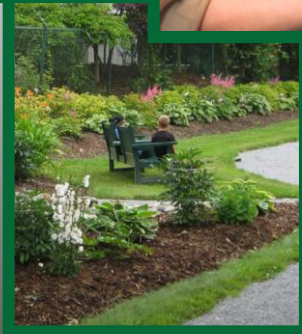




Strategic Plan



2024-2026



2023 October

Message from Leadership



Shirley McAlary
Chair of the Board

As Chair of the Board of Directors of Hospice Greater Saint John I am pleased to state our Mission Statement. Since the day that we opened our doors of the first Residential Hospice in Atlantic Canada we have strived to provide the best care and compassion to everyone of our patients and their families during their “end of Life” journey. We attempt to make each patient and their families recognize that this is a time to celebrate life and enjoy the pleasures that go with it.

Our highly trained medical and administrative staff have made it possible for so many families to enjoy the last weeks and days with their loved ones. Yes, there is sadness but also Joy which is so essential.

We are proud of our entire facility and recognize how important it is to keep it up-dated and well maintained at all times. It is our “showcase” to our community.

Part of our commitment to success is to stay connected to our community. Without the success of our fund-raising achievements we couldn’t succeed as a Residential Hospice. We do receive Provincial Government support but our community support is very much necessary to make it all happen.

We serve over 200 patients and families each year and look forward to continuing this “end of life” service for future years to come.



Brad Adams
Chief Executive Officer

Through the trying days of a global pandemic and the subsequent economic turmoil, Hospice Greater Saint John has remained a dependable option for families requiring around the clock palliative care needs. Our viability during this time is a true testament of the dedication of both our internal team and the community who support us.

As our focus shifts to a new strategic plan, our mission and primary promise to our community remains unchanged. We will need to keep a pulse on our resources and on-going financial management but are determined not to deviate from our commitment to provide exceptional palliative, hospice care that celebrates life with dignity and respect.

We are excited to reach further into the Greater Saint John community to build lasting relationships based upon shared values. Afterall, it’s on the back of this amazing community that we are able to succeed in our mission to serve those in their hours of need.

Who We Are

Hospice Greater Saint John is the parent company of both **Bobby's Hospice** and **The Hospice Shoppe**. We have been providing valuable palliative and grief support in our community for forty years and are recognized as a model for healthcare innovation in our region.

Bobby's Hospice is a community palliative care facility for people who need 24-hour, expert care in the final weeks and months of life. Our home adheres to the highest standards in healthcare yet remains a home away from home for patients and families on this end-of-life journey.

The Hospice Shoppe is an upscale second-hand boutique that sells donated clothing and household items with 100% of the proceeds funding care at Bobby's Hospice.

Educational services are an important part of our commitment to quality care and community:

- Our hospice palliative care training program is designed to deliver on national standards and best practices.
- Learning Essential Approaches to Palliative Care (LEAP™) training
- Our expert clinical team offers healthcare students on site preceptorships and community placements.
- Providing speakers upon request for your workshops, conferences, classes, service clubs, or businesses.

In-patient care:

- Our 22,000 sq.ft community palliative care facility offers:
 - 10 private home-like bedrooms and bathrooms for patients
 - 4 family bedrooms
 - Living rooms and cozy fireplaces
 - Kitchens and dining rooms
 - Outdoor garden to connect with nature
 - Free parking, Wi-Fi internet & cable TV
 - Free daily newspaper, coffee & refreshments
- Patient rooms include the following:
 - Private bathroom with sink & toilet
 - Hamper for clothing
 - Wardrobe or closet for personal belongings,
 - Hospital bed with homelike bedding
 - Comfortable stand-up recliner
 - Over bed table, bedside table & lamp
 - Call-bell to notify nursing staff
 - Window that opens
 - Television, equipped with free cable TV
 - Wi-Fi internet access, telephone and CD music player
- Other services:
 - **Oxygen** - In conjunction with fresh air, fans, and medication, oxygen will be used to provide comfort and to reduce shortness of breath for patients with difficulty breathing.
 - **Food services** - Food is a very important part of our quality of life and that's why the food services team at Bobby's Hospice is committed to providing you with quality and nutritious home-made meals.
 - **Music therapy** - Music is an important part of the human experience and is used to provide patients and families with comfort and support.
 - **Pet therapy** - Providing comfort and soothing companionship to our patients.

Opportunities and Challenges

Like most others in the Not-for-Profit sector, Hospice Greater Saint John is being impacted by a changing environment. The result of economic turmoil, population changes and an evolving fund development landscape presents our organization with unique challenges and opportunity.

As the cost of living continues to soar, utility rates increase and insurance premiums inflate, we are focused on keeping a daily pulse on our operational expenses. Diligence and flexibility in our financial management are paramount. But, through financial these financial implications we strive to remain consistent in our level of service and care. Faced with the challenge of an aging population, we are committed to monitoring local and provincial statistics and medical trends to ensure we can meet our community's needs, without compromise. To meet these needs, we are excited at the opportunity to create and foster new and growing strategic partnerships with local stakeholders. Attention to relationship building will ensure that Hospice Greater Saint John seamlessly navigates the changing fund development market while sharing our goodwill with other invested community groups.

With such a strong team of dedicated Board Members, medical professionals, administrators, and volunteers we feel well positioned to thrive in spite of the organizational challenges in front of us. We will remain accessible, compassionate, and steadfast to our mission.

Our Vision

Quality hospice palliative care.

Our Mission

Compassionate Care that Celebrates Life.

Our Values

- | | | |
|---|----------------|---|
| ■ | People | Caring for people facing the most difficult time of their life. |
| ■ | Healing | Supporting people to heal emotionally and spiritually. |
| ■ | Hope | Helping people find hope in the darkness. |
| ■ | Comfort | Providing quality care to help people be comfortable. |
| ■ | Dignity | Believing in preserving a person's dignity and self-worth. |
| ■ | Meaning | Helping people find a sense of peace, purpose and love. |
| ■ | Growth | Supporting people to live more deeply than ever before. |



Our Priorities

All future actions and initiatives will align with the following strategic pillars:

1. Sustainability

To continue to provide exceptional palliative care under a fiscally responsible model.

2. Asset Management

Focus on maintaining our premier facility and strong organizational culture.

3. Communication

Strengthening community relations and forming mutually beneficial partnerships.



Pillar 1 – Sustainability

Strategic Goals

Update Operational Standards

- Refresh policies and procedures
- Review and update operational standards
- Improve feedback model

Update Fiscal Policy

- Establish a capital budget
- Establish financial policies on legacy funding

Secure Revenue Streams

- Secure Government funding
- Develop relationships
- Target sponsorships

Pillar 2 – Asset Management

Strategic Goals

Maximize Value from Capital Assets

- Facilitate data collection to drive decision-making
- Determine state of current infrastructure (tangible and digital)
- Improve efficiencies
- Maximize effective use of assets
- Maximize Return on Investment

Support Human Resources

- Create an employee-centric environment
- Pursue employee development
- Strive to enhance the employee experience
- Improve employee retention
- Practice organizational flexibility

Pillar 3 – Communication

Strategic Goals

Establish Strategic Partnerships

- Identify potential partnerships
- Raise awareness among chosen groups
- Motivate partners to take action through messaging

Develop Community Relationships

- Identify existing community partners
- Examine potential for increased support
- Leverage network support into additional relationships

Deliver effective messaging

- Define the target audience
- Establish clear objectives
- Motivate target groups to take action
- Develop implementation plan

