

DLH Strategic Plan 2014- 2019

Board Chair Introductory Comments

Welcome to the Dorothy Ley Hospice (DLH) 2014-2019 Strategic Plan. At this time in our evolution, we are particularly excited as we face our future in collaboration with others. Together with our community partners we have the opportunity to build our collective capacity to offer exemplary, quality hospice palliative care and services to meet the demonstrated need. Together we can raise awareness and become advocates for advancing this work.

As one of the GTA's oldest and largest volunteer-based hospices, we face the on-going significant challenge of securing and sustaining the resources required so we may provide quality hospice palliative care and services for the ever increasing needs of the community we serve.

We are immensely proud of our hospice. We are committed to ensuring the Dorothy Ley Hospice thrives as it grows and expands to serve our community.

We are deeply grateful to our donors who have generously supported us over many years. More and more members of our community understand the necessity of having hospice palliative services available to all. We are humbled by the on-going support. We honour all our volunteers who offer their time and resources to support the sustainment of the work of DLH in so many ways.

We are excited to have attracted and retained a passionate and committed Executive Director and team to lead the operations of DLH during this critical time. The knowledge and expertise of both the management and staff provides us with a confidence in our collective ability to meet the challenges before us.

As we face these energizing next steps, our highly motivated team, stewarded by our deeply committed Board of Directors, will be charged with finding and participating together in new and innovative ways of collaborating with our community to raise the awareness of hospice palliative care and services and the need for sustained resourcing.

In setting this strategic plan the DLH Board reached out to our internal and external stakeholders. They generously offered their input and perspectives which have significantly influenced the directions and priorities set forth in this plan. We thank everyone for their candid and valuable contribution and look forward to working with you to realize our possibilities.

Sally Lewis, Board Chair,
On behalf of the DLH Board of Directors

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Developing Our Strategic Plan: Considerations

The Balanced Scorecard



Good planning and governance practice has seen the introduction and broad adoption of the "balanced scorecard" framework and methodology. Essentially, this framework ensures that investigation, planning, decision-making and oversight are inclusive of all the critical dimensions of our organization. It also seeks to clarify the roles and accountabilities of management and governance in the planning, implementation and stewardship of the organization. As the strategic plan was built this "balanced" approach was used to establish our priorities.

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Strategic Alignment



As a high functioning organization, we work to achieve and sustain "strategic alignment" throughout DLH. This alignment seeks to ensure that scarce resources are focused on those activities and outcomes that enable us to fulfill our mission, live out our core values, advance towards our vision of the future and satisfy the expectations of individuals we serve and other stakeholders. For this to work, the highest level commitments (mission and vision) are clear, purposeful, and meaningful; they enable individuals and their families to see and believe that the organization is focused and committed to serving them; they instill trust and confidence in key stakeholders; and, they enable every contributor to connect their daily activities to the highest aspirations. Ideally, every person in the organization from staff to volunteer to board director has a clear answer to the question "how does my day-to-day work help us achieve our biggest, long-term priorities and take us closer to our vision of the future?"

Strategic Plan Decision Criteria

As we set our strategic planning process in motion we ensured the following criteria were considered as a measure of a successful plan:

- It answers “why” and engages others in believing in the purpose of our work
- Predominantly a “what” document and identifies strategic versus operational priorities
- Useable as a working document in on-going Board and operational decision-making
- Key and contributing stakeholders can understand it and hear their “voice” in it
- Priorities provide clear and “actionable” direction to operations
- Priorities advance the organization in a “balanced” way
- Meets the criteria of our accreditation body, CARF (Commission on Accreditation of Rehabilitation Facilities)
- Priorities have a reasonable prospect of success and that success can be measured
- Has a planning horizon and lifespan of at least 3-5 years

Context and Patterns

In order to ensure we were fully aware of the environment around us and our role in that environment, as well as awareness of emerging patterns and trends we solicited significant

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perspectives in developing our plan and identifying factors which could and would influence our success as a hospice. This included research on our catchment area, management and staff input, external sources of information on the sector, stakeholder survey and staff, board of directors and stakeholder interviews.

