



Mission: To provide comprehensive compassionate care to all in our community during their journey with a life-limiting illness.

Vision: Community supporting community to live well with dying

Pillar	Goal	No.	Action Item	Party	Deadline
Sustainability					
Governance					
S1	Enhance our governance structure to meet the goals of the Strategic Plan				
		S1.1	Evaluate the Strategic Plan from a Governance Lens	Board	June
		S1.2	Complete a comprehensive review of finances	Board & ED	August
		S1.3	Complete a Salary & Compensation Study	Board	September
		S1.4	Conduct a comprehensive review of policies	Board & Depts	September
		S1.5	Upload all policies into an electronic format which allows for ease of editing and republishing for Board, Staff, and Volunteer use	ED	September
		S1.6	Publish relevant policies for public access, to our website	ED	October
		S1.7	Conduct a high-level review of all workflow of GBH and Chapman House	Board & ED	September

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Governance					
S2	Develop a Board and Senior Management Succession Plan				
		S2.1	Review governance needs of Board and plan for recruitment	Board	March
		S2.2	Complete a Staff Satisfaction Survey to identify needs for improved retention	ED & HR	November
S3	Meet the standards of HPCO Accreditation				
		S3.1	Complete a gap analysis of accreditation standards	ED	March
		S3.2	Review staff and volunteer job descriptions for compliance	ED & Depts	September
		S3.3	Produce a workplan for achievement of standards	Board & ED	March
Financial					
S4	Development and Implementation of a Financial Sustainability Plan				
		S4.1	Produce 2022-23 Budget	Board	June
		S4.2	Produce 2023-24 Budget which includes 2 year operational projections	Board	February
		S4.3	Identify a five-year plan for pre-purchases of minor capital and capital enhancements	Board	August
		S4.4	Work with the GBH Foundation to establish an MOU	Board	December
Finance					
S5	Investigate and implement the creation of a Foundation				
		S5.1	Establish GBH Foundation	Board	April
		S5.2	Reorganize the finance for 2 organizations	Board	August
		S5.3	Complete Board to Board strategic planning sessions, including relevant staff	Board	January

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Operational					
S6	Employ a Digital Integration system				
		S6.1	Scan all in-house documents and move to paper free records retention	Op Team	August
		S6.2	Investigate InfoAnywhere having advanced features of need individually and with other local Hospice providers	Clinical Team	December
S7	Recruit and retain volunteers				
		S7.1	Develop an in-house volunteer return and orientation program	Leadership Team	June
		S7.2	Through recruitment of new volunteers, increase volunteer capacity to minimum of 75% pre-pandemic volunteerism	Leadership Team	August
S8	Reorganize the staffing model to achieve the best outcomes for Care Delivery and Recruitment and Retention of Staff				
		S8.1	Reorganize the staff for 2 organizations	Operation Team	December
		S8.2	Bring Finance In-House	Operation Team	August
		S8.3	Bring HR In-House	Operation Team	July
		S8.4	Contract IT for enhanced services	Operation Team	June
		S8.5	Develop a clinical recruitment & retention program including bonuses	Clinical w/ ED	October
Awareness					
S9	Create a Communication and Marketing Plan				
		S9.1	Develop a Communication Plan	Leadership Team	December

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		S9.2	Complete a rebranding of the new corporate name	Board w/ ED	March
		S9.3	Produce a marketing plan around the rebrand	Operations Team	October
		S9.4	Complete a communication strategy around the South Build	Board	May
		S9.5	Complete a communication strategy around MAiD	ED w/ Clinical	July
		S9.6	Launch a new GBH Website	Operations Team	August
		S9.7	Implement seamless GBH and Foundation communications and marketing	Board w/ ED	December
S10	Provide an Awareness Campaign on palliative care and hospice in Grey Bruce				
		S10.1	Market and communicate with health teams and support services GBH as for palliative care questions	ED w/ Clinical	March
			Work with local providers, LTC and Hospice to make referrals, and have early conversations on palliative care	ED w/ Clinical	March
S11	Advocate for palliative care in Grey Bruce on local and provincial governance bodies				
		S11.1	Sign on to the GB-OHT	ED, Board, & Med Dir	June
		S11.2	ED as an active member of the OHT	ED	June
		S11.3	Appoint a Board member to sit as an active member of the OHT Board Table	Board	June
Awareness					
S12	Continue to share our good stories and successes				
		S12.1	Ongoing social media campaign of stories and impacts	Operations Team	March

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S13	Promote our services to Service Clubs, religious organizations and local governments				
		S13.1	Schedule at least 6 presentations annually to describe GBH Services	Leadership Team	March
Education					
E1	Equip the staff and volunteers with communication tools				
		E1.1	Provide all staff with key messages about MAiD, and MAiD at Chapman House	Leadership Team	July
		E1.2	Empower GBH Team to make referrals to Hospice	Clinical Team	March
E2	Educate the community on the breadth of services offered				
		E2.1	Educate practitioners on MAiD procedures available at GBH	Clinical w/ ED	August
		E2.2	Produce Updated Virtual Tour of Chapman House	Leadership Team	August
		E2.3	Produce Info video on services and primer about Palliative Care planning	Leadership Team	March
		E2.4	Hold 2 Community Info Sessions	Leadership Team	Semi-annual
E3	Promote and encourage Professional Development for staff, volunteers, and Board				
		E3.1	Train relief for Clinical Coordinator position	Clinical Team	October
Programs					
P1	Implement a Staff Wellness program				
		P1.1	Support quarterly staff engagement opportunities	Leadership Team	Quarterly

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P2	Implement a robust complementary therapy volunteer program				
		P2.1	Investigate opportunities and develop a plan for 2023 and beyond	Leadership Team	March
P3	Develop a Respite Care program for short-term support				
		P3.1	Investigate opportunities for respite care and how such care would impact the number of beds available for Hospice Care	Clinical Team	March
P4	Develop Legacy programs				
		P4.1	Identify opportunities	Leadership Team	Quarterly
P5	Develop an outpatient plan Pain and Symptom Management program				
			No Action Items in 2022		
P6	Develop palliative care opportunities for Nursing, PSW, and Medical Resident programs				
		P6.1	Build internship and co-operative education relationships with local institutions	Clinical Team	March
P7	Develop In-Home palliative care and hospice visiting program				
		P7.1	Build relationships within the Home Health Care networks	Clinical Team	March
P8	Grow/enhance Grief and Bereavement programs				
		P8.1	Return to onsite program in Chapman House	Leadership Team	September
In-Patient Care					

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I1	Continue to monitor, explore, and evaluate opportunities and roles in Palliative Care projects within Grey Bruce				
		I1.1	Establish Board to Board meetings with local Hospices	Board	Semi-annual
		I1.2	Establish an ED circle to meet quarterly with local Hospices and palliative care providers	ED	Quarterly
I2	Provide exemplary in-patient services to clients and their families/circle of care				
		I2.1	Develop a satisfaction survey or other tool for use with families	Leadership Team	November