

## Strategic Planning RFP for Victoria Hospice

### Introduction:

The Victoria Hospice Society (VHS) is seeking proposals from qualified consultants with expertise in strategic planning to support the development of a refreshed multi-year strategic plan. Consultants must have a proven track record in this type of work, including leading the engagement of staff and partners to inform the refreshed strategic plan. Proposals are sought outlining the proposed approach, costs and timelines. The successful proponent will then work with Victoria Hospice Society staff to develop a more fulsome project plan to be executed by the consultant.

### About the Victoria Hospice:

Victoria Hospice has been providing end-of-life care focused on palliative treatment in Victoria BC since 1980. Our interdisciplinary team provides comfort for patients and support for their family. Victoria Hospice provides the specialized care for people living with life-limiting illness and grief. We focus on quality of life through holistic, comfort-oriented care, supporting people's physical, emotional, social, and spiritual needs. Families, chosen families, and friends are included as important members of our circle of care.

We provide care at our 18-bed Inpatient Unit at the Royal Jubilee Hospital in Victoria. We offer special touches like a 24-hour unrestricted family and friends visiting policy (including pets), a family lounge area, an open kitchen, and private meditation rooms.

We provide care in the community. Our Palliative Response Team (PRT) provides short-term crisis consultation and treatment, 24/7. A nurse and counsellor see to the needs of the patient and their families, with on-call access to a palliative care physician.

We provide bereavement services following the death of a loved one. Our bereavement team offers counselling to anyone in the community who is suffering loss, regardless of a prior connection to Victoria Hospice. Thanks to generous support from our community, support is available for individuals, groups, and families.

Volunteers play an essential role in our success. Volunteers provide companionship and support to patients and families on our inpatient unit, in the community, and through our bereavement program. They also help with fundraising events, our Rooftop Garden, and office administration.

We engage in education, training and research to develop evidence-based clinical practices and advance the field of palliative care across Canada and around the world. Thanks to generous grants and community donations, we are able to produce peer-reviewed research papers, develop and offer courses and textbooks, and deliver training both internally and externally.

**Services Required:**

A consultant is required to support the development of a new multi-year strategic plan for Victoria Hospice. The current 5-year strategic framework has guided the organization since 2019, in which time the strategic context and operations have changed. In the development process for the renewed strategic plan, Victoria Hospice would like to ensure deep engagement with members of the board, staff and external partners.

Victoria Hospice is seeking proposals from qualified consultants or firms to assist in the development of this new and comprehensive strategic plan which will guide the organization over the next 5 years (2025 - 2029). The purpose of the strategic plan is to develop an organizational strategy that casts a clear and focused long-term vision that not only reflects the current social, economic and political context but also anticipates the challenges and opportunities Victoria Hospice may face over the next few years. The plan should clearly articulate how Victoria Hospice can best position itself to continue its strong role in delivering high-quality end-of-life and bereavement care.

The plan should also outline near to medium-term objectives and priorities and should include measurement indicators for evaluation and tracking purposes. The Strategic Plan proposal should include methods for establishing key strategic objectives such as a desk review, an environmental scan; key informant and staff interviews or focus groups; workshop facilitation, Board engagement and results verification.

**Anticipated budget, timeline and schedule:**

We anticipate that the budget for this opportunity will be between \$30,000 and \$50,000. All proposals should limit the anticipated costs to less than \$60,000. Proposals will be accepted until Sept 30, 2024. Consultants should be available to initiate the project in the fall of 2024. The project must be completed by March 2025.

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