

# Strategic Priorities



**Living with  
Advanced  
Illness**  
Centre



**WE VALUE AND EMBRACE:**  
**COMPASSION • DIGNITY • EMPATHY**  
**ETHICAL PRACTICE • INCLUSIVENESS**  
**FAMILY-CENTRED CARE • RESPECT**  
**EXCELLENCE • INTEGRITY • EQUITY**  
**AUTHENTICITY • RESPONSIVENESS**

**Our Promise to the Community:** We promise to journey with people, through end of life and grief. We promise to have the difficult conversations about death, dying and grief, hearing people's unique stories, and responding with compassion.

**Our Vision:** People of all ages can live well in their unique experience through illness, death, and grief.

**Our Mission:** To help people find hope and well-being through the provision of compassionate support and exceptional care during advanced illness, end-of-life, and grief.

OUR PRIORITIES	EXCELLENCE IN CARE <i>We strive to provide the best care possible.</i>	PEOPLE <i>People are at the centre of everything we do.</i>	SUSTAINABILITY <i>We have the resources to carry out our mission.</i>	BRAND <i>We have a great reputation and are known for the work we do.</i>	QUALITY & SAFETY <i>A focus on quality and safety is infused in every activity.</i>	EXPERTISE <i>We are recognized as experts.</i>
<b>GUIDING PRINCIPLES</b>	<p>The quality of care for the people we serve is our highest priority.</p> <p>We are committed and passionate about providing care that is client/patient and family centred.</p>	<p>We recognize the fundamental importance of, and challenges to, attracting and retaining staff and volunteers.</p> <p>People are seen, welcomed, and recognized for who they are so they can be their authentic selves.</p> <p>People recommend us – as a place to work, volunteer, and donate.</p>	<p>We have a clear business focus.</p> <p>We make the most out of every dollar through strong financial controls, fundraising practices, and efficient systems.</p>	<p>Our brand strategy aligns with the services we offer.</p> <p>Our messaging is clear.</p> <p>Our website is easy to navigate, drives engagement, and effectively tells our story.</p>	<p>We have a culture focused on continuous improvement.</p> <p>Ongoing assessments and good-catch culture identify safety and quality priorities for timely response.</p> <p>Risk management and contingency planning are priority activities.</p>	<p>We are known as innovative thought leaders and as a workplace of choice.</p> <p>We are capacity builders through education and consultation.</p> <p>Evaluation of programs and services is a key function.</p>
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>Our services are person-centred and align with client, patient, and family needs.</li> <li>Our services have a positive impact on people's lives.</li> <li>Our stakeholders are encouraged to have a voice and provide feedback to help us be better.</li> <li>People recommend us to others and demand for our services continues.</li> <li>We maintain our reputation for excellence in care, education, workplace, fiscal management, and donor stewardship.</li> <li>Our fundraising strategy is effective in maintaining our services.</li> <li>Our brand is recognizable and attracts people to us for services, to donate, to volunteer, or to work.</li> <li>Quality assurance, improvement, and risk-management are core considerations in all organization activities.</li> </ul>					
<b>MEASURES</b>	<p>1.1 Clients, patients, and families have a minimum of 2 mechanisms for providing feedback on their care experience.</p> <p>1.2 A positivity rate of 85% or higher is maintained when surveying clients/patients and/or families about meeting their needs.</p> <p>1.3 People report they will recommend us as a place to come for care.</p> <p>1.4 Service is provided to an average of 2000+ people per year.</p>	<p>2.1 We attract and retain excellent people and maintain a succession plan for key positions.</p> <p>2.2 A positivity rate of 85% or higher is maintained in staff and volunteer surveys.</p> <p>2.3 Staff, volunteers, and donors have a minimum of 2 mechanisms for providing feedback on their experience.</p> <p>2.4 Staff and volunteer retention is high.</p>	<p>3.1 Revenue will be sustained at current level or more.</p> <p>3.2 Staff, volunteers, and stakeholders have at least once/year, opportunity for participation in fundraising.</p> <p>3.3 Donor retention rates remain stable or increase.</p> <p>3.4 A fundraising strategy is developed to support all three of our service areas with a variety of ways to give.</p> <p>3.5 Financial statements and annual audit demonstrate responsible and efficient optimization of financial resources.</p>	<p>4.1 The Board receives accessible key messages 2x/year to help promote Hospice Calgary.</p> <p>4.2 A comprehensive social media strategy results in expanded reach and an increase in followers and/or supporters.</p> <p>4.3 A brand guide for staff is maintