

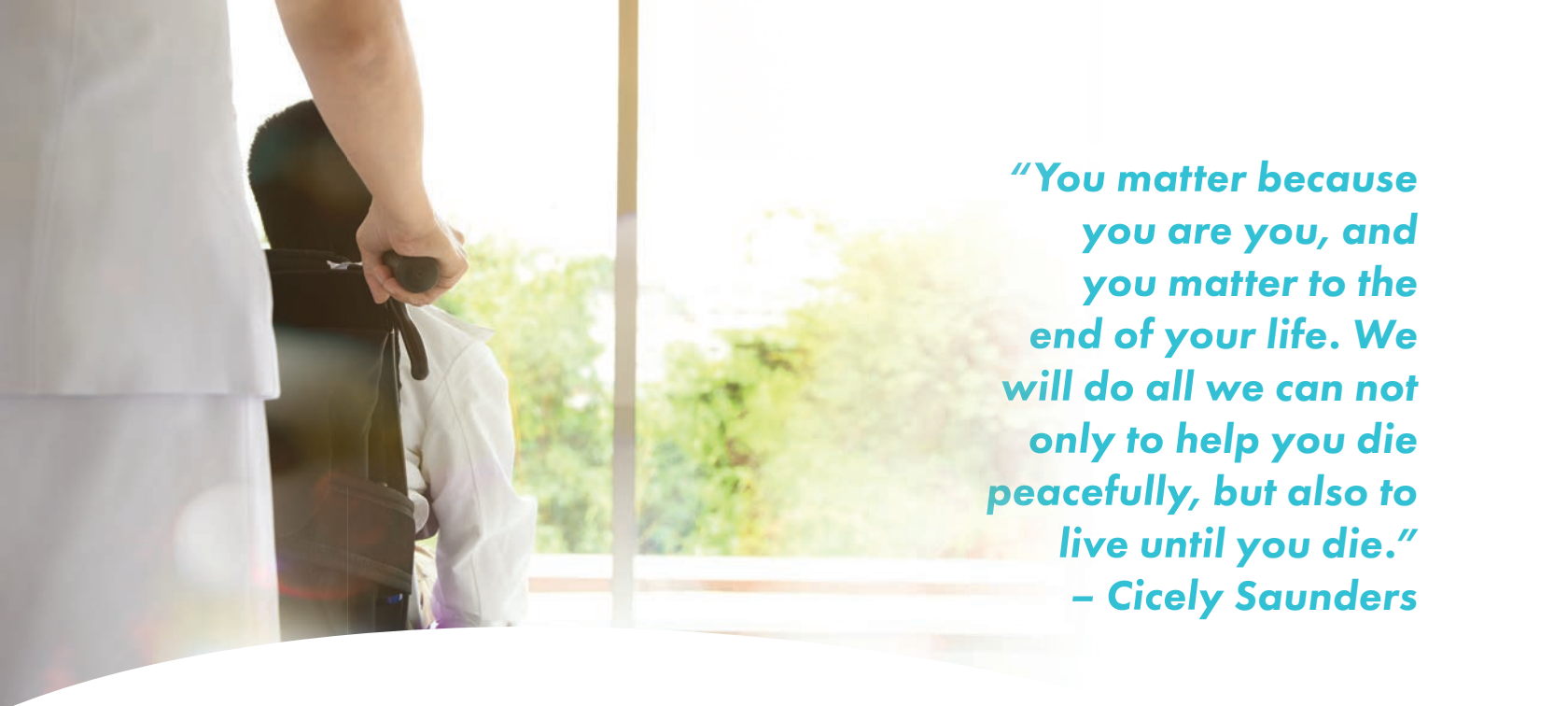


# Three-Year Strategic Plan 2023 - 2026

**Nipissing Serenity Hospice**  
**Maison Sérénité du Nipissing**







***“You matter because you are you, and you matter to the end of your life. We will do all we can not only to help you die peacefully, but also to live until you die.”  
– Cicely Saunders***

## **Message From The Hospice**

Nipissing Serenity Hospice/Maison Sérénité du Nipissing is a home away from home, where one’s final journey will be met with compassion, comfort and dignity. Guided by our mission, vision and values, our specialized interdisciplinary team, with the support of volunteers, attends to the physical, psychosocial, spiritual and practical needs of individuals at end of life and provides ongoing support for their loved ones.

