

*make every
moment matter*

A Strategic Plan
for
Huron Hospice

2019 - 2023



Mission

To provide quality, Hospice Palliative Care in our Rural communities

Vision

Huron Hospice will be a rural centre of excellence in Hospice Palliative Care

Values

Respect, Quality, Person Centred Care, Collaboration, Compassion, Accountability, Excellence, Dedication



It's all about the care

Huron Hospice Volunteer Service was established in 1993, through a collaborative effort between existing programs in Seaforth, Clinton, and Goderich and adding Wingham in 2005. The purpose of this collaborative effort was to:

- recruit, educate, co-ordinate and support volunteers in the provision of services to people who are facing a life threatening illness, their family members as well as those who are bereaved
- provide bereavement support through individualized counseling
- increase the volunteer base so the volunteer pool will be more accessible to the residents residing in the three involved catchment areas
- collaborate with VON Palliative Care Program and the Wingham and Area Palliative Care Service to provide educational opportunities on an ongoing basis to train volunteers and to share Palliative Care resources in the County of Huron

With continued consultation and discussions with many partners, community leaders & service providers the following programs and services were offered:

- educational opportunities for volunteers, community and institutional health care providers and interested residents in the County of Huron
- bereavement support
- Certified Grief Recovery Specialists through Grief Recovery Outreach Programs
- Cancer Support Groups for residents in Huron County
- the delivery of professional services through adherence to Provincial Standards as developed by Hospice Association of Ontario
- local political lobbying for palliative care services under the guidance of Hospice Association of Ontario
- public education as to the need for continued financial support
- Rainbows, a bereavement program for children who are grieving a loss through death, separation, divorce and or family transitions



Our history

Our Story So Far



1995-1996 Incorporated under the name Huron Hospice Volunteer Service and a formal Board of Directors were elected. In partnership with the Canadian Cancer Society monthly cancer support groups were provided for residents of Huron County.

1996-1997 With the support of one of our volunteers, Joan Stewart, bereavement support groups were introduced for the area.

1997-1998 Huron Hospice was invited to represent rural Ontario hospices in the development of client care standards for Hospices in Ontario. Executive Director Shirley Dinsmore and Board Chair Yvonne Kitchen participated in the development of the first standards.

2000-2001 Huron Hospice became a member agency of the Huron United Way.

2001-2002 Marian Hindmarsh, one of our Goderich volunteers, was our first recipient

of the prestigious June Callwood award "Circle of Outstanding Volunteers". The client care standards were completed and provided to each hospice for the continued development of infrastructure.

2002-2003 The first Rainbows program (for grieving children) was piloted in Goderich at Knox Presbyterian Church. Hike for Hospice, the brain child of one of our Board Members was a new fundraising venture, realizing \$1500.00 for the first year. The following year was initiated as a major fundraiser by the Canadian Hospice Palliative Care Assoc. and is celebrated all across Canada.

2003-2004 The first Hot Dog sales took place at Zehrs in Goderich

2005-2006 Welcomed the Wingham and Area Palliative Care Program into the fold. Level I accreditation was achieved and the certificate was presented to us at the Fall Hospice Association Conference.

2008-2009 Acquired Level 1 and Level 2 Accreditation presented to HHVS at the Hospice Association Conference. Approval of our Multi-Sector Service Accountability Agreement by the South West LHIN. Strategic Plan includes development of a residential hospice

2011-2012 We included a new service to our list of programs – SOS, Survivors of Suicide, specific to assisting those who have been impacted by suicide. With the Perth Huron United Way, we develop our new bereavement program "The Path" for people who are developmentally challenged. Piloting the program began in partnership with Community Living South Huron

2013-2014 Huron Hospice has now integrated Chronic Life Limiting Disease into its model of service delivery.

2014-2015 We were very grateful to the late Kathleen Whitmore for a very generous bequeath to Huron Hospice

2016-2017 A consulting firm Lough Barnes Group Inc. was secured to assist in the development of a Unified Solution for Huron Perth for Residential Hospice.

