



# Sea to Sky Hospice Society (S2SHS) Strategic Action Plan

Timeframe: **2024 to 2026**

<b>Mission</b>	Promoting and providing compassionate care for all Sea to Sky residents with life-limiting illness and ongoing support for their loved ones.											
<b>Vision</b>	To support a dedicated facility for the dying who do not require hospital care but are unable to be cared for at home.											
<b>GUIDING PRINCIPLES</b>	<ol style="list-style-type: none"> <li>1. Each person’s experience is unique, and they will be valued, affirmed, accepted non-judgmentally and treated with dignity, respect and understanding.</li> <li>2. Life is a precious journey of growth and development and dying and grieving are a natural part of this journey.</li> <li>3. Individuals’ choices will be accepted and respected to allow life to be lived to its fullest; while enabling each person’s physical, emotional and spiritual needs to be met on their own terms.</li> <li>4. Strength comes from our volunteers and partnerships with the community, and we strive to promote and encourage an interdisciplinary, community-wide program of hospice and palliative care.</li> </ol>											
<b>VALUES</b>	<table border="1" data-bbox="373 849 2001 1174"> <tr> <td data-bbox="373 849 590 906"><b>Compassion</b></td> <td data-bbox="590 849 2001 906">Compassion is at the heart of all we do for the community we serve.</td> </tr> <tr> <td data-bbox="373 906 590 963"><b>Collaboration</b></td> <td data-bbox="590 906 2001 963">We collaborate with each other, the health sector, our stakeholders, funders and the community at large.</td> </tr> <tr> <td data-bbox="373 963 590 1019"><b>Integrity</b></td> <td data-bbox="590 963 2001 1019">We demonstrate integrity and professionalism and are consistently accountable and reliable.</td> </tr> <tr> <td data-bbox="373 1019 590 1076"><b>Respect</b></td> <td data-bbox="590 1019 2001 1076">We treat each other and everyone who engages with Sea to Sky Hospice Society with respect.</td> </tr> <tr> <td data-bbox="373 1076 590 1174"><b>Engagement</b></td> <td data-bbox="590 1076 2001 1174">We are committed to community engagement, sharing our knowledge, services and passion for Hospice with the Sea to Sky community.</td> </tr> </table>		<b>Compassion</b>	Compassion is at the heart of all we do for the community we serve.	<b>Collaboration</b>	We collaborate with each other, the health sector, our stakeholders, funders and the community at large.	<b>Integrity</b>	We demonstrate integrity and professionalism and are consistently accountable and reliable.	<b>Respect</b>	We treat each other and everyone who engages with Sea to Sky Hospice Society with respect.	<b>Engagement</b>	We are committed to community engagement, sharing our knowledge, services and passion for Hospice with the Sea to Sky community.
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<b>NOTES ON STRATEGIC PLAN:</b>	<b>BOARD COMMITTEES:</b> <ol style="list-style-type: none"> <li>1. Fundraising/Community Engagement</li> <li>2. Finance</li> <li>3. Governance/Nominating</li> <li>4. Programs</li> <li>5. Art</li> <li>6. Ad Hoc</li> </ol>	<b>Recommendations for working together:</b> <ul style="list-style-type: none"> <li>● Be open to new ways of doing things</li> <li>● Share more information and stories at board meetings</li> <li>● Bring solutions for concerns or problems you’ve observed</li> </ul>										

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Timeframe: **2024 – 2026** *(prior strategic plan actions that are now part of regular systems have been removed from this version)*

KEY FOCUS AREAS:	<b>Goals</b> Outline where we're going and the outcomes we want to achieve.	<b>Strategies</b> High-level courses of action for moving goals forward.	<b>Action Steps</b> The main tasks or actions required to achieve strategies.
<b>OUR ORGANIZATION</b>	<ol style="list-style-type: none"> <li>Enhance board skills and governance competencies</li> <li>Expand and enhance Volunteer Program</li> <li>Create and Action Sustainable Funding Strategy (both short-term and long-term) and diversify funding streams/sources</li> <li>Create personnel development and succession plans</li> </ol>	<ul style="list-style-type: none"> <li>Improve and confirm board processes</li> <li>Foster greater collaboration across board</li> <li>Create Volunteer Recruitment, Retention, Training and Recognition Strategy</li> <li>Develop fundraising strategy that leverages the stories of Sea to Sky Hospice</li> <li>Implement cross-training within 1) board and 2) staff (respectively) to support broader knowledge and assist with succession and unexpected absences</li> <li>Board members must develop corporate relationships to court funders</li> </ul>	<ul style="list-style-type: none"> <li>Provide more verbal information at board meetings – include verbal summaries with highlights from committees.</li> <li>Implement story-sharing at board meetings. Capture for addition to story bank.</li> <li>Update on-boarding package for new board members</li> <li>Develop organizational chart that articulates roles of all personnel and reporting structure/conduits</li> <li>Implement and monitor volunteer strategy</li> <li>Foster estate planning donations</li> <li>Host volunteer recognition events throughout year, starting in June 2024.                             <ul style="list-style-type: none"> <li>Engage with volunteers for feedback, recognition tools, interest in joining committees or board</li> </ul> </li> </ul>
<b>PROGRAMS AND SERVICES</b>	<ol style="list-style-type: none"> <li>Foster and promote continuity of programs – programs are always ongoing</li> <li>Increase diverse communities use of Hospice services ie. Indigenous, Indo-Canadian etc</li> </ol>	<ul style="list-style-type: none"> <li>Work with Volunteer Drivers to further the collaborative relationship.</li> <li>Foster more active and accountable committees to support programs</li> <li>Work with First Nations staff on strategy to educate communities about Hospice</li> </ul>	<ul style="list-style-type: none"> <li>Annually review terms of reference for all committees to ensure they are consistent with the Strategic Plan</li> <li>Support collaboration with Volunteer Drivers to partner on fundraising and include them in our messaging</li> </ul>
<b>COMMUNITY ENGAGEMENT</b>	<ol style="list-style-type: none"> <li>Convey to S2S community &amp; health practitioners distinctions in “Partnership of Care” –palliative care vs. hospital care.</li> <li>Sea to Sky health providers actively promote Hospice services.</li> <li>Outreach programs increase S2SHS users and engagement</li> </ol>	<ul style="list-style-type: none"> <li>Create Champions/Ambassadors program using board, volunteers, supporters to deliver S2SHS education/awareness programs</li> <li>Actively foster partnerships with all stakeholder groups (med, gov, community)</li> <li>Create comprehensive community engagement strategy</li> </ul>	<ul style="list-style-type: none"> <li>Create a story bank                             <ul style="list-style-type: none"> <li>Share hospice-related story at every board member.</li> <li>Ask for stories/testimonials from users of Hospice - families, walkers, grief support groups</li> </ul> </li> <li>REPLACE membership with supporters program. Ask supporters to be ambassadors/advocates for Hospice.</li> <li>Enhance social media and digital outreach strategies</li> <li>Expand reach by fostering reciprocal promo comms and outreach with other S2S social services</li> </ul>