



## Strategic Planning Framework Goals and Objectives

### **GOAL: TO FOSTER HOLISTIC WELL BEING**

*(For Residents, families, staff)*

*Hospice Palliative Care is holistic in its approach. It focuses on various aspects of well-being to include the spiritual, psychosocial and physical. Our mission is clear - Led by Christian values, the community at The Salvation Army Agapé Hospice extends compassionate, holistic care and support to those experiencing the end of life journey.*

*Sometimes caregivers are so focused on caring for others that they neglect their own well-being. We are committed to providing preventive elements in our work environment and encouraging everyone in our unit to care for the caregiver. All staff is responsible to address inappropriate behaviour/attitude as it happens.*

#### **Objectives for Residents and families:**

- Being present and meeting Residents and their loved ones where they are at and helping with self-exploration in areas including but not limited to spirituality, uncertainty, emotional distress, conflict, suffering, trauma, loss and grief
  - Strategies:
    - Increase volunteerism for additional Resident needs and interactive/group activities

#### **Objectives for Staff:**

- Sustain a supportive environment that promotes staff well-being
  - Strategies:
    - Develop a process for supporting staff experiencing compassion fatigue, vicarious trauma, and personal loss
      - Sensitivity, coping skills, and resiliency training
    - Explore enhanced staff appreciation activities
      - Establish Social Committee (explore special events/celebrations/milestones)
      - Discounted Gym Memberships
      - Work with Community Partners for donations
      - Gratitude boards to acknowledge designated times of appreciation (e.g., Nurses' Week, Pharmacists' Month, Administrative Support Day)
    - Walking Club, regular rest and relaxation
    - All staff to model and be accountable for appropriate behaviour/attitudes

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### **GOAL: TO MODEL LEADING PRACTICE AND ONGOING QUALITY IMPROVEMENT IN OUR OPERATIONS**

*To serve with excellence means constantly striving to meet the priorities identified by our Residents and their loved ones. We do this by respecting the unique needs that are presented to us daily and responding with compassion, patience, and comfort to rapidly changing conditions.*

#### **Objectives:**

- Meet the needs of Residents from diverse backgrounds
  - Strategies:

- Explore ways to increase the diversity of our staff and the utilization of external resources
- Increase knowledge and expertise for staff and ensure organizational consistency
  - Strategies:
    - In-services regarding values
      - GHOST (gentle, honest, open, and supportive talk) training
      - Develop and deliver Strength-Based Training modules to create awareness and sensitivity
      - Coaching and mentoring strategies (performance reviews)
- Explore areas of operational efficiency (caregiver practices, logistical services, finances)
  - Strategies:
    - Each section will conduct an efficiency audit of their operations
      - Explore technological advancements
        - Agapé website
        - Wi-Fi
        - Scheduling
        - Netcare
        - Resident Charts
        - Electronic MARS
        - Access to drug information online
    - Maintain and Establish reflective performance indicators
      - Use of antibiotics and infection tracking
      - Incident Trend Reporting
        - Patient Safety
        - Occupational Health and Safety
      - Continuous assessment of unit spending
      - Curriculum Development and feedback from Education Delivery
    - Streamlining process for Medical Supplies and Distribution
    - Enhancing communication between support services and caregiving operations
- Maximize our service delivery through community partnerships
  - Strategies:
    - Researching community organizations and outputs to determine best application of resources (Alberta Mental Health, Distress Centre, Canadian Association for Spiritual Care)
      - Funding
        - Poppy Fund (additional resources for Veterans)
      - Training
        - Alzheimer Society Best Friends Approach™
      - Services
        - Provide ongoing spiritual guidance and support by engaging community spiritual leaders
- Meet all governing bodies and legislative requirements and achieve best practice
  - Strategies:
    - Meeting and Maintaining Accreditation Canada Standards
    - Meeting and Maintaining Continuing Care Health Services Standards
    - Meeting and Maintaining The Salvation Army Accreditation Standards

- Ongoing review and update policies and procedures
  - Expand communication strategies
    - Strategies:
      - Model, increase, and promote staff knowledge regarding health and safety
      - Increase staff knowledge regarding wellness initiatives
      - Regular section staff meetings
      - Consistent methods for communicating critical and non-critical changes
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### **GOAL 3: TO CULTIVATE A HEALTHY AND SAFE ENVIRONMENT**

*What is included in an environment that impacts our unit functioning (surrounding items, conditions, social and cultural influences, or indoor and outdoor settings)? It is imperative that all staff recognize and act on all health and safety issues and model respect for others and for our environment.*

**Objectives:**

- Risk Management
  - Strategies:
    - Alberta Labour, Occupational Health and Safety Hazard Assessment
    - Establish detailed Risk Management Tool
    - Create a standardized process for the Joint Health & Safety Committee's input and output
- Solidify processes for communicating safety and care-related issues
  - Strategies:
    - Continuously communicate and model aspects of the Patient Safety Plan
    - Create a more detailed Resident Transfer Safety System
    - Increase communication with families regarding IP&C
- Address and respond as promptly as possible to changing landscapes for our neighbours
  - Strategies:
    - Constant communication with community partners to determine impact of their operations on Agape