit [www.hospicecareottawa.ca](http://www.hospicecareottawa.ca)

# Our five year strategic plan

## Provide Exceptional Client and Caregiver Experience

## Increase Access to Hospice Services

## Strengthen Community Involvement

## Ensure Financial Sustainability

### Goals: Our clients and caregivers will...

#### Goals

- Continue to receive exceptional hospice care.
- Receive care that is centred around their personal needs, values and wishes.
- Receive care from competent, well-trained and compassionate volunteers and health care providers.

- Represent all cultures and communities.
- Receive hospice care where and when they need it.
- Experience a seamless transition to hospice services.

- Recognize and value the contribution of our volunteers and community partners.
- Help advocate for the support and funding needed to provide hospice care.
- Continue to hold us accountable for providing excellence in care.

- Continue to receive our services at no cost because of ongoing government funding and community donations.
- Have confidence that the hospice will provide efficient, effective care today and in the years to come.

### What this looks like by 2025...

#### Future State

- Clients and caregivers continue to be actively involved in their personal care planning and decisions.
- Data is continually collected and monitored for ongoing quality improvement.
- Our employees and volunteers feel supported and satisfied.
- Clients and caregivers give our services a satisfaction rate of at least 95%.
- All our programs are accredited by Hospice Palliative Care Ontario.

- We reach more people from more diverse communities (e.g. Indigenous, multicultural and LGBTQ) and we have more representation of these groups among our staff and volunteers.
- We have increased our reach and access among Francophones in our community.
- Hospice residence services are established in eastern Ottawa.
- The MAiD procedure is available on site by external health care providers if eligible patients already receiving hospice care in our residences decide to pursue MAiD.
- We are part of a coordinated care system through links with others and by shared digital health records.

- Our relationships with key partners and donors remain strong.
- We continue to honour and recognize our community volunteers.
- Our public profile increases because of strategic advertising, partnerships and social media.
- A Circle of Caring Client Advisory committee is formed, providing ongoing input to improve care.
- Our community endorses hospice as an important partner in the delivery of quality, cost-effective care.
- We are active partners in the development and delivery of services with Ontario Health Teams.

- Government funding increases from 60% to 80% of our operational costs on an ongoing basis.
- Staff and volunteer participation in fundraising increases.
- We fulfill all our annual financial and fundraising goals.
- We pay off our mortgage for the Ruddy-Shenkman build.
- A balanced budget is achieved.

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