



Growing our Circle of Care

A Strategic Framework
for the
Victoria Hospice
Society

2019–2024



**VICTORIA
HOSPICE**

Thank you for your boundless gift of time, compassion and love.

Victoria Hospice is fueled by community donations and this includes the donation of time by more than 300 volunteers. We would like to express deep gratitude to one such volunteer, Mike Damant, who alongside his wife Lynne, graciously agreed to be featured in these pages.

Since 1987, Mike Damant has volunteered and advocated for Victoria Hospice. He contributed thousands of hours on our Inpatient Unit, with our Bereavement Counselling and Spiritual Care Teams, and at Fundraising and Memorial Events.

“It was a privilege to volunteer in this wonderful organization,” reflects Mike. “It was an honour to have people—strangers a moment ago—allow me into their lives to listen to their stories, to hold their hands, to laugh and cry with them and to walk with them through a difficult time.”



Care is the Core of All That We Do.

Dear Stakeholders, Partners, Members, Supporters and Friends of the Victoria Hospice Society,

We are delighted to share with you our Strategic Framework for the forthcoming 5 years: **Growing our Circle of Care**. We have chosen this title as it reflects our commitment to leverage our expertise, harness our resources and expand our capacity as we work to meet the palliative and end-of-life care needs of Greater Victoria in the years to come.

Victoria Hospice will mark its 40th anniversary in 2020. This will be a time to celebrate and reflect on our roots as a volunteer-driven, grassroots movement that met an unmet need for palliative and end-of-life care as it had not yet been embraced by mainstream medicine.

Today, thanks to the advocacy efforts of patients and their loved ones, health care professionals, hospice societies, volunteers and community champions, this shift is taking root. Palliative and end-of-life care is now an integral part of the core mandate of our health authorities as defined by our Federal and Provincial Ministries of Health. We are buoyed by this change—we worked hard for it—and yet, there is much more work to be done.

The next five years will be a time of critical importance for Victoria Hospice. As we look to

the future, we are mindful of several important influences that will significantly impact our work:

- The much anticipated ‘silver tsunami’ is arriving. By 2035, the population of people aged 75+ on Vancouver Island is projected to more than double.¹
- At least 40 percent of Canadians are already living with two or more chronic illnesses such as diabetes, heart disease, dementia and kidney disease,² and this number is expected to increase exponentially.
- 75% of Canadians prefer the idea of dying at home.³ Yet, current data shows that 45% of Vancouver Island patients die in an acute care setting.⁴ This is neither desirable, nor sustainable.
- BC Vital Statistics Agency projects that the number of deaths in the province will double by 2037.⁵

Now more than ever, Victoria Hospice must reimagine our programs and services to meet the growing needs of our community. We must do this in partnership, aligning our programs of care with our partners at Island Health, as we pursue the very best outcomes for our patients and their loved ones. We thank Island Health for our close partnership and their ongoing investment in our programs of care.

As we look ahead, we are grateful to have the consistent support of a generous community. Over the last 15 years, more than 48,000 individual donors have given in excess of \$51 million to Victoria Hospice to support our care. This incredible wave of compassion will carry us, as we seek to address the challenges that lie ahead.

On behalf of our Board, volunteers and staff, we extend our sincere thanks for your continued involvement, investment and engagement in Victoria Hospice. We look forward to working with you as we commit to Growing our Circle of Care in the years to come.

With gratitude,



Marguerite Rowe
Chair, Victoria Hospice Society
Board of Directors



Brenda Canitz
Chair, Strategic Planning Committee



Kevin Harter
CEO, Victoria Hospice Society

Our Approach

This framework is the product of a comprehensive process of research and engagement with our Board, volunteers, staff, donors, clinical and community leaders, education and research partners and external stakeholders. It is evidence-driven, taking into account national and international best practices and current trends, and it reflects the ideas and thoughtful contributions of our entire community.

By its very nature, the framework is aspirational, articulating our commitments. Four overarching organizational goals with supporting objectives drive us toward our long-term vision in alignment with our mission. We have chosen five strategic priorities that we will vigorously pursue in order to achieve our stated goals and objectives.