Stakeholder Survey and Interview Themes

Through our survey and interview process we sought perspectives on the following themes:

- Are we living up to our mission/our main reason for being and what could we do better or differently?
- Are we living up to our values and what could we do better or differently?
- What are our most important core services and what has been the experience in the delivery of those services?
- What are our biggest risks and opportunities?
- What should be our focus for the next 3-5 years?
- What are the key issues for individuals served and DLH role in responding to those issues?
- What is most important to stakeholders about DLH and how can we improve our relationship?

What We Heard

Key Issues of Those Individuals We Serve

- Accessibility to residential hospice
- Caregiver burn out
- Adequate care at home that enables individuals to remain at home
- Lack of physician expertise and confidence in providing hospice palliative care at home
- Lack of information and access to services at the local community level
- Difficulty navigating a complicated health care system

DLH Role in Addressing These Issues

- Greater promotion of DLH Community Support Program and Community Outreach Team to encourage earlier referrals
- Continue key advocate role
- Become a regional centre of excellence for all hospice palliative care providers.
- Foster community capacity building with organizations and individuals
- Support a balanced system of residential and quality home care

Greatest Value of DLH to Stakeholders

- Willingness to collaborate and to support initiatives that have broad system benefits
- Specific expertise in care of highly complex palliative patients
- Volunteerism support for patients dying at home and their families

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- Focus on exemplary care for all individuals, including respect for a person-centred approach and model of engagement

Significant Risks

- Handling a demand that will always exceed capacity
- Financial sustainability and ability to create viable revenue sources
- Volunteer and staff sustainability (burn out/quality of care)
- Changing “game plan” of government (Local Health Integration Network LHIN and Ministry)

Significant Opportunities

- Building community awareness of hospice palliative care and DLH
- Expand community outreach programs and services
- Partner with nontraditional stakeholders
- Expand education offerings
- Become a regional centre of excellence and provide leadership in palliative care excellence and community capacity building.
- Partner with an academic teaching partner for physician and nursing training and development in palliative care
- Partnership with Long Term Care (LTC) facilities to ensure quality residential hospice palliative care
- Develop access and expand relevant services and programs to more ethno racial communities

Based on the survey and other information gathered, the Board of Directors began to develop the new strategic plan. The major decision points were based on the balance between what was “desirable” and what was “realizable” given our existing and foreseeable financial resources and the capacity of our management, staff and volunteers to deliver the exemplary care and services we have established.

Our Organization

The Dorothy Ley Hospice is one of the GTA’s oldest and largest volunteer-based hospice. It is one of the few hospices in the city offering both community and residential programs to people living with the challenges of life limiting illness and loss.

The Hospice’s current mission is to foster hope and dignity through exemplary care, advocacy, education and research. The Hospice’s programs, all of which are provided at no cost to the individual, address peoples’ physical, emotional, spiritual and support needs.

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The Dorothy Ley Hospice has two key programs. The community program is designed to provide individuals and their families with support in order to enable people living with a life-limiting illness to remain in their homes for as long as possible. Services available through this program include care coordination, in-home volunteer visiting support, day program, integrative wellness, spiritual care and bereavement care. As well, the Dorothy Ley Hospice has a team of family physicians who specialize in end-of-life care in the home. If the time comes when they can no longer remain at home, the Hospice offers a residential program which is designed to support people during their last weeks of life. Individuals served are able to access day program, integrative wellness, spiritual care and bereavement care.

In 2012-13, DLH served 3,000 individuals. As a volunteer-based organization, the Hospice is grateful for the more than 21,000 hours given so generously by its 275 volunteers. Volunteers are an integral part of the team by providing support to all aspects of the Hospice's operations.

