

MAISON McCULLOCH HOSPICE
STRATEGIC PLAN 2022 - 2025



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Our Mission:

Maison McCulloch Hospice is a centre of excellence dedicated to the collaborative delivery of quality hospice palliative care in both official languages in the City of Greater Sudbury and the Sudbury District. The Hospice helps individuals and their families realize their full potential to live even when they are dying, by attending to their physical, psychosocial, spiritual, and practical needs, in the location of their choice.

Our Vision:

Everyone should be able to live and die in peace, with dignity, free of pain, surrounded by loved ones, in the setting of their choice.

Our Values:

- **Compassion**
- **Dignity**
- **Integrity**
- **Respect**

Where We are Going:

The following Strategic Directions and Goals outlined below will serve as a blueprint to guide the collaborative work activities of Maison McCulloch Hospice over the next 3 years (2022-2025).

STRATEGIC DIRECTION 1 – BEING A LEADER IN THE CONTINUUM OF CARE		
STRATEGIC GOALS	PROPOSED WORK ACTIVITIES	TIMEFRAME / ACCOUNTABILITY
❖ <i>Become a Centre of Excellence for hospice palliative care education, training & research in Sudbury and the province of Ontario</i>	<ul style="list-style-type: none"> Explore options and develop a workplan to pursue the establishment of a premiere training, research and professional development centre as part of MMH’s service delivery continuum. This centre could host conferences, host interactive training sessions and serve as a hub for educational placements and research specific to hospice palliative care. 	<ul style="list-style-type: none"> ➤ Confirm priorities and develop implementation strategy with corresponding milestones. (ED & Senior Management Team) [Commencing in Year 1 and completed by end of Year 2]
❖ <i>Bring palliative care community together to advance HPC</i>	<ul style="list-style-type: none"> Arrange and host first annual palliative care conference and showcase the innovation, clinical expertise and care team of MMH Facilitate quarterly forum (webinar series) to share information and discuss hospice palliative care issues with the public and local service providers 	<ul style="list-style-type: none"> ➤ Via Dedicated MMH Committee [Host 1st conference in Year 2] ➤ ED, Director of Clinical Services and Senior Management Team [Commencing late Year 1 and on-going]
❖ <i>Conduct leading edge HPC research in collaboration with other educational institutions and organizations</i>	<ul style="list-style-type: none"> Explore and identify viable palliative care research projects, prospective research partners and funding requirements. Establish research agenda for MMH and launch first collaborative research project. 	<ul style="list-style-type: none"> ➤ ED in consultation with community and sectoral partners [Confirm prospective projects in Year 1] ➤ Launch initial research project [Year 2]

STRATEGIC DIRECTION 2 – VALUING OUR PEOPLE

STRATEGIC GOALS	PROPOSED WORK ACTIVITIES	TIMEFRAME / ACCOUNTABILITY
<ul style="list-style-type: none"> ❖ <i>Develop strategies to achieve full staffing, enhance recruitment & retention of staff and reduce turnover and burnout</i> 	<ul style="list-style-type: none"> • Develop and implement an Employee Wellness Program • Improve orientation & on-boarding for new staff and volunteers • Explore adoption of HOOP Pension and new benefit plan for MMH employees 	<ul style="list-style-type: none"> ➤ HR Manager in consultation with MMH staff. [To be completed by end of Year 1] ➤ HR Manager in collaboration with Volunteer Coordinator and Senior Management Team [Years 2 & 3] ➤ ED in consultation with HR Manager and Finance Manager. [Preferred option(s) determined before end of 2022]
<ul style="list-style-type: none"> ❖ <i>Improve internal communication and information sharing</i> 	<ul style="list-style-type: none"> • Facilitate quarterly dialogue with MMH staff to discuss communication processes (what's working well and opportunities for improvement) • Establish intranet to facilitate information sharing between management and staff as well as communication between programs/departments. • Schedule and coordinate Board member tours of the Hospice as well as opportunities for dialogue and discussion with the MMH Board 	<ul style="list-style-type: none"> ➤ ED to schedule and conduct quarterly meetings with staff team & ensure follow-up. [Commencing in Spring 2022 & On-going] ➤ Executive Director and Senior Management Team to implement with external technology consultant. [Year 2] ➤ ED to arrange tours and bi-annual informal meetings [Commencing in Spring 2022 and On-going]

