



# Hospice Wellington 2023–2025

Strategic Plan





**On Wednesdays you'll find volunteer "Nana" in the Hospice Wellington kitchen making her famous ginger snaps**

**We estimate that she makes over 1600 cookies a year to give families that cozy, welcoming feeling, and to fill our hospice with a wonderful aroma!**

# Introduction

This 2023-2025 strategic plan has been developed by the Hospice Wellington Board of Directors, based on input from an extensive stakeholder engagement process and discussions at an all-day planning meeting held in May, 2022 with Board and staff leadership, facilitated by Good Roots Consulting. The plan was approved at a meeting of the Board of Directors on September 28, 2022.

## Strategic Priority 1: COMMUNITY ENGAGEMENT



### Strategies



### Actions



### Performance Measures

1.1 Engage communities facing barriers to end-of-life care	<ul style="list-style-type: none"><li>• Conduct outreach to understand the needs of diverse communities</li><li>• Develop a community engagement plan that includes a budget and funding plan</li><li>• Ensure sufficient human resources to implement the engagement plan</li><li>• Develop and strengthen community partnerships with organizations serving communities facing barriers to care</li></ul>	<ul style="list-style-type: none"><li>• Community engagement plan completed</li><li>• Number of organizations and individual community members engaged</li></ul>
1.2 Continuously refine approach and programming to meet the needs of communities facing barriers to end-of-life care	<ul style="list-style-type: none"><li>• Provide organization-wide training in EDI-J</li><li>• Attract and recruit staff and volunteers who better reflect the diversity of Guelph Wellington community members</li><li>• Adapt and develop programming that meets the needs of diverse communities</li></ul>	<ul style="list-style-type: none"><li>• Client, volunteer, and staff identity-based data is more reflective of the broader Guelph Wellington population</li></ul>

PUSLINCH





Good friends are the people who will stand beside us in our fears, walk beside us in our sorrow, and celebrate together in the joys we share. They are the people who we never take for granted, for their kindness is a deep part of our lives.

Strategic Priority 2: SERVING WELLINGTON COUNTY



Strategies

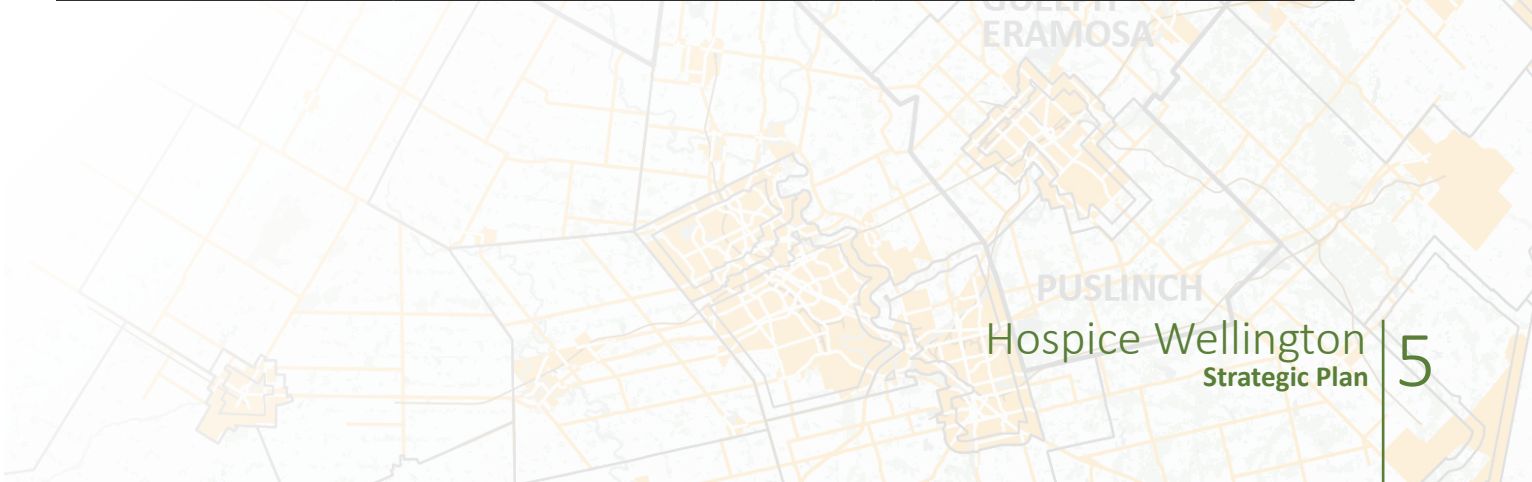


Actions



Performance Measures

2.1 Offer community programs tailored for Wellington County	<ul style="list-style-type: none"><li>• Revisit previous studies on gaps in programming in Wellington County and identify additional gaps</li><li>• Secure specific funds for programming in Wellington County</li><li>• Find locations to offer programs (e.g. rent a space or use partner facilities)</li><li>• Identify cost-effective programs to reach larger numbers of people and begin with those (e.g. art and music therapy, spousal grief programs)</li><li>• Strengthen partnerships in Wellington County and connect with existing programs and find opportunities for synergy (e.g. homecare)</li><li>• Hire staff and recruit volunteers in Wellington County to deliver programming</li></ul>	<ul style="list-style-type: none"><li>• Funding earmarked for Wellington County programming</li><li>• Volunteers, staff members, and donors located in Wellington County</li><li>• Programs and participation rates in Wellington County</li><li>• Program satisfaction level of participants in Wellington County programs</li></ul>
2.2 Consider need for and feasibility of Hospice Wellington pursuing residential facility in Wellington County	<ul style="list-style-type: none"><li>• Determine need for an additional hospice facility in Wellington County</li><li>• If need determined: conduct feasibility study and consider other organizations that could be involved</li></ul>	<ul style="list-style-type: none"><li>• Need determined</li><li>• If need determined: develop feasibility study</li></ul>







“Hospice Wellington is your home from home where care and understanding unfolds from our open hearts and minds.”

