

# STRATEGIC PLAN 2017-2020

Approved 2018 01 17 progress updated 2021-05-11



OBJECTIVES/PRIORITIES	STRATEGIES	ACTIVITIES APRIL 2017 to MARCH 2020	LED BY	PROGRESS	COMMENTS	
Build Community Awareness 	1. Awareness through rebranding	> formalize name change	Heidi	year 1		
		> complete rebranding/logo/revamp	Heidi	year 1		
		> update website, promotional materials,	Heidi	year 1		
		> create stakeholder specific information packages (Hospices, HPC Teams, CCAC, Visiting Nurses, palliative docs, Mackenzie & Southlake Palliative & Oncology, Stronach, Community agencies, schools	Heidi	year 1	>ongoing	
		>update signage	Heidi	year 3		
	2. Communicate with & educate stakeholders	>complete communications plan	Comm Committee			
		> press release (Aurora, King & RH), media, video	Heidi		>video remains outstanding	
		> community presentations/wellness experiences (incl. service groups & seniors residences - 5/year)	Heidi & Team	year 2	>ongoing	
		>Facebook, Twitter & Instagram - update via prescribed schedule	Heidi		>to be addressed by Canada Summer Jobs student 2021	
		> open house/in-office visit	Heidi	year 1		
3. Detailed tracking of referrals	> track referral sources for all programs	Program staff	year 1			
	> track prognosis for visiting program clients	Georgina	year 1			
Develop and retain professional staff & volunteer team 	1. Staff Model Revamp to ensure balance of duties, efficiency & excellence	> examine staff roles and adjust job descriptions where necessary	Heidi & Team	year 3	>ongoing	
		> hire appropriate personnel and/or adjust FTE's where required	Heidi	year 2	>ongoing - added Pat, Nicki & Trish as Program Assistants to assist with staff workload, added Intake Coordinator, implemented job-share, increase from 3.1 to 4.4 FTE	
	2. Staff satisfaction	> find appropriate survey and implement annually	Heidi		>implemented wellbeing survey March 2021	
		> explore staff professional development	Heidi & Team	year 2	>ongoing	
		>implement flex time if appropriate	Heidi	year 2		
		>staff wellness initiatives	Heidi	year 2	>staff yoga, aromatherapy available (staff member trained in therapeutic application of aromatherapy in HPC, wellness-focused retreats	
	3. Volunteer satisfaction	> implement staff exit interviews (on-going)	Heidi			
		> find appropriate vol satisfaction survey and implement annually	Vol Coord	year 2		
		> connect with volunteers annually to discuss roles and other possibilities	Vol Coord		>ongoing	
	4. Volunteer Recognition	> hold monthly meetings/information sessions/care & shares	Vol Coord		>staff changes - education back on track	
		> schedule vol. visits to Board mtgs (first 10 mins) to provide a "from the trenches" perspective from volunteer or staff member	Heidi		>would like to implement this again 2021	
		>regular initiatives	Vol Coord & Team	year 2	>vol week recognition, Wellness invites, Dec Vol Dinner	
		>Town of Aurora, Richmond Hill, King vol awards	Vol Coord		>not prioritized	
	>local community & media opportunities	Vol Coord		>not prioritized		
Provide a safe and inviting environment 	1. Richmond Hill permanent programming space	> furnished, decorated & equipped	Sheila	year 1		
	2. King program space	> Sheila to complete "Principles of Health Spaces" course	Sheila	year 1		
	3. Aurora office/program space	> Find program space (rented/borrowed) for group programs	Nicki	year 1		
		>form search committee (Chair, ED, others)	Leslie		initiated year 2 - deferred	
		>begin search for new space in Aurora area	Leslie & Committee		initiated year 2 - deferred	
	>interim measure - lease additional space from BBBSY	Heidi	year 2			
	Long term plan - open a Centre of Excellence		Board			
Ensure fiscal viability 	1. Targeted & rebranded fundraising materials	> create for clients, volunteers, community, corporations, etc.	Heidi			
		> continue with handwritten note, add personal thank you call	Heidi	year 1		
	2. Create corporate Outreach Plan		Heidi & Committee			
	3. Sponsorship/naming opportunities	>sponsorship acquired through JBB - no naming opportunities	Committee			
	4. Event planning	> JBB planning, LadyBug planning, Tennis Tourney	Committee			
	5. Explore grant opportunities	>grant database software	Heidi & volunteer		> ongoing	
Deliver innovative programs & services at no cost 	1. Form Program Review Committee		Aundrea	year 1		
	2. 1:1 Bereavement support for children		Suzie	year 3	> ongoing	
	3. Spiritual Care Program				> lack of resources	
	4. Enhanced Wellness Program	> train volunteers for 1:1 wellness modalities		Aundrea		> ongoing through PalCare
		> enhanced program offerings		Nicki	year 2	> continually evolving
		> pain management program - investigate program		Nicki	year 2	> staff trained in "Chronic Pain Mgmt" program >offered Strive & Thrive program with physiotherapist for mvmt r/t pain
	5. Powerful Tools for Caregivers	>Aundrea & Suzie completed training	Suzie	year 2		
	6. Healthy Living Now Program	>Aundrea & Nicki completed training	Nicki	year 2		