2017-2018 The South West LHIN approves establishing a two-site residential hospice in Huron-Perth with 6 beds in Stratford and 4 beds centrally located in Huron County



Huron Hospice

Building our residential hospice

Historical Overview

Building a residential hospice has been a strategic priority for Huron Hospice since 2009 motivated by the growth of the hospice movement across Canada. In Huron-Perth, establishing residential hospice services was a collaborative effort between many partners, community leaders, service providers, South West LHIN and Ministry of Health and Long Term Care. In February 2017, operational funds were approved for a 4-bed residential hospice in Central Huron, conditional on opening our doors by May 2018. A site was selected in Central Huron, and a renovation plan was created that would transform the existing home into a hospice. The tranquil rural estate was purchased by Huron Hospice in August 2017, and renovations began immediately to add fire, safety and accessibility features. The initial purchase (and mortgage), renovations, and start-up costs were completed in May

2018 for a total cost of \$1 million. There was some help from a MOHLTC capital grant program, which provided \$120,000 towards the project, and Huron Hospice could access an additional \$680,000 if we find the matching funds. These grant funds will be used to help construct an addition to the residence, and expand our scope of services and provide better support for the extended family as they say goodbye to their loved ones.

We have 70 volunteers and 32 non clinical volunteers providing a total of 9591 hours. In 2018-2019 we provided care for 235 individuals and their families.



Background Statement

June 1, 2018, Huron Hospice entered into an accountability agreement with the South West LHIN and Hospice Care Avon Maitland for the provision of 6 beds in Stratford, and 4 beds in Central Huron. The accountability agreement was resigned April 2019, for operational funds for 4 beds directly with the LHIN. The amount of \$105,000 per bed (420,000 annually) is received to support 24/7 nursing services. This amount is approximately half of what is required to operate the facility.

Today, Huron Hospice is governed by a volunteer Board of Directors, throughout Huron County, and employs 10 full time staff, and 18 part time providing clinical, clerical, and program support.

Huron Hospice has strategically aligned itself with provincial direction regarding Palliative Care, as a member of HPCO (Hospice Palliative Care Ontario) the CHPCA (Canadian Hospice Palliative Care Association), and most recently the Board participated and endorsed the Huron Perth submission for an Ontario Health Team.



Service Information

Who do we serve?

The service recipients of Huron Hospice include: individuals diagnosed with a life threatening terminal illness, their families, and the bereaved.

Huron Hospice sponsors a diverse range of programs and activities for these individuals including, but not limited to the following:

- Educate, support and coordinate volunteers who provide a direct service to individuals in the community, Hospitals, LTC facilities, Retirement Homes and Group Homes and our hospice residence
- one-on-one bereavement support with specially trained volunteers
- Grief Recovery Outreach Program by Certified Grief Recovery Specialists for groups and one-on-one
- Suicide Support Groups for individuals impacted by the suicide of a loved one
- organization, facilitation and evaluation of various support groups, including several for Share the Care
- Hospice Palliative Care Ontario (HPCO) volunteer education and training
- special educational events such as skill workshops, and guest lectures presentations to public, awareness through media campaigns, fund raising events, newspaper articles, service clubs and church groups, etc.



Ontario Health Teams

Working Together Because We Care

On May 15, 2019, the Huron Hospice Board endorsed the Huron Perth self assessment in anticipation of being asked to establish a team within Huron Perth.

During the assessment process, of which Huron Hospice was actively involved, the team of over 50 Huron Perth health care providers committed to identifying key areas where roles intersect, and developing a model of care that supports a broader health care strategy, putting the patient first while standardizing accountability.

The initial focus of the team will be on the individuals who have chronic conditions, those accessing Palliative supports, and individuals of all ages in need of mental health and addiction services.

Efforts will also focus on defining shared governance accountabilities between partners.

The provincial government is expected to announce the first Ontario Health Teams in the fall of 2019, and continue, until all provincially funded service providers are part of an Ontario Health Team.





