

Hospice Society of Victoria County



Strategic Plan
2015-2017

Mission: To improve the quality of life of individuals and their families who are living with a life threatening illness.

The Hospice Society of Victoria County has developed four broad goals for 2015-2020. They include:

- The Hospice Society of Victoria County seeks to be sustainable both organizationally and financially.
- The Hospice Society of Victoria County seeks to raise its profile in the community to promote community engagement with the Society.
- The Hospice Society of Victoria County seeks to support, enhance and expand its programs and services.
- The Hospice Society of Victoria County seeks to develop a sustainable and effective volunteer program.

Each goal is expanded upon in the pages that follow and will serve as a guide for the direction that the Hospice Society takes for the next five years.

THE HOSPICE SOCIETY OF VICTORIA COUNTY SEEKS TO BE SUSTAINABLE BOTH ORGANIZATIONALLY AND FINANCIALLY.



Organizational Sustainability

The strength of the Board is critical to long-term viability of the Society, as are Board member competencies and representation from the entirety of the region served by the Hospice Society of Victoria County. We will use strategic recruitment to strengthen the Board.

- Seek Board members with the following skills:
 - Fundraising
 - Marketing and Promotion
 - Volunteer Support
 - Financial Planning and Analysis
- Seek Board members from areas of the region that are underrepresented

Financial Sustainability

We have relied on donations and fundraising in the past, but there has not been a specific strategy or goals for those streams of income. We will develop a strategy to promote and sustain our donation and fundraising programs.

- Conduct a financial analysis that includes projections of funds required to be sustainable over the next five years and suggests how to meet funding requirements through fundraising and donations
- Ensure that this process is continually updated and monitored (see above with possible financial analysis position on the Board)
- Provide the community with a variety of methods of making donations
 - Continue to provide access to Paypal and Canada Helps accounts
 - Include donation information on all print items; distribute print items to pertinent locations regularly
 - Add an “opt-in” to collect contact information from donors and supporters; use this information to do a mail-out donor “blitz” once a year

- Intentionally and meaningfully recognize donors
 - In addition to issuing tax receipts, develop a program of “thank you” tokens/cards/pins
 - Recognize major donors in our newsletter (i.e. 500 Club, Silver, Gold Level donors)

- Capitalize on successful calendar fundraiser and make it a yearly fundraiser

Develop a fundraising program that allows donors to recognize hospital staff, caregivers, or anyone else who has made a positive difference in their lives

- Hold an annual event each Spring to recognize the honorees and use a garden theme, in turn promoting the Healing Garden by showing large photos of the garden

Report financial information to the community in our newsletter and on our website

2

THE HOSPICE SOCIETY OF VICTORIA COUNTY SEEKS TO RAISE ITS PROFILE IN THE COMMUNITY TO PROMOTE COMMUNITY ENGAGEMENT WITH THE SOCIETY.



Create community awareness

Some sectors of the community are well aware of what hospice does, but others are not. In order to ensure that we are reaching all those who may need our services, and those who may be interested in supporting the Society, we will provide a consistent message about who we are, what we do, and how to get in touch with us.

- Use our new logo on all material that comes from and is associated with the Society
- Have Hospice literature available at events, the hospital, Alderwood, funeral homes, and other venues
- Maintain a dynamic website; track traffic to the website
- Reach out to First Nations Communities (see programs and services goal below)
- Collaborate with other Hospice Societies to raise our joint profile
- Provide frequent updates on activities
 - use the Victoria Standard and other media platforms for advertising programs and events and for reports of programs, funds

Provide opportunities for community input

The community needs to be involved in what Hospice does, and we need feedback regarding what we are doing or should be doing to support them. Without feedback, we won't know if we are being effective.

- Gather contact information from donors, supporters, volunteers for use in mail-outs and emails regarding events and opportunities to support the Society.
 - Put contact information option on everything we produce to create a network
- Ensure that there are feedback/suggestion opportunities for all hospice related events and activities

- Provide a feedback/suggestion form on the website
- Work with the Palliative Care Coordinator to offer patients and families an opportunity to provide feedback

3

THE HOSPICE SOCIETY OF VICTORIA COUNTY SEEKS TO CONTINUE TO SUPPORT, ENHANCE AND EXPAND ITS PROGRAMS AND SERVICES.



Continue and enhance education fund programs

In 2014, we developed a specific process for providing funds to volunteers and healthcare providers to access educational opportunities. The society feels that by supporting this program, our community will be better prepared to deal with end of life and chronic care issues.

- Promote the funding program amongst stakeholders to ensure that interested individuals are able to access program
- Provide opportunities for those who have accessed the funds to provide feedback/knowledge to the Board and the community
- Recognize those who take the opportunity to increase their knowledge; invite them to our annual event

Enhance programming and support for First Nations communities

The region served by the Hospice Society of Victoria County includes a large First Nations population, but that population tends to be underrepresented in terms of accessing programs and services.

- Actively seek out community members and those who are service providers in those communities and ask them about their needs (see organizational sustainability goal above)
- Develop cultural competencies within Society and care providers by making it a priority of our education fund
- Collaborate with other organizations/groups that already are providing service
- Ensure that print information is available within First Nations communities
- Work with community leaders and elders to raise awareness and to deliver appropriate programs

Develop and implement bereavement programming

Most hospice and palliative care societies provide some sort of bereavement programming and that has been identified as a need within the community.

- Collaborate with other organizations who already deliver this type of programming, or who have delivered it in the past, and considering partnering with them

- Consider developing this program as a component of the volunteer program (see next goal)
- Ensure that the community is aware of this type of programming by promoting programs
- Provide online and in person information

Play a role as a community advocate for hospice and palliative care services and support

With our aging population and the increasing needs of our population, hospice and palliative care will play a critical role in the health and well-being of our communities. The Society needs to play a role in advocating to our community leaders about the need for services and support.

- Continually evaluate the ongoing and future needs of the community
- Engage with elected officials and enlist their cooperation in advocating for hospice and palliative care

Continue programs that are working well

The Society has many programs that are working well at this time, including our home support program, public educations program, Healing Garden, annual newsletter, and annual memorial service. We will continue to provide these programs and services.

- Continue to provide funding and support for these programs
- Evaluate our home support program to see whether additional supports are needed and, if we are able, provide them
- Develop an evaluation process for all programs and services

4

THE HOSPICE SOCIETY OF VICTORIA COUNTY SEEKS TO DEVELOP A SUSTAINABLE AND EFFECTIVE VOLUNTEER PROGRAM.



Assess and evaluate current volunteer programs

Numerous Hospice Societies and Palliative Care Societies have volunteer programs that are working effectively, and we should model our program according to best practices.

- Collaborate with other groups to find out what they are doing that is working
 - Partner with other groups if possible
- Use best practices to develop policies for screening, safety, and training and management of volunteers

Develop volunteer roles and responsibilities based on the needs of our programs and services

Volunteers need to have specific roles and those roles must fit our needs. We must ensure that volunteers who sign up have clear-cut roles and responsibilities and that they can engage meaningfully in activities.

- Look at each program and service we offer (including fundraising and events) and decide if there is a volunteer opportunity associated with it
 - If there is an opportunity for volunteerism, develop that role and then seek out volunteers specific for that particular role/activity
- Compile a list of contact information for volunteers that we can draw upon as opportunities come up

Assess and evaluate volunteer programs

To be successful, the volunteer program must be satisfying for volunteers and for those interacting with volunteers and must meet the needs of all those involved.

- Provide ample & frequent opportunities for feedback and suggestions from volunteers
- Provide ample & frequent opportunities for feedback and suggestions from those involved with volunteers