❖ <i>Re-engage and continue to recruit volunteers</i>	<ul style="list-style-type: none"> Continue to train and on-board volunteers to support both residential and community hospice programs 	➤ Volunteer Coordinator in collaboration with Senior Management Team. [On-going]
❖ <i>Continue agency efforts to work as a unified team</i>	<ul style="list-style-type: none"> Work with staff to identify effective employee recognition and team-building activities which can be undertaken at specific intervals throughout the year with a dedicated budget. 	➤ Senior Management Team [Select priorities and schedule team-building activities for Year 1, Year 2 and Year 3.]
❖ <i>Provide continuous training for all staff to improve the effectiveness of MMH</i>	<ul style="list-style-type: none"> Develop and implement an annual clinical services training plan based on identified priorities. Develop and implement annual training/professional development for Management team, administrative and facility support staff. 	<ul style="list-style-type: none"> ➤ Executive Director in collaboration with Clinical Consultant and Charge Nurse. [Begin implementation in 1st Quarter of 2022, 2023 and 2024] ➤ Executive Director in consultation with Senior Management and Administrative Staff [Begin implementation in 1st Quarter of 2022, 2023 and 2024]
STRATEGIC DIRECTION 3 – DELIVERING BEST PRACTICE CARE		
STRATEGIC GOALS	PROPOSED WORK ACTIVITIES	ACCOUNTABILITY / TIMEFRAME
❖ <i>Achieve agency accreditation</i>	<ul style="list-style-type: none"> Identify accreditation requirements and schedule for achieving accreditation. Develop planning process and implement workplan to achieve accreditation. 	<ul style="list-style-type: none"> ➤ Executive Director in consultation with Quality Assurance Coordinator [Year 1] ➤ ED & Quality Assurance Coordinator [Years 2 & 3]

❖ <i>Develop and implement new clinical care model encompassing the new bed expansion</i>	<ul style="list-style-type: none"> • Work closely with the Clinical Team to adopt new model of care delivery which maximizes all members of the team (Physicians, RNs, RPNs, PSWs) and strengthens capacity of the team to meet emerging and changing palliative care service demands in the community. 	➤ Executive Director, Clinical Consultant and Clinical Care Team [Year 1 & On-going]
❖ <i>Continue to expand community-based palliative care program</i>	<ul style="list-style-type: none"> • Showcase the work of the Shared Care Team in the community and increase the numbers and capacity of those who wish to die at home • Continue to maximize the use of virtual technology to expand service delivery and staff engagement (i.e., grief and bereavement counselling, home-based care approaches, virtual team collaboration etc.) 	➤ Executive Director and Director of Clinical Services to develop strategy [Year 1 & and On-going] ➤ ED & Senior Management Team [Develop Plan in 2022/23 and implement in 2023/24 and 2024/25]
❖ <i>Implement pediatric care model</i>	<ul style="list-style-type: none"> • Establish Working Group with community partners and develop a pediatric hospice palliative care model in Sudbury. 	➤ ED and Clinical Team in collaboration with community Working Group. [Launch model in Year 2]
❖ <i>Provide outreach to serve homeless & vulnerable populations</i>	<ul style="list-style-type: none"> • Consult with City of Greater Sudbury officials and local homelessness and emergency shelter planning bodies to identify Hospice care needs for this target population. • Develop outreach strategy to begin serving homeless population in Sudbury 	➤ Executive Director to meet with officials serving homeless population in Sudbury. [Year 2] ➤ ED, Clinical Team and Community partners [Year 3]
❖ <i>Enhance service quality and reduce risk for the organization</i>	<ul style="list-style-type: none"> • Develop formal risk management plan for MMH 	➤ ED, Quality Assurance Coordinator, Health & Safety Committee, and Quality Assurance Committee [Develop first plan by end of year 1 and update annually]