Pat Hickman, RN CHPCN  
Director of Care  
Hospice Wellington

Strategic Priority 3: INVESTING IN QUALITY CARE



Strategies

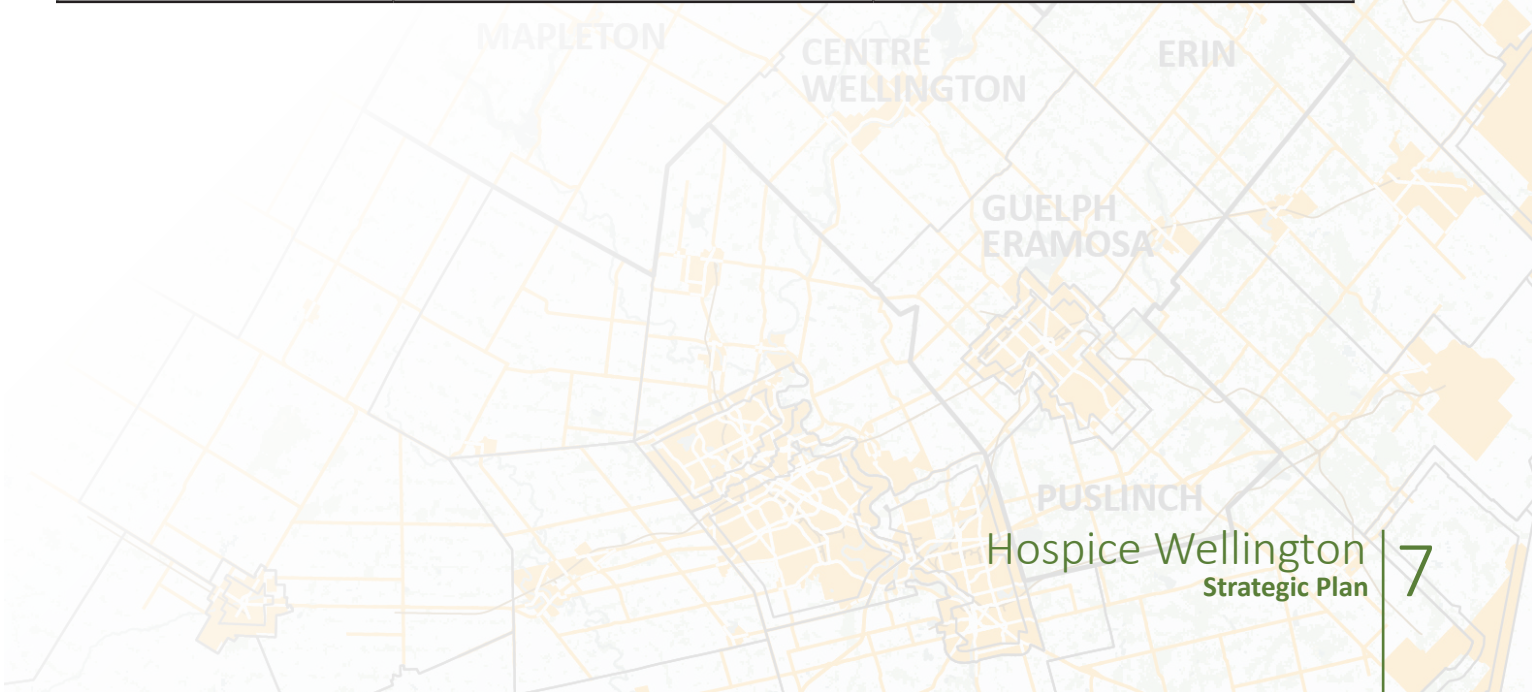


Actions



Performance Measures

3.1 Invest in human resources (staff and volunteers)	<ul style="list-style-type: none"><li>• Formalize succession and staffing plan</li><li>• Invest in professional development for staff</li><li>• Develop a system for tracking skills and interests of volunteers to ensure optimal utilization of volunteer resources</li></ul>	<ul style="list-style-type: none"><li>• Succession and staffing plan operationalized</li><li>• Staff and volunteer satisfaction and retention rates</li></ul>
3.2 Develop and monitor key quality and performance measures	<ul style="list-style-type: none"><li>• Decide what to measure for community and residential programs</li><li>• Research existing metrics in the sector and define service standards</li><li>• Develop a monitoring and evaluation framework and data collection tools</li><li>• Gather and make good use of data</li><li>• Refine measures based on changing programs and informational needs</li></ul>	<ul style="list-style-type: none"><li>• Quality and performance measures established and actively used</li></ul>







## Our MISSION, VISION, and VALUES



### MISSION

To provide and promote hospice palliative care for individuals and their families.



### VISION

Hospice Wellington is recognized by our communities for its leadership in meeting the hospice palliative care needs in Guelph and Wellington County.



### VALUES

Accessibility  
Accountability  
Collaboration  
Compassion  
Dignity  
Inclusiveness  
Leadership



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