



AROHANUI HOSPICE **STRATEGIC PLAN**

2016 - 2021

OUR VISION

“All people with life-limiting conditions live well and die well, irrespective of their condition or care setting”

OUR MISSION

“To lead the provision of high quality, collaborative end-of-life care in our region”

OUR STRATEGIC GOALS

1. People first - He iwi kotahi

We will deliver a service that is people-focused, meeting the needs of and informed by patients and their families

2. Centre of excellence - Ngā moemoeā o te kaupapa Arohanui

We will lead the provision of an integrated specialist palliative care service and support generalist palliative care services across our region

3. Meeting the future - Whakamana ki te ao

We will build towards the future through ongoing development of staff, resources, systems, information and infrastructure.

OUR VALUES



Respectful

We will be respectful of people's needs, thoughts, values and views

Patient, Family and Whānau-Focused

We will strive to work alongside patients and their families/whānau to deliver care that meets their individual needs

Supportive

We will provide a supportive environment for staff, volunteers, patients, families and whānau

Trustworthy

We will continue to demonstrate trustworthiness by doing all things possible to meet expectations, fulfil obligations and achieve our goals and objectives

Accessible

We will be accessible and available to all members of our community

Empowering

We will foster meaningful relationships with patients, families and whānau, reflecting the values of participation, protection and partnership embodied in te Tiriti o Waitangi

Compassionate

We will provide compassionate care and support to patients, families and whānau

Sustainable

We will strive to ensure that all our actions contribute to safeguarding the long-term viability of our palliative care services

Community-Focused

We will strive to understand and respond to the needs and views of our community

Good Communicators

We will engage in open and effective communication – within the organisation and with stakeholders, patients, families and whānau

Flexible

We will strive to proactively adapt and change to meet the needs of our community

Inclusive

We will provide an open and welcoming environment that seeks to engage, communicate with and meet the needs of all members of our community

Reliable

We can be relied upon to do everything practicable to achieve our vision and purpose, and will strive at all times to be consistent and dependable

Diverse

We will strive to offer care that recognises and meets the needs of our diverse community

Responsive

We will readily respond to changing economic, political and healthcare environments, as well as to change within our local community

OUR REGION





OUR
**OPERATIONAL
OBJECTIVES**

1. PEOPLE FIRST

He iwi kotahi

What will we do to work towards this Strategic Goal?

- Support, lead and continue to develop the regional Palliative Care Partnership
- Demonstrate leadership in the district-wide approach to palliative care
- Demonstrate organisation-wide best practice
- Proactively deliver the Community Engagement Strategy, seeking opportunities to understand and regularly engage with our community
- Implement and progress the Māori Health Plan, embracing Te Korowai o Rongo palliative care strategy
- Provide a collaborative approach to patient care through proactive engagement with other relevant services
- Focus on building and maintaining effective patient-centred relationships with a network of relevant stakeholders
- Regularly conduct, analyse and utilise the outcomes of patient, family, whānau, volunteer, and stakeholder surveys
- Continue to deliver an inclusive approach to carer support
- Participate in the district-wide palliative care quality framework
- Invest in our own people, staff and volunteers
- Value and support our paid and unpaid workforce
- Regularly review roles and functions for both staff and volunteers to support a patient-centred model of care

What will it look like when we have achieved this Strategic Goal?

- We will benefit from increased public awareness. Our community will understand what we provide, and will possess accurate knowledge of both our services and the purpose of palliative care
- We can demonstrate that our services are informed by patient input through surveys, audits, research, and feedback received from patients, families, whānau and carers
- Patients have access to the same services and support, whether they are living in the community (e.g. in their own home, in an aged care facility, etc) or have a short inpatient stay at the hospice
- We can demonstrate fewer complaints about our services and a commitment to continuous quality improvement
- We can demonstrate that we understand the needs of our community, through stakeholder feedback and increased community participation and engagement
- We can demonstrate greater access to our services by a wide variety of ethnic groups and cultures
- We will have the right people in the right roles, including staff and volunteers, who participate in appropriate professional development to improve our services
- We demonstrate that our staff and volunteers feel appreciated and satisfied through formal and informal feedback, including performance appraisals, surveys, and reduced staff and volunteer turnover

2. CENTRE OF EXCELLENCE

Ngā moemoeā o te kaupapa Arohanui

What will we do to work towards this Strategic Goal?