❖ <i>Continue to implement MMH's French Language Services Plan</i>	<ul style="list-style-type: none"> • Increase capacity of MMH staff to ensure implementation of “active offer” for those seeking service in their francophone mother tongue 	➤ ED in consultation with French Language Services Committee of MMH. [Year 1 and On-going]
STRATEGIC DIRECTION 4 – ENGAGING COMMUNITY		
STRATEGIC GOALS	PROPOSED WORK ACTIVITIES	TIMEFRAME / ACCOUNTABILITY
❖ <i>Increase public and provider awareness of MMH</i>	<ul style="list-style-type: none"> • Update website and social media presence to profile the exceptional work and people involved with the Hospice • Be the voice for hospice palliative care in the community and coordinate quarterly presentations/speaking engagements with other local community organizations to educate and share information about the valuable programs/services provided by MMH 	<ul style="list-style-type: none"> ➤ ED, MMH Foundation Director and external contractor. [Completed by end of Q1 2022 and updated each month thereafter.] ➤ Determine priority messages and launch awareness campaign. (Board, Senior Management & Front-line staff) [Commencing in 2023 and going through 2025]
❖ <i>Align our services with other community providers to create better transitions and seamless care for clients</i>	<ul style="list-style-type: none"> • Continue working with community partners to improve client access to beds and local continuum of palliative care support (HSN, Home & Community Care, LTC, Cancer Care, Primary Care etc.) 	➤ ED & Director of Clinical Services along with community care providers. [On-going]
❖ <i>Develop relationships and expand service delivery to local</i>	<ul style="list-style-type: none"> • Consult with representatives of local Indigenous communities and health service organizations to cultivate relationships, expand cultural awareness, and identify opportunities to be of service. 	➤ Executive Director / Senior Management Team [Commencing in 2022 and continuing annually]

<i>indigenous population(s)</i>		
❖ <i>Align with local, regional and provincial bodies to strengthen advocacy, policy development and service delivery.</i>	<ul style="list-style-type: none"> • Re-engage with Hospice Palliative Care Ontario (HPCO) and determine MMH support for on-going membership and commitment to HPCO agenda. • Work closely with other residential hospices in Northern Ontario to establish a unified voice for HPC services and funding • Be an active participant in local Ontario Health Team implementation planning to ensure HPC care needs are identified and adequately resourced. 	<ul style="list-style-type: none"> ➤ <i>Executive Director in consultation with Board of Directors</i> [Year 1 with annual review] ➤ Executive Director with ED's from North Bay and Sault Ste. Marie [On-going] ➤ Executive Director [Commencing in 2022 and on-going]
STRATEGIC DIRECTION 5 – ENSURING FINANCIAL SUSTAINABILITY		
STRATEGIC GOALS	PROPOSED WORK ACTIVITIES	TIMEFRAME / ACCOUNTABILITY
❖ <i>Support MMH Foundation in reaching annual Fundraising targets</i>	<ul style="list-style-type: none"> • Continue to work closely and provide staff resources to support the promotion and successful implementation of MMH Foundation fundraising events. • Expand advertising and promotion of MMH's 50/50 Draw through a dedicated an on-going social media marketing campaign 	<ul style="list-style-type: none"> ➤ Executive Director / MMH Foundation Board Chair and Director in collaboration with senior management team, volunteer coordinator & administrative staff [On-going] ➤ MMH Foundation Director in consultation with MMH Senior Management Team. [Commencing in Year 1 & On-going]
❖ <i>Advocate for 80/20 Funding formula for Ontario Hospices</i>	<ul style="list-style-type: none"> • Continue to lobby provincial government to honour their pledge to provide increased operational funding for all hospices in the province via coordinated political advocacy strategy 	<ul style="list-style-type: none"> ➤ MMH Board & Executive Director in collaboration with allied system stakeholders

		[Develop Advocacy Plan in Year 1 and review and update annually in Years 2 & 3]
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