

# Strategic Framework

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2022-2026



North Okanagan  
*Hospice Society*



# Strategic Framework 2022-2026



*Dear Members, Partners, Stakeholders,  
Supporters and Friends of the North Okanagan  
Hospice Society,*

The North Okanagan Hospice Society has been providing excellence in palliative care and end-of-life services in the North Okanagan since 1984. For over 35 years, we benefitted from financial support from Interior Health Authority and fantastic support from the community in terms of fundraising, donations and volunteers.

We still do, but due to the advent of COVID-19 in the Spring of 2020, many of our assumptions and expectations about how we would continue to fund and deliver our services unravelled as our costs increased, our volunteer support diminished significantly and our fundraising events dried up. Thankfully we made it through this difficult period due to the heroic efforts of our dedicated and hard-working staff and federal and provincial grants to offset our increased costs and reduced fundraising. We also learned how quickly, and without warning, our sustainability could be threatened, and we learned that we need to be more resilient in the face of major crises.

This newly minted Strategic Plan focuses on how we develop and sustain our long-term financial, physical, and human resource needs necessary to not only continue our current level of support for the community, but also expand our services to ensure that we will be able to provide quality seamless palliative end-of-life care which meets our community needs in a manner of their choosing.

This Strategic plan has been developed in a very objective, thoughtful, transparent and inclusive manner. It is both practical and aspirational. It is our roadmap to a bigger and brighter future. Importantly, it will also allow us to measure our progress as we move forward and have a better handle on the performance and health of the NOHS.

This plan is a living document – it is not etched in stone. We will adjust the plan as and when circumstances change. As a community based and supported organization, we welcome feedback from our stakeholders. As such, please feel free to share any thoughts, concerns or suggestions that you might have.

On behalf of our Board, staff and volunteers, we extend our sincere thanks for your continued involvement, investment and engagement in NOHS. We look forward to working with you as we commit to growing our services in the years to come.

With gratitude,

A handwritten signature in black ink, appearing to read 'P. Landry'.

Paul Landry  
*President of Board of Directors*

A handwritten signature in black ink, appearing to read 'Lisa Matthews'.

Lisa Matthews  
*Executive Director*



# Methodology

The following methodology was employed in the development of this strategic framework:

1. Review of current best practice and trends in Hospice and palliative care.
2. Review of past plans and current data and documents.
3. Data gathering through meetings with board members, volunteers, staff, education partners, policy makers, government, community and clinical partners:
  - External consultant meetings identifying goals and objectives
  - Staff and volunteer focus groups, and engagement and satisfaction surveys
  - Board questionnaire
4. Strategic planning sessions onsite to review and develop draft:
  - Vision, mission and values
  - Strategic priorities, goals and objectives and accountability lines
5. Leadership Team sessions to review and edit objectives.
6. Presentation to board for review and edit.
7. Align budgets to meet strategic objectives.
8. Final presentation and approval by Board of Directors.

This framework is aspirational, and we have chosen five strategic priorities which have provided direction to stated goals and objectives.

Over the next five years, this framework will act as a roadmap for our decision making, informing our operational plans, reports, budgets, and day-to-day activities. It will provide our inspiration and be our guide, as we work in service to our residents, their families, our partners and our communities.





# NOHS Strategic Framework

2022-2026

	1 FUNDING	2 TEAM	3 SERVICE HUB	4 AWARENESS	5 DIGITAL INFRASTRUCTURE
STRATEGIC PRIORITIES	<b>Sustainable funding</b> Develop a funding strategy that considers all current sources and ensures sustainable stewardship to reach our goals.	<b>Engaged and expert staff and volunteers providing excellent care</b> Develop staff and export educational programs to care givers, healthcare professionals and the public to facilitate better outcomes for clients and their families.	<b>A palliative care service hub</b> Be a center of excellence in care for people with a life altering illness and their loved ones along their end-of-life journey.	<b>Well known in the community</b> Communicate and engage the community to raise awareness of NOHS services which will assist them in accessing the health system from diagnoses to end-of-life, and bereavement care.	<b>Robust IT system</b> Create information systems that will allow our staff, clients, visitors, partners, and donors to fully engage with NOHS effortlessly and effectively.
GOALS	We annually generate enough funds to meet our operational needs	Full complement of expert staff and volunteers	Create a service hub to increase our palliative care and end-of-life services	Communication strategy to support our funding initiatives, community awareness and NOHS Services	Upgrade IT System to meet the requirements of NOHS

## Our Vision

Leading through innovation to provide expert compassionate care respecting individual choice.