- Through leadership, management and positive relationships, we will maintain an integrated specialist palliative care service
- Demonstrate leadership in the district-wide approach to palliative care
- Implement a professional development framework for all staff
- Build our research and educational capacity through new research partnerships, strengthened existing partnerships and increased involvement in research projects
- Continue to build the credibility and reputation of Arohanui Hospice
- Through increased engagement, build awareness and use our reputation to influence stakeholders and maximise opportunities to secure support
- Seek opportunities to be involved in and influence national initiatives, projects and pilots, including representation on relevant national bodies
- Publish articles and present at conferences
- Fully develop and utilise ICT (information communication technology)
- Acknowledge our commitment to global palliative care issues, including global equity of access to quality palliative care

What will it look like when we have achieved this Strategic Goal?

- We will provide a seamless, patient-centred approach to care from first referral to discharge or death
- We will be recognised as a centre of excellence, and as a model of best practice. Others will seek our leadership in service delivery, education, and research activities in palliative care, and our work will be recognised through positive audit outcomes, nominations and awards
- We can demonstrate an interdisciplinary approach to patient care as we work to deliver an integrated specialist palliative care service
- Relevant information is shared in a timely and appropriate manner
- We deliver effective leadership which creates positive partnerships in our region
- Arohanui Hospice is a recognised training centre for palliative care
- We employ an appropriate number of specialists in clinical roles
- We are committed to the ongoing training of new and existing staff. At least 80% of our clinical workforce will have post-graduate level qualifications
- We have an appropriately qualified workforce, and experience demand from appropriate qualified people to work at Arohanui Hospice
- We can demonstrate increasing job satisfaction ratings, as evidenced by the annual staff survey
- We can demonstrate a commitment to continuous improvement through the outcomes of internal and external surveys and audits, and staff demonstrating understanding of continuous quality improvement
- We use the findings of research to inform the patient care model
- We contribute regularly to national and international research, and can demonstrate an increased number of publications and conference presentations
- We can demonstrate university affiliations, professional and honorary roles, effective research and other contributions to national palliative care activity
- We deliver appropriate palliative care education and a quality framework that supports best-practice care

3. MEETING THE FUTURE

Whakamana ki te ao

What will we do to work towards this Strategic Goal?

- Use local and national data to understand projections regarding future palliative care needs and inform future planning
- Demonstrate leadership in the district-wide approach to palliative care
- Explore social determinants of health and seek to understand how these apply to our work
- Develop a diversified long-term fundraising plan
- Seek direction from the Board with regard to future reserves
- Ensure our recruitment process is fit-for-purpose, and we have succession planning arrangements in place for specific roles
- Ensure our performance appraisal process is useful and adds value
- Build our strategic goals and values into the performance goals for all staff
- Identify and act upon opportunities to engage with our community
- Proactively participate in appropriate audits
- Implement formal and informal evaluation processes to capture and analyse patient needs and feedback
- Continue to develop the audit and risk framework to inform service improvement
- Develop, implement and regularly report against a series of appropriate measures to monitor delivery of a patient-centred model of care
- Seek guidance from various relevant internal and external committees, agencies and advisors
- Use horizon scanning to continually assess the provision of best practice in palliative care

What will it look like when we have achieved this Strategic Goal?

- We can demonstrate that access to palliative care is being met in our region despite changing demography
- We can demonstrate that we are meeting the needs of patients in our region
- We can demonstrate an ability to adapt our model of delivery in response to patient need
- We have the appropriate physical resources to support delivery of an integrated specialist palliative care service. We have a plan in place to meet our longer-term infrastructure needs
- Our clinical staff have mobile and real-time access to relevant information. We make effective use of technology to improve the patient experience (e.g. remote consulting, skype, etc)
- We are adaptable and responsive to the needs of the patient, and deliver our services and support in the patient's preferred location
- We can demonstrate that the majority of patients die in their preferred place of death
- We have a specified financial reserve, as directed by the Board
- We are supported by our business community, both through financial and in-kind partnerships
- We can demonstrate sustainable and diverse income sources that help us to achieve our strategic goals
- We maintain a strong volunteer workforce engaged in relevant roles who understand our vision and purpose, and support the delivery of our services
- We are supported by our community, and can demonstrate that our community understands our vision and purpose
- We benefit from continuity of resources, including staff, ensuring that institutional knowledge is carried over
- We have appropriate staff, systems, finance, information and infrastructure in place to deliver our strategic goals
- We have a reputation as an innovative service

AROHANUI HOSPICE IS CELEBRATING 25 YEARS

Our vision is to ensure that all people with life-limiting conditions

LIVE WELL AND DIE WELL

IRRESPECTIVE OF THEIR CONDITION OR CARE SETTING

CARING *devotion* **RESPECT**

COMPASSIONATE **FAMILY** SHARING

HOPE + PEACE + LOVE

a chance to live fully

support & advocacy comfort **dignity**

REWARDING **soothing** *gracious*

specialised *unique* safe **LIVING EVERY MOMENT**

AROHANUI HOSPICE IS ABOUT QUALITY OF LIFE

AROHA NUI

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