The Hospice is able to offer its services at no cost to the individuals it serves, thanks to the financial support it receives from the Mississauga Halton LHIN (MHLHIN) and Mississauga Halton Community Care Access Centre (MHCCAC). These supports account for 65 per cent of DLH funding, and generous donors provide it with the remaining 35 per cent.

Core Commitments

As part of developing our 2014-2019 Strategic Plan, we renewed our core commitments. These core commitments will continue to guide us in the work we do every day in striving to achieve our greatest aspirations. Together these statements enliven us to contribute in a meaningful way, with purpose and focus and will act as our ultimate measure of success.

Mission

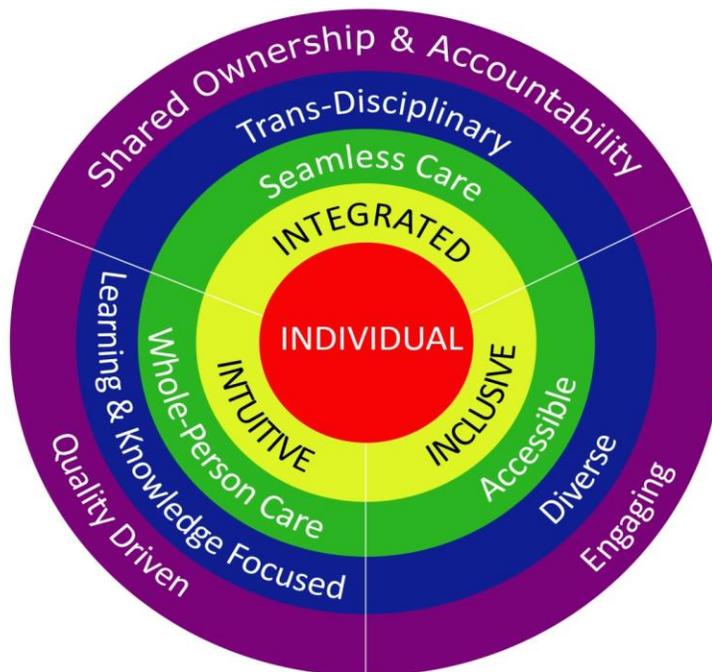
The Dorothy Ley Hospice fosters hope and dignity through exemplary care, advocacy, education and research for individuals living with the challenges of life-limiting illness or loss.

Vision

A world which understands and embraces hospice palliative care

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Our Model of Engagement



Most Valued

In serving our mission and vision what we most value; what is most important to us is:

- **Accountability** – Holding ourselves accountable to the highest standards of stewardship, transparency and governance in all aspects of our work
- **Achievement** – Striving to achieve our best in a supportive environment
- **Compassion** – Expressing compassion in action by creating and nurturing a foundation and framework of sensitivity and fairness to all
- **Innovation** – Moving to the future by way of innovation while building on the teachings of Dr. Dorothy Ley
- **Integration and Partnership** – Working with others, as a leader and as a partner, to maximize resources and to maximize the benefits offered to the individuals who are served
- **Social Inclusion** – Respecting diversity in all of its expressions
- **Volunteerism** – Honouring the contribution of volunteers as an essential part of The Dorothy Ley Hospice

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Our Strategic Direction and Priorities

Our few yet critical priorities build on the strengths of our achievements and challenge us to reach new heights. All of our priorities focus on advancing support to the individuals we serve, and other key stakeholders.

Each of our long term strategic priorities has been set by analysing the needs of the community and by considering the many changes that are currently underway within the world of hospice palliative care. It considers both the support required to move forward and to ensure the sustainability of DLH over time. This information, along with the input received from our stakeholders gives us confidence that our plan will enable DLH to sustain and enhance its leadership role to the benefit of DLH and our community.

Strategic Priority and Outcomes for the Individuals We Serve

We serve individuals living with the challenges of life-limiting illness or loss. They and their families rely on us to provide them with exemplary hospice palliative care and service. We will continue to use our collective expertise to ensure that these individuals remain at the center of our work.

