

**Strategic Plan  
Hospice Palliative Care Society of Cape Breton County  
2023-2026**

**Context:**

The purpose of this plan is to guide the leadership and management of the Hospice Palliative Care Society over the next three years. It builds upon and is informed by the 2021 Strategic Plan of the organization with additional insight and priorities as identified by the Board of Directors and Life Members in November 2022. It covers 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 wanes but remains a factor of influence. This plan is intended to be flexible and adaptable to reassessment and adjustment as it is implemented and evaluated. It is intended to involve all directors, Life Members, the staff, Palliative Care Service, and the community in support of the Mission and Vision of the Society. Furthermore, it will require operational plans to bring each strategic direction to concrete actions. Regular reviews to assess progress and adjust direction will be conducted.

<p>Strategic Direction 1</p> <p><b>Sustainability</b></p>	<p>Continue to implement the three dimensions of financial management of the Society (3 F's): finance, fundraising and facilities management.</p> <ul style="list-style-type: none"> <li>• <i>Refine roles and relationships for coordination</i></li> <li>• <i>Develop and implement strategic and operational plans for facilities management.</i></li> <li>• <i>Develop an emergency preparedness plan for Hospice building.</i></li> </ul>
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	<p>Develop and implement strategic fundraising plan.</p> <ul style="list-style-type: none"> <li>• <i>Identify foundations who might be approached for program support. (Application schedules, amounts, process)</i></li> <li>• <i>Develop and implement a schedule of Society fundraising events...annual and one-of</i></li> <li>• <i>Develop a list of community organizations who might be approached to initiate fundraising events for HPC.</i></li> <li>• <i>Develop donor stewardship plan</i></li> <li>• <i>Develop and implement an annual giving plan</i></li> <li>• <i>Develop and implement a legacy giving plan</i></li> <li>• <i>Identify other fundraising ideas such as Tip Tap for consideration.</i></li> <li>• <i>Develop and deliver training for board members and event coordinators to ensure understanding of tax receipt rules, money handling, requirements for permits etc.</i></li> <li>• <i>Continue to develop understanding of strategic and operational decision-making process.</i></li> </ul>
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<p>Strategic Direction 2</p> <p><b>Circle of Caring</b></p>	<p>Make the transition from “Learning Year” to “Learning Organization”.</p> <ul style="list-style-type: none"> <li>• <i>Develop plans for Board education, for Board and Service education, for Service support and education.</i></li> <li>• <i>Establish effective information-sharing, communication strategies between Executive and Board, between Committees and Board and between Society and Service</i></li> </ul> <p>Develop and implement a community education program.</p> <ul style="list-style-type: none"> <li>• <i>Contact community organizations to offer information sessions.</i></li> <li>• <i>Develop appropriate suite of products for use in delivering presentations to groups such as service clubs, church organizations, etc.</i></li> </ul> <p>Define and develop a plan to establish a Center of Excellence for Palliative Care.</p> <ul style="list-style-type: none"> <li>• <i>Identify 3 appropriate actions to start this initiative.</i></li> </ul> <p>Strengthen the Circle of Caring with concrete actions to:</p> <ul style="list-style-type: none"> <li>• <i>Develop, in collaboration with NSH, a project plan to refresh An Cala asap including a budget for the Society’s part of the An Cala project.</i></li> <li>• <i>Revitalize Volunteer-based programs: Flowers, Bereavement (with Bereavement Coordinator),</i></li> <li>• <i>Re-establish Home Volunteer Program</i></li> <li>• <i>Develop and introduce plans for Spiritual care and Care for the Care-Giver programs.</i></li> </ul>
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<p>Strategic Direction 3</p> <p><b>Communications/ Relationship Management</b></p>	<p>Develop a communications plan to guide the post-build environment with emphasis on the on-going community support required in the full Circle of Caring.</p> <ul style="list-style-type: none"> <li>• <i>Complete rebranding/identity exercise,</i></li> <li>• <i>Complete Website renewal</i></li> <li>• <i>Introduce and maintain a social media plan</i></li> <li>• <i>Develop an annual cycle/schedule of newsletters, Annual Plan.</i></li> <li>• <i>Establish and maintain the Legacy Project with help of the Beaton Institute to ensure history and documentation of Society are preserved.</i></li> </ul> <p>Identify key relationships (local, regional, national) for further engagement to learn from, learn about and/or share our experiences.</p> <ul style="list-style-type: none"> <li>• <i>Establish schedule of meetings to advance Society objectives with community, with donors, with partners</i></li> <li>• <i>Identify key issues to with explore with each</i></li> <li>• <i>Re-engage with other palliative care societies in Cape Breton, hospice organizations and fundraising organizations.</i></li> </ul> <p>Develop and implement simple communications plan/tools to support easy flow of information from Society to Service and back.</p> <ul style="list-style-type: none"> <li>• <i>Consult with Service to determine best ways to meet needs of staff</i></li> <li>• <i>Test communication models for regular reporting of Society “news” for Hospice, An Cala bulletin boards, email for home care nurses.</i></li> </ul> <p>Provide promotion and support for fundraising events.</p>
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<p>Strategic Direction 4</p> <p><b>Governance/Management</b></p>	<p>Recruit board members to support objectives of the Society.</p> <ul style="list-style-type: none"> <li>• <i>Analyze board retirements, vacancies, skill-mix, annually to determine needs</i></li> <li>• <i>Develop recruitment strategy</i></li>   <li>• <i>Identify a mentor for each new board member</i></li> <li>• <i>Provide orientation and access to background material</i></li> <li>• <i>Identify a way for board members to connect with business of the Society in a way that meets their needs and interests. (Committee membership, project involvement)</i></li> <li>• <i>Ensure Board members have sufficient knowledge and information to exercise their responsibilities.</i></li> <li>• <i>Help Committees align their activities with the priorities of the Board through clear Terms of Reference, operational plans and communications.</i></li> <li>• <i>Recruit a Volunteers Representative</i></li> </ul> <p>Maintain Policy and Procedure Manuals, add to policy suite as necessary.</p> <ul style="list-style-type: none"> <li>• <i>Review policies on 3 year cycle unless earlier revision needed on a case-by-case basis.</i></li> <li>• <i>Introduce a shared drive to allow central file keeping and access to documents such as policy and procedure guidance, committee meeting minutes, board minutes, information to Board members etc.</i></li> </ul>
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	<p>Manage and monitor the agreement/lease with NSH to ensure Society is meeting obligations and that good partnering is a part of achieving shared goals</p> <ul style="list-style-type: none"> <li>• Review terms of the agreement regularly to ensure both parties are living up to commitments.</li> <li>• Track information on requests for service/maintenance (number and type)</li> <li>• Establish clear, simple process for communicating needs.</li> <li>• Analyze impact of agreement on Society’s financial stability.</li> <li>• Evaluate progress on Strategic Plan annually.</li> </ul>
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