



Strategic Plan
Hospice Palliative Care Society of Cape Breton County
2021-2024

CONTEXT

The purpose of this plan is to guide the leadership and management of the Hospice Palliative Care Society over the next three years. This plan has been developed on the basis of priorities identified by the Board of Directors in July 2021. It covers only a three-year period in light of the changes introduced by the opening of the Hospice and the uncertainty of the operating environment as the pandemic appears to be waning. This plan is intended to be flexible, and adaptable to reassessment and adjustment as it is implemented and evaluated. It will require collaboration and coordination between Board members and staff, committees and the Service. In addition, it is intended to involve all directors, the staff, Palliative Care Service, and the community in support of the Mission and Vision of the Society.



STRATEGIC DIRECTION #1

<p>Strategic Direction 1 <i>Sustainability</i></p>	<p>Develop the three dimensions of financial management of the Society (3 F's): finance, fundraising and facility management including roles and responsibilities and plan for coordination of all three aspects.</p> <p>Develop an annual budget based on new responsibilities.</p> <p>Develop and implement a strategic fundraising plan.</p> <p>Develop a full understanding of facility management role and responsibilities for Board, Executive Director, NSH and an oversight plan for the Board.</p>	<p>Year 1</p> <p>2</p> <p>1,2,3</p> <p>1,2</p>
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STRATEGIC DIRECTION #2

<p>Strategic Direction 2 <i>Circle of Care</i></p>	<p>Develop a strategic plan to define and strengthen the Circle of Care in Cape Breton County (hospital, home, hospice, LTC).</p> <p>Establish a standing Volunteer Committee in partnership with the Service to define, develop and implement a volunteer program.</p> <p>Develop and implement a community education program.</p> <p>Define and develop a plan to establish a Center of Excellence for Palliative Care.</p> <p>Measure and determine capacity of both Board and Service to extend support and reach beyond Cape Breton County.</p> <p>Develop a strategy / process for setting priorities and making choices based on capacity.</p>	<p>1,2,3</p> <p>1</p> <p>2</p> <p>2,3</p> <p>1,2,3</p> <p>1</p>
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STRATEGIC DIRECTION #3

Strategic Direction 3 Communications/ Relationship Management	Develop a communications plan to guide the post-build environment to situate successful completion of the hospice but need for on-going community support for full Circle of Care.	1
	Identify key relationships (local, regional, national) for further engagement to learn from, learn about and/or share our experiences.	1,2
	Develop and implement simple communications plan/tools to support easy flow of information from Society to Service and back.	1
	Provide promotion and support for fundraising events.	1,2,3



STRATEGIC DIRECTION #4

Strategic Direction 4 Governance / Management	Board of the Future:	
	Implement Governance Review Decisions.	1
	Conduct the Annual General Meeting in late September 2021, hold new Board orientation, distribute refreshed policy framework, introduce new Terms of Reference for each Standing Committee and Life Members.	1
	Develop succession planning strategies for board to ensure appropriate mix of skills, community representation and diversity into the future. (3-year horizon)	2,3
	Implement working relationship with Standing Committees based on revised TOR and individual strategic plans/priorities.	1,2



<p>Strategic Direction 4 Governance / Management</p>	<p>Office of the Future:</p> <p>Develop new work description for Executive Director including role and responsibilities in relation to the Board and to staff.</p> <p>Develop recruitment plan (for Spring 2022 completion).</p> <p>Define roles and responsibilities for other staff (administrative assistant and bookkeeper), develop work descriptions and recruitment plans (for Spring 2022 completion.)</p> <p>Provide orientation/transition support, leadership and direction to new Executive Director</p>	<p>1</p> <p>1</p> <p>1,2</p> <p>1,2</p>
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