Over the next five years, this framework will act as a roadmap for our decision making, informing our operational plans, reports, budgets, and day-to-day activities. It will provide our inspiration and be our guide, as we work in service to our patients, their families, our partners and our communities.



DRIVERS OF CHANGE

Significant trends and issues that the framework seeks to address:

- ▶ Victoria's population is aging and growing.
- ▶ 75% of patients express an initial desire to die at home.
- ▶ Acute care services will be overburdened in the years to come.
- ▶ The health work force is aging.
- ▶ Island Health's End-of-Life Care programs are expanding.
- ▶ Victoria Hospice's facility is no longer ideal for clinical care (without significant renovations).

Victoria Hospice Strategic Framework 2019–2024

GOALS

OBJECTIVES

STRATEGIC PRIORITIES

Accessible, high-quality palliative, end-of-life and bereavement care

- ▶ Deliver and partner in the delivery of compassionate care in the community, private homes, assisted living, long term care, in-patient units and where vulnerable populations are located.
- ▶ Provide care and support for people who are bereaved.

Optimized system capacity for palliative and end-of-life care

- ▶ Increase education and training for health professionals to advance an interdisciplinary team approach.
- ▶ Collaborate with educational institutions, other hospice organizations and community partners to pursue research and lead quality improvement initiatives.
- ▶ Develop and share best practices.
- ▶ Provide patients and families with skilled resources, when they need them and at their chosen location.

Palliative and end-of-life care as a health system priority

- ▶ Advocate for improved models that strengthen patient and family care.
- ▶ Ensure stable funding for the continuing evolution and development of palliative and end-of-life care.
- ▶ Align with Federal and Provincial directives to strengthen palliative care in the community.
- ▶ Optimize partnership with Island Health to deliver palliative and end-of-life care.

Organizational Sustainability

- ▶ Secure and support a skilled and engaged clinical, volunteer and administrative workforce.
- ▶ Diversify funding from government and private sources.
- ▶ Foster a culture of philanthropy in all aspects of Victoria Hospice.
- ▶ Secure facilities that provide an optimal care and work environment.
- ▶ Achieve excellence in governance and operations.
- ▶ Leverage technology to optimize care.

1. NAVIGATION

Develop a comprehensive navigation program to support patients and their loved ones, from diagnosis to the end of life.

2. EXPANDED INTER-DISCIPLINARY COMMUNITY CARE

Augment existing community services and develop new community programs to provide more comprehensive care to patients and their support networks at home.

3. INCREASED EDUCATION PROGRAMS

Develop new educational programs for patients, caregivers, health professionals and the public to facilitate better outcomes for patients and families, improve the quality of care and broaden awareness and understanding of end-of-life and hospice care.

4. BEREAVEMENT

Be a centre of excellence for bereavement care, delivering exceptional care for people who are bereaved, while advancing the field through research, collaboration, the development of national competency standards and the delivery of professional training opportunities.

5. NEW CENTRE OF CARE AND SUPPORT

Pursue a new facility to provide a welcoming and suitable environment for patients and families, enable a greater diversity of care programs, and create a 'hub' for our expanding community, education and bereavement care programs.

OUR VISION

Quality palliative and end-of-life care for all.

OUR MISSION

To enhance the quality of life for those facing life-limiting illness, death and bereavement through patient and family centred care, education, research and advocacy.

OUR VALUES

Respect
Compassion
Integrity
Commitment
Collaboration
Excellence



**VICTORIA
HOSPICE**

Strategic Priorities 2019–2024

1. Navigation

When patients are diagnosed with a life-limiting illness, people are often overwhelmed, and the complexity of the health system can be challenging to navigate. Accessing health system resources and community supports can be difficult and daunting.

Victoria Hospice believes patients and their families will benefit from information and guidance during this time. Leveraging the strengths of our clinicians and our community of more than 300 active volunteers, Victoria Hospice will offer a comprehensive Navigation program for patients and their caregivers. Our objective will be to come alongside patients early in their journey, offering flexible and timely support and information as their illness progresses.