Since opening our doors in January 2020, we have been honoured and proud to serve the residents of the Nipissing and East Parry Sound Districts. Each person that we care for has a personal story and unique needs. It is our role, to ensure that we meet those needs and honour those stories.

As a hospice, we are still in our infancy. A global pandemic was declared shortly after we opened, and for the most part, we have been operating since that time under the challenges that came with it. We had to pivot, adjust and move forward through the uncertainty. We are proud of where we have landed and we continue to grow.

The time is right to enter into our first strategic plan. The strategic planning process has provided an opportunity to reflect on the past, celebrate our successes, and look ahead to the future. Our future looks bright. We appreciate the input of our stakeholders who took the time to participate and share their knowledge, experience, and ideas throughout this process. We are energized by these new strategic priorities that will guide our Hospice over the next three years and we look forward to the opportunities and challenges to come.

**Frank Cerilli,**  
Chair of the Board

**Gil Pharand,**  
Executive Director

## Executive Summary

Nipissing Serenity Hospice/Maison Sérénité du Nipissing (NSH/MSN) has developed a strategic plan that provides a roadmap to assist with achieving sustainable growth over the next three years.

The process for developing the strategic plan included assessment of the changing palliative care landscape and relied heavily on consultation and engagement with the many key individuals and stakeholders in the service region. The grassroots approach to engagement consulted with over 200 participants through:

- Community-wide survey (English and French)
- Board of Directors focus group session
- Staff members focus group session
- Volunteer focus group session
- One-on-one telephone interviews with key stakeholders

Valuable input and insight gained from volunteers, community stakeholders, staff and the Board of Directors has cumulated in a plan that ensures NSH/MSN has the capacity, resources and direction needed to continue to have a significant impact in meeting the diverse needs of the people, families and communities we serve.

The plan identifies priorities in core areas of focus that align with the vision, mission and core values: Providing Exceptional Service, Cultivating Financial Sustainability, Investing in Our People, and Fostering Relationships Through Communication.

Goals and initiatives have been developed within these key themes to provide guidance, along with indicators of success that will allow assessment of progress and celebration of accomplishments.

The Nipissing Serenity Hospice/Maison Sérénité du Nipissing Strategic Plan 2023 – 2026 builds upon the achievements of the past, supports the present and sets NSH/MSN on the path to success for the future.



## Background

Located in North Bay, Ontario, Nipissing Serenity Hospice/Maison Sérénité du Nipissing (NSH/MSN) provides quality, compassionate and holistic end-of-life palliative care to residents of the Nipissing and East Parry Sound Districts.

The bilingual, residential hospice offers a caring and peaceful environment where 24-hour nursing care, social, psychological, spiritual and personal support is provided by an expert, interdisciplinary team.

This not-for-profit is governed by a Board of Directors who help guide the organization in meeting its mission, vision and goals. Incorporated in 2011, NSH/MSN continues to be a vital resource for the individuals, families and communities it serves.

## Vision Statement

We strive to provide exceptional palliative care and support the end of life journey with compassion, comfort and dignity for all.

## Mission Statement

To provide the highest quality, person-centred, residential hospice palliative care to the residents of the Nipissing and East Parry Sound Districts, in both official languages. Our specialized interdisciplinary team, with the support of volunteers, attends to the physical, psychosocial, spiritual and practical needs of individuals and provides ongoing support for their loved ones.

## Core Values

**Compassion** – we recognize that suffering and loss are important elements of the end-of-life experience and we commit to demonstrating empathy, openness and non-judgement in the provision of care.

**Comfort** – we recognize that each end-of-life journey is unique, and we commit to offering the highest quality hospice palliative care that addresses the specific physical, psychological, social, spiritual, and practical issues, and their associated expectations, needs, hopes and fears on an individual basis.

**Dignity** – we recognize the value of each individual and we commit to support his/her self-image, self-identity and right to privacy.

**Inclusion** – we recognize and commit to honour the values, customs, traditions, cultural, religious and spiritual beliefs and practices as well as the life experiences, hopes and dreams of residents, families and communities.