- **Provide exemplary hospice palliative care services that focus on whole-person, Individual centred, accessible and seamless care, wherever the care is needed**

The highest level outcomes are:

- A single point of access to services for individuals in Etobicoke, or referred into DLH, providing coaching and direction to the specific assessment, care and services required by the individual
- An integrated community network of service providers (physician's etc.) for seamless service
- Providing evidence-based services that are needed
- Servicing diverse cultures and ethnic communities

Strategic Priorities and Outcomes for Our Stakeholders

DLH has many stakeholders and pays particular attention to some specific key stakeholders. Our donors are thoughtful individuals, families, groups, organizations and corporations who carefully consider where they wish to give. We will do our best to continue to provide a meaningful experience when they choose DLH. Our public funders, specifically the MHLHIN and the MHCCAC provide us with the base funding we need to meet our mission and we deeply appreciate our relationship.

Together, with our community partners and collaborators, we are building our capacity to serve individuals and advocate for exemplary hospice palliative care and services for our community.

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We will strive to continue a strong and mutually supportive collaboration with all our stakeholders.

- **Become a knowledge leader in hospice palliative care through research, education, training, and partnerships.**

The highest level outcomes are:

- Developing and delivering hospice palliative care education and training with and for key stakeholders based on our own and others researched evidence
- Involved in hospice palliative care research initiatives; we will lead, partner and/or follow based on the initiative
- **Be an advocate for change, innovation and accessibility to continuously improve the quality of hospice palliative care and advance the health system.**

The highest level outcomes are:

- Well-developed advocacy strategy that supports DLH's mission, vision, values and model of engagement
- Increased funding/resources for hospice palliative care
- Increased, positive focus on quality, hospice palliative care within the broader community support services

Strategic Priorities and Outcomes for Our People

DLH could not possibly deliver the quality of care and service it aspires to without the dedication of talented and committed people. Throughout our organization volunteers, staff and management take pride in their work and strive to provide the highest levels of care, service, knowledge and efficiency possible to meet the needs of the individuals we serve and our key stakeholders. We will continue to do our best to attract, retain and plan for the next generation of best-of-class hospice palliative care professionals. Our volunteers are central to the work of DLH and work tirelessly to do what needs to be done. We will continue to provide opportunities for contribution and recognition for their time and effort.

- **Ensure we are attracting and supporting a qualified, skilled and sustainable workforce**
- **Ensure we have trained and knowledgeable volunteers who are supported and celebrated**
- **Shape a culture that embraces our mission, vision, values and model of engagement**

The highest level outcomes are:

- Meeting cultural criteria for a benchmark organization

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- Organization of first choice for potential board members, management ,staff and volunteers
- Effective volunteer “people” strategy is implemented
- Systems and policies in place for key “people” areas (i.e. development and succession)
- Balance between program and services workload and resourcing of/for people

Strategic Priorities and Outcomes for Our Internal Systems

Balancing resource efficiency, effectiveness, quality service, and stakeholder accountability is a delicate act. DLH will continue to actively seek out ways to deliver more, more effectively, with less. This will require digging deeper into our own assumptions and ways of working; leaving no rock unturned. Perhaps more importantly, sustainable system improvements will require us to work more closely together with our community and potential partners to explore, innovate and implement new, shared ways of working. Clearly, technology will continue to play a role in this endeavour and DLH will seek to acquire and use the most appropriate tools to increase efficiency, effectiveness and quality service.