This initiative will include the following:

- Earlier connection with patients, from time of diagnosis
- One consistent point of contact to access Victoria Hospice patient and caregiver education programs, in-home respite and supportive care services
- Advance Care Planning
- Referrals to other community resources
- Psychosocial supports, delivered in person and online



Strategic Priorities 2019–2024

2. Expanded Interdisciplinary Community Care

Victoria Hospice's mission clearly states our objective is to help each patient achieve their very best quality of life as end of life approaches. We know that for many patients, quality of life is defined by their ability to remain at home in their own environment (wherever home might be), with the necessary supports as their health declines.

Over the next five years, Victoria Hospice will extend its reach into the community, augmenting existing care services and bringing its interdisciplinary model of care to a broader segment of the population—meeting people where they are. This will include:

- Pain and symptom management in the home
- Psychosocial care in the home
- Supporting patients and caregivers to plan ahead for future care needs
- Ambulatory clinics for palliative patients in the community
- Remote support for patients and caregivers
- In home respite and practical home supports



Strategic Priorities 2019–2024

3. Increased Education Programs

Victoria Hospice has always held to the philosophy that information is powerful and knowledge is to be shared. Our work in education, no matter the audience, is focused on one thing: improving the quality of life for our patients and end-of-life patients across the system.

As we expand our educational offerings in the future, our approach will include the following:

- Introductory programs for patients and families to answer questions, address concerns and better prepare for the future
- Programs for family caregivers, to offer support and enhance care for patients in the home
- Specialized programs for health professionals to augment their knowledge and skills, focused on improving the quality of care and building capacity throughout the health system
- Training for professionals who work with marginalized people
- Public programs and promotion to advocate and heighten awareness of the need for hospice palliative and end-of-life care
- Accessible programming: offering regular in-person and remote learning options to reach the broadest possible segment of learners



Strategic Priorities 2019–2024

4. Bereavement

Building on our track record of providing exceptional bereavement care for individuals and groups, we will seek to augment our leadership role in the field, engaging with provincial and national partners and leveraging opportunities for education, training and research to establish accepted core competencies and best practices.

Victoria Hospice will create a centre of excellence in bereavement care, to include:

- Continued, timely bereavement care for families of patients
- Timely, accessible grief counselling for community members who experience a death that is sudden or unexpected
- Programs to nurture relationships between people who have been bereaved
- The development of National standards for bereavement care
- National leadership in Complicated Grief Therapy
- Practical training opportunities for professional learners and practicum students in the field