Huron Hospice Strategic Framework 2019-2023

GOALS

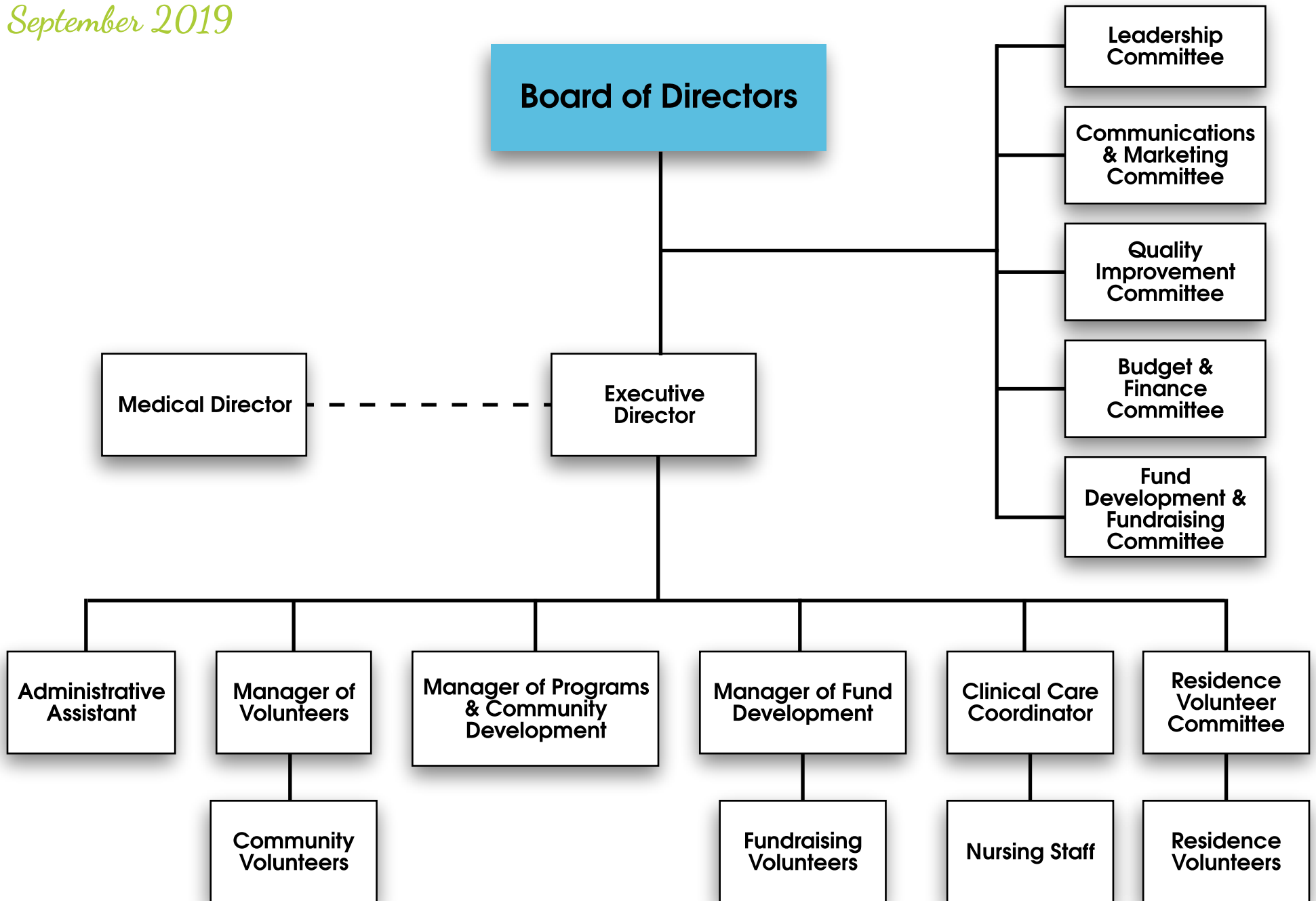
OBJECTIVES

STRATEGIC PRIORITIES

	FUNDING Develop sustainable business plan that align with fundraising capabilities	COLLABORATION AND COMMUNICATION Seek opportunities for partnerships and integration	DEVELOP CENTRE OF EXCELLENCE Build on expertise of members, and partners in developing policies and programs	HUMAN RESOURCES Maximize skills and talents of staff, physicians, board, and volunteers.
	<ul style="list-style-type: none"> •Diversify funding from government and private sources •Secure facilities that provide an optimal care and work environment •Develop opportunities to successfully undertake the major fundraising initiatives required for capital and operations relate to hospice and VHS •Ensure stable funding for the continuing evolution and development of palliative and end-of-life-care •Optimize partnerships with stakeholders to strengthen hospice palliative care in the community 	<ul style="list-style-type: none"> •Enhancement of programs without duplication of services that further support the shift to Hospice or in-home care throughout Huron-Perth •Be a recognized expert and leader in developing collaborative and coordinated initiatives and programs for the integration of hospice palliative care programs and services •Provide patients and families with skilled resources when they need them and their chosen location 	<ul style="list-style-type: none"> •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 •Collaborate with educational institutions, other hospice organizations and community partners to pursue research and lead quality improvement initiatives •Develop and share best practices 	<ul style="list-style-type: none"> •Secure and support a skilled and engaged clinical, volunteer and administrative workforce •Achieve excellence in governance and operations •Increase education and training for health professionals to advance an interdisciplinary team approach •To enhance the role of volunteers in hospice and outreach •A continued supply of highly qualified, compassionate, and motivated staff, physicians, board members and volunteers
	<ul style="list-style-type: none"> •To build community awareness of our role in palliative care through participation in community activities and relationships with donors, community leaders, business and elected representatives at local, provincial, and federal level •Hire professional fundraiser with marketing strategy that defines capital fundraising goals and operational fundraising needs •Advocate for and promote increased recognition and funding hospice palliative care within the health care system with Ontario Health Team, MOHLTC, MP's, HPCO and CHPCA 	<ul style="list-style-type: none"> •Seek out research and educational initiatives that benefit current and future generations of the public care givers, physician and palliative care nurses •Leverage through partnerships and collaboration with others (such as service providers, educational