- **Ensure appropriate reliable, efficient and effective systems and processes**
- **Commit to continuous quality assessment and improvement**

The highest level outcomes are:

- A program to identify internal functions and systems with an improvement schedule is designed and implemented
- Recognized for our quality program with a quality assurance register in place
- Demonstrating and tracking the positive impact of individuals served and contributions with other key stakeholders
- Technology systems are regularly assessed and resourced effectively

Strategic Priorities and Outcomes for Our Financial Priorities

Our hospice, our volunteers, our donors and our other funders expect the highest level of financial stewardship from DLH. We have been diligent in ensuring that our operational and governance systems and processes related to financial stewardship meet the highest standards possible and are pleased with the progress we are making. Ensuring the financial viability for our own internal operations requires us to continue to explore reasonable and sustainable solutions for the future viability of DLH.

- **Establish financial stability and sustainability**
- **Demonstrate accountability and transparency in use of resources**

The highest level outcomes are:

- 3-5 year operational and capital financial plan in place

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- Significant innovative “resourcing initiative” has been created and implemented that doesn’t exist now
- Appropriate operational reserves are established and maintained

Having set these high level strategic priorities and outcomes which answer “what” we are aspiring to accomplish, our operations team, through on-going operational planning and stakeholder input, will determine “how” we will get there. This too will continue to be a collaborative, co-active process.

Executive Director’s Message

Execution Excellence

It’s been said that failure does not occur in strategy but in execution. To this extent we depend heavily on our operational and volunteer leadership, together with their capable teams, to fulfil our short and longer-term priorities. Guided by our core commitments and history of success, our people will be instrumental in achieving the important priorities and outcomes set forth in this strategic plan. We have the utmost trust in our people and will be monitoring and reporting on our progress as part of our commitment to responsible stewardship and good governance.

As we track our performance we will continue to benchmark our progress with leading practices and other hospice organizations across the country. We will work closely with our community to ensure our priorities are being advanced through our collective, collaborative efforts. We will remain prepared and nimble so that we can respond quickly to the new, unforeseen opportunities and challenges that are likely to arise along the way.

Todd Fraleigh, Executive Director

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Board of Directors' Message

Good Governance

As board members we understand and accept our responsibility to continually heighten our governance effectiveness through improved decision-making and performance monitoring in the areas of strategic leadership, fiduciary stewardship, quality, and risk and asset management. We are also deeply aware that our stakeholders and especially our donors and funders have expectations for the highest board and organizational performance possible.

Over the past 5 years Canada's economy and its communities have undergone significant transformation. Evolving our way of governing in this new and rapidly changing context is paramount to our own effectiveness as a board and to the sustainability of our organization. To do this our working relationships amongst ourselves must be strong and we must continually seek out ways to "raise the bar" on our governance capabilities. We will continue to develop and apply sound governance practices, improved accountability and transparency. This is our commitment to you.

Sally Lewis, Board Chair on behalf of the DLH Board of Directors

Board of Directors 2013-2014

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Andrew Salem, Vice Chair

Jon MacNeil, Treasurer

Bill Bower, Secretary

Jack Cooper

Don Chiro

Zeynep Onen

Ken Murray

Jack Chute

Vivia McCalla

David Barnes

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Acknowledgements

This 2014-2019 Strategic Plan would not have been possible without the thoughtful input from so many of our internal and external stakeholders. Through your online survey responses and interviews, your input and perspectives have helped shape our thinking and given confidence to our choices.

Contributors

- DLH Volunteers
- DLH Staff
- DLH Management
- DLH Board of Directors
- DLH Donors
- Individuals served and their families
- DLH Affiliated Groups
- MHLHIN (Mississauga Halton Local Health Integration Network)
- MHCCAC (Mississauga Halton Community Care Access Centre)
- Other CCACs
- Community and Hospital Based Physicians
- HPCO (Hospice Palliative Care Ontario)
- Palliative Care Networks
- Community Health Centres
- Other Hospices Palliative Care Organizations
- Funeral Homes

Thank you. We invite you to offer input on our progress as we move forward implementing our new Strategic Plan.

Corporate Address

220 Sherway Drive
Toronto, ON M9C 0A7

Phone: 416-626-0116

Website : www.dlhospice.org