

Strategic Plan 2019-2022

Vision: Holistic person-centred hospice and end of life care **Values:** Respect, Dignity, Accountability, Compassion, Excellence

Mission: To provide community hospice services that care, respect and support our guests – including at the end of their lives.

Reputation & Partnerships

KPIs

- *Update Strategic Engagement Framework in 2018
- *Develop strategic communication plan: build/assess key partnerships
- *Establish Community Hospice Hub with partners by 2020
- *Raise awareness of services, model of care & new hospice
- *Secure recurrent govt funding for services by June 2018 & for new hospice by 2019-20
- *To be positioned as an Australian leader in community hospice and palliative respite by 2022

Corporate Governance

KPIs

- *Maintenance of accreditation/ compliance with all Statutory & Regulatory requirements
- *Effective oversight of culture, strategy & risk
- *Adhere to governance policies, decision-making protocols & ethical framework
- *Board behaviours: board attendance, informed & responsible for care
- *Establish/support for ICAG

Long-Term Sustainability

KPIs

- *New purpose-built hospice to be operational in 2020
- *Strategic fundraising plan
- *Achieve budget surplus every financial year
- *Increased support from health insurance orgs and partners
- *Achieve NSQHS Standards

Best Practice Hospice Services

KPIs

- *Maintain QIP accreditation
- *Achieve NSQHS standards accreditation (2019-2020)
- *Achieve Level 1 in Palliative Care Capability Framework by 2020
- *Conduct accreditation mid-cycle reviews
- *Achieve 90% guest satisfaction rating each year
- Achieve 80% volunteer satisfaction rating each year
- *Aim to implement National Standards for Volunteers

Caring for our People

KPIs

- *Meeting 80% Staff & volunteers' satisfaction
- *Review HR systems: staff & volunteers reviews, contracts and feedback
- *Be a Workplace of Choice in community hospice
- *Achieve best practice OH&S Standards

Actions

- *CRM system completed August 2018
- *Resource implementation of engagement/comm plans: 2018-20
- *Develop engagement schedule with key stakeholders and government
- *Comms materials updated by 2019
- *Develop direct communication channels w/ local health sector
- *Build/expand on community outreach through Community Hub by 2022
- *Research world-leading community hospice/palliative respite models

Actions

- *Review Board & ICAG Terms of Reference, policies & reports as due
- *Ongoing governance training & development programs
- *Strategic Plan & Risk Mgt Framework reviewed annually
- *Board sub-committee reports tabled as due
- *Conduct Board skills and performance reviews annually
- *Develop Board meeting calendar incl. AGM aligned to statutory reporting

Actions

- *Creation of new hospice Project Control Group by April 2018
- *Business Case development/facility concept approved by June 2018
- *Capital Fundraising Campaign implementation: 2018-2020
- *Develop grants & trusts plan
- *Set annual Giving Campaign target
- *Rigorous financial oversight & transparent cashflow mgt
- *Build govt strategic engagement
- *Develop relationship plan to target health insurers and other funding agencies (e.g. NDIS)
- *Local Medical Community Engagement Plan implementation for referrals via community outreach

Actions

- *Quality & Compliance Committee reports monthly to Board of Directors: a) maintain regulatory compliance register/ review monthly b) Undertake regular internal self-assessment under NSAP guidelines
- *Plan/implement regular volunteer training program
- *Advance through Palliative Care Capability Framework 2018-2020
- *Apply CSNAT tool for measurement of service delivery on admission & change of condition
- *Review National & International best practice models of care

Actions

- *Establish staff/volunteers satisfaction ratings by 2019
- *Review /implement inductions & exit interview processes
- *Review employee assistance program
- *Review/develop continuous education of OH&S systems
- *Professional development/ training program established 2019

Service
Day Hospice
Program

Service
End-Of-Life
Care

Service
Carers'
Accommodation

Service
Community
Outreach

Service
Overnight
Palliative Respite

Service
Equipment
Loan Bank

Future Service
Community Hub