## Our Mission

We empower, educate and support people with a life-limiting illness including those who are affected by and caring for their loved ones.

## Our Values

**Integrity**  
We act with respect, honesty and the highest moral principles



**Inclusiveness**  
We serve all members of our community

**Compassion**  
We care

**Excellence**  
We deliver expert care in the way it matters to our community

**Accountability**  
We are responsible for our actions and results







## GOAL 1. FUNDING

### We annually generate enough funds to meet our operational needs

With diverse, sustainable and reliable funding streams, we can reach many more of those who need us. In the past, fundraising has been up and down—predictable and resource intense. To seize opportunities for growth and impact, and reach our long-term operational goals, we need a funding framework that supports our potential and lets our staff focus on the work that needs our attention most.

As we shift to a mindset of funding confidence and possibility, we seek long-term robust contracts with Interior Health and new ways of generating revenue by sharing our expertise and by expanding into home palliative care and the provision of a rapid response team.

#### Objectives

- IHA five-year contract signed
- Business case completed for Re-store/thrift store
- Improve internal capacity of palliative care in long term care
- Annual fund-raising plan complete
- Fee for Service maintains a 90% occupancy rate
- Deliver contracted IHA home hospice care

## GOAL 2. TEAM

### Full complement of expert staff and volunteers

One of our greatest assets is our staff and volunteers: their passion for the highest standards of palliative care and their expertise. By nurturing those new to our team and the skills of senior team members, we have an incredible opportunity to create a cycle of recruitment, mentorship, continuous learning and knowledge-sharing with wider the palliative care community. By equipping and inspiring our staff to achieve their best, we attract and retain outstanding caregivers, and we create exciting ways to demonstrate our leadership that generates funds.

Acting as one team—staff and volunteers supported by passionate board members and senior leaders—we realize our goal of providing the highest quality end-of-life care.

#### Objectives

- Recruitment strategy for volunteers and staff
- Professional development plan for staff
- Comprehensive orientation process
- Update policies and guidelines
- 150 trained volunteers
- Retention plan



### GOAL 3. SERVICE HUB

## Create a service hub to increase our palliative care and end-of-life services

When someone has a life-limiting illness and reaches a care threshold, NOHS wants to help that individual and their family navigate this journey in all the ways they may need support at every stage—from palliative care to grief and bereavement. Our care team will help families explore next steps and get answers about everything from where that person wants to die to what that time looks like. We will be responsive to our community clients, providing care at home when needing it to prevent unnecessary admissions to hospital. As a constant source of resources and support, families better understand options, and gain peace, confidence, and agency over this difficult time in their lives.

As the hub connecting families to various supports and supporting Interior Health goals for a future-minded state of palliative care, we all win: families, health care partners, IH and NOHS.

#### Objectives

- Needs assessment
- Expand Grief and Bereavement services
- Volunteer led peer support groups
- Rapid palliative response team
- Home Hospice care

### GOAL 4. AWARENESS

## Develop a communication strategy to support our funding initiatives, community awareness and NOHS Services

Our community of donors, volunteers and families have stayed in our sphere because they care deeply about our work, but are we engaging them in all the ways they may want to be engaged? With fresh insights about what they'd like to see for recognition, sharing news, making donations and more, we can demonstrate our responsiveness and make the most of longstanding relationships.

At the same time, we're ready to be more assertive in helping those who are not already in our world learn about the many ways we support families and the value we bring to the community. A new strategy and marketing team member will help us foster awareness, engagement and donations so more people care about our work, help us overcome challenges and achieve our vision.

#### Objectives

- Contractor (or employee) to develop our communication strategy
- Improved donor recognition and appreciation
- Communication strategy implemented
- Refresh our brand identity

### GOAL 5. DIGITAL INFRASTRUCTURE

## Upgrade IT System to meet the requirements of NOHS

How do we make it easier for our team and network to share information and resources, and ensure our goals for key performance indicators are being met? With a much more robust digital infrastructure, we create efficiencies as we collaborate with community partners, Interior Health, external vendors and donors. With simple and intuitive tools for storing and sharing our work, we empower and inspire one another to do our best.

#### Objectives

- Information needs assessment and solution design
- Donor database upgrade completed
- System requirements implemented
- Improve Hospice House infrastructure





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