## STRATEGIC DIRECTION

The Nipissing Serenity Hospice/Maison Sérénité du Nipissing Strategic Plan 2023-2026 provides an insightful, proactive and forward-thinking roadmap to help guide our organization into the future. Building on our successes to date, the plan is a true reflection of the commitment we make to providing the highest quality of palliative care in a safe, welcoming and comfortable environment.

The Strategic Plan focuses on four core priority areas that support our organization in building our resources, increasing our capacity, supporting our people and strengthening our foundation to achieve manageable and sustainable growth.



### PROVIDING EXCEPTIONAL SERVICE AND LEADERSHIP



### CULTIVATING FINANCIAL SUSTAINABILITY



### INVESTING IN OUR PEOPLE



### FOSTERING RELATIONSHIPS THROUGH COMMUNICATION

Informed by our mission and values, the goals developed for each strategic priority are designed to be ambitious yet achievable and will drive our actions and successes over the next three years. Most importantly, the plan will pave the way for NSH/MSN to continue to adapt and thrive within the changing healthcare landscape.

Completion of the strategic plan ensures we remain well positioned as a leader of palliative care services. United in purpose, we look forward to the future with confidence in continuing to have a meaningful impact for the people and communities we serve.



## PROVIDING EXCEPTIONAL SERVICE AND LEADERSHIP

Providing exceptional service and fostering strong leadership are highly correlated. We are committed to a supportive and inclusive environment. It is at the heart of what we do. Delivering palliative care programs, services and support that are driven by best practices and informed by educational and palliative care standards will ensure NSH/MSN remains proactive and on the forefront of palliative care. We value the contributions of our dedicated management and staff and support an effective leadership structure that fosters the development of solutions and policies that are aligned with our mission, vision and core values.

- ✓ Become a Centre of Excellence and a leader within our palliative care network.
- ✓ Continue to offer a diverse suite of programming, supports and services to meet the unique needs of all residents and their loved ones.
- ✓ Establish a grief, bereavement and wellness program that meets the needs of our residents, their loved ones and staff.
- ✓ Define performance measures for management to ensure accountability, clarity, and support for staff to meet and exceed expectations.



## CULTIVATING FINANCIAL SUSTAINABILITY

Cultivating financial sustainability allows us to continue to provide high-quality programs and timely services that are integral to supporting the needs of our residents and their loved ones. Funding and fiscal support is integral to the long-term viability of NSH/MSN and is essential to our sustainable growth. Our commitment to accountable stewardship, working to increase awareness of our impact and nurturing relationships with our donors, volunteers, supporters and funding partners ensures we continue to have a positive, significant and lasting impact.

- ✓ Create a diversified, donor-centric fund development strategy to increase private funding to meet operational needs, both short-term and long-term.
- ✓ Establish and activate a Champions Committee to act as ambassadors for the Hospice.
- ✓ Strengthen relationships and increase advocacy with the Ontario Government and its funding agencies to ensure long-term financial support.





## INVESTING IN OUR PEOPLE

Our people are one of the fundamental strengths of NSH/MSN. Investing in our staff, supporting our volunteers and continuing to build our team of professionals ensures we have the internal resources and capacity needed to operate effectively and meet the increasing demand for our services and programs. Developing a strong organizational culture is key to building a positive foundation to achieve sustainable growth.

- ✓ Increase our human resource capacity through hiring and retaining qualified, experienced staff to fulfil the specialized operating requirements of the Hospice.
- ✓ Create mechanisms to encourage open, two-way communication with staff and volunteers.
- ✓ Foster a strong workplace culture for staff and volunteers to thrive within.




## FOSTERING RELATIONSHIPS THROUGH COMMUNICATION

Open communication builds trust and fosters strong relationships within our community. Information sharing and ongoing dialogue with healthcare stakeholders will assist in establishing a robust, integrated and collaborative palliative care network in our region that is easier to navigate and offers strong continuity of care. Working to increase awareness of programs, services and the impact of NSH/MSN empowers community members in identifying, advocating and making informed choices related to end-of-life care that best suits their wishes and needs.

- ✓ Foster strong relationships through increased communications with healthcare stakeholders and their respective organizations.
- ✓ Increase awareness of the Hospice programs and services within the communities we serve.
- ✓ Enhance our online presence to showcase the Hospice, our environment, our team and the services available to residents and their loved ones.







# Three-Year Strategic Plan 2023 - 2026

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Maison Sérénité du Nipissing**



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