institutions, Gateway, PCOT, and anticipated Huron-Perth Health Team) 	<ul style="list-style-type: none"> •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 •Be a centre of excellence for the delivery of exceptional hospice palliative care and bereavement services •Advance hospice palliative care through research, collaboration, and support of competency standards and the delivery of professional training opportunities 	<ul style="list-style-type: none"> •Develop a comprehensive navigation program to support patients and their loved ones, from diagnosis to the end of life •Augment existing community services and develop new community programs to provide more comprehensive care to patients and their support networks at home •Develop outcome measure for evaluating and reporting our performance to our stakeholders •Develop grief counselling and debriefing for staff and volunteers •Review board and committee structure skills, policies and procedures and define board committees •Develop volunteer needs and skill sets

Huron Hospice Organizational Chart

September 2019



Membership

Huron Hospice is an active member of:

Hospice Palliative Care Ontario, Canadian Hospice Palliative Care Association, Huron Perth Outreach Team, Huron Perth Ontario Health Team

Huron Hospice is an active member of Huron County Palliative Care Committee, Huron Perth Health Care Team, South West Regional Palliative Care Committee, Hospice Palliative Care Ontario, and the Canadian Palliative Care Association.



Hospice is not just a place

It is a service that comes to the patient and caregiver

Community Based Hospice Palliative Care Services



Hospice programs and services vary based on the local community's needs

Larger hospices with in-patient beds typically offer the full spectrum of services. They may act as regional hubs, with the highest concentration of community based palliative care services.

Hospice at Home, brings services to the patient's home through volunteers and shared care clinical teams.

Hospices provide a wide range of supports for caregivers, including respite, grief and bereavement care, practical assistance, spiritual care, and children's programs

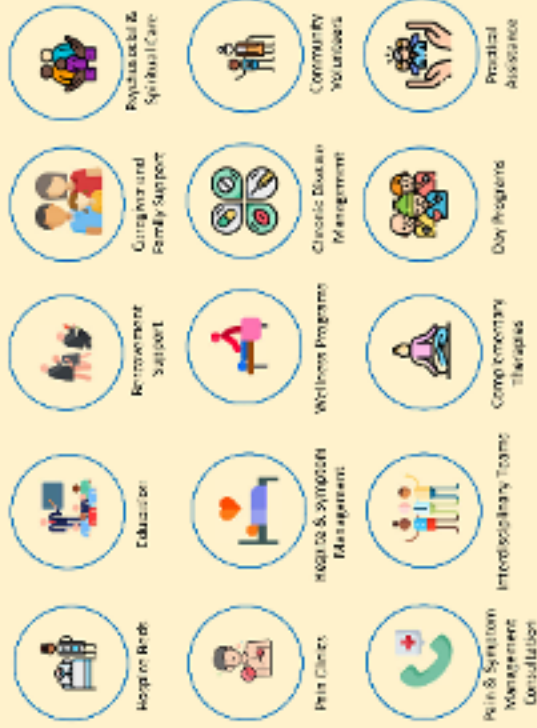
Hospices build compassionate communities that enable neighbours to support neighbours with social programs available to people who need some extra help and social interaction at home

Ontario's Hospices have over 26,000 active volunteers caring for over 20,000 people annually.



Typical Hospice Services

Coordination & Navigation of Care



Hospice is not just a place; it & a service that comes to the patient and caregiver

76% of hospice patients receive services in their own home



96% of clients say hospice has positive impact on quality of life
97% of clients have high satisfaction with their hospice experience

Source: HPCO Hospice Outcome Data, 2017-2019
5,142 clients surveyed while receiving hospice care



Huron Hospice

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