Strategic Priorities 2019–2024

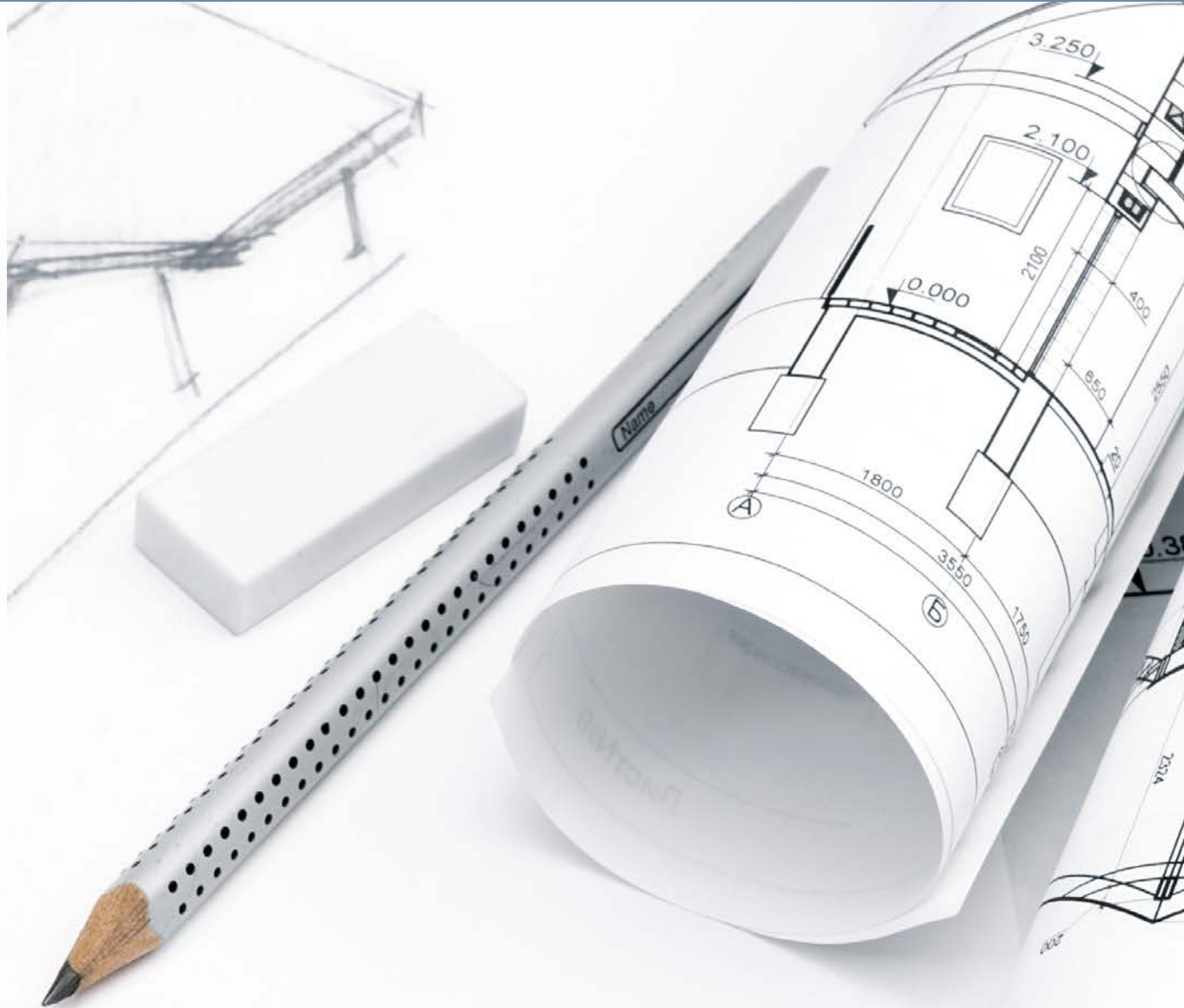
5. New Centre of Care and Support

We will pursue a new location that is both welcoming and peaceful for our patients and their families, while offering a clinical environment that meets modern health care and safety standards.

Victoria Hospice currently operates from the Richmond Pavilion of the Royal Jubilee Hospital. The building is more than 70 years old, and (without significant renovations) is no longer ideal for clinical care.

The new location will house Victoria Hospice's inpatient beds and associated program areas, as well as providing a hub for our expanded community programs and services.

Respite care will also be expanded. This will serve to alleviate pressure on family caregivers, thereby improving the chances that patients are able to remain at home during their end-of-life journey, if that is their wish.



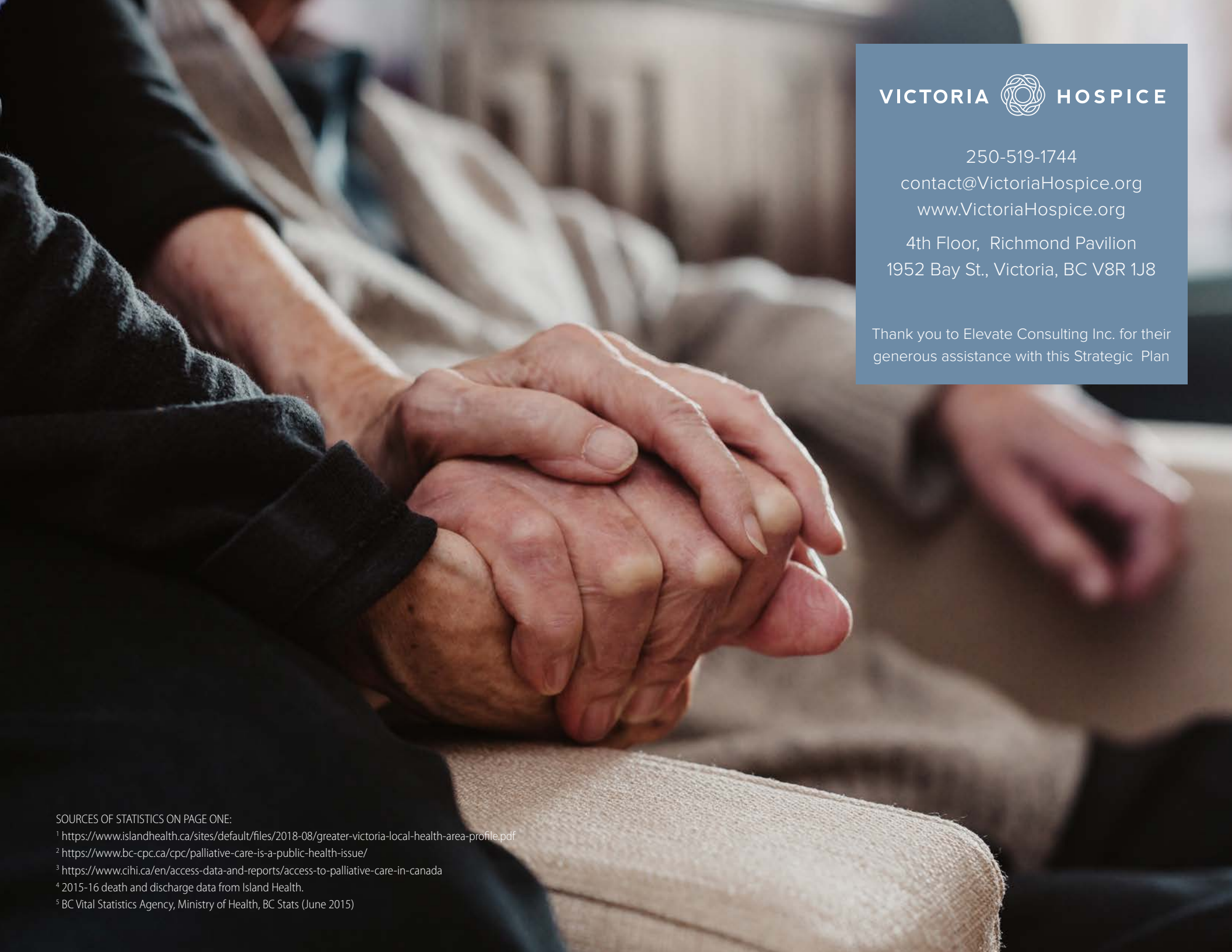
Our Commitments

In summary, this Strategic Framework sets out our overarching direction for the next five years and establishes a clear path forward for Victoria Hospice as an organization. We reaffirm Victoria Hospice's role as a bridge between our partners at Island Health and the community we serve.

As we work toward **Growing our Circle of Care** in the years ahead, we commit to:

- Come alongside patients and families, understand their needs at the end of life, advocate for them and provide expert care and support to ease their journey;
- Engage and empower the broader community to play an active role in supporting end-of-life patients and families in their midst;
- Align our work with Island Health's strategic initiatives, to be a valued ally and trusted partner for their palliative and end-of-life care program;
- Monitor and act on government health planning information at the Federal and/or Provincial level as it affects our work in palliative and end-of-life care;
- Ensure the necessary resources are allocated to achieve success; and
- Operate with transparency and accountability, reporting regularly to our Stakeholders on agreed benchmarks and performance indicators to demonstrate our impact.





250-519-1744

contact@VictoriaHospice.org

www.VictoriaHospice.org

4th Floor, Richmond Pavilion
1952 Bay St., Victoria, BC V8R 1J8

Thank you to Elevate Consulting Inc. for their
generous assistance with this Strategic Plan

SOURCES OF STATISTICS ON PAGE ONE:

¹ <https://www.islandhealth.ca/sites/default/files/2018-08/greater-victoria-local-health-area-profile.pdf>

² <https://www.bc-cpc.ca/cpc/palliative-care-is-a-public-health-issue/>

³ <https://www.cihi.ca/en/access-data-and-reports/access-to-palliative-care-in-canada>

⁴ 2015-16 death and discharge data from Island Health.

⁵ BC Vital Statistics Agency, Ministry of Health, BC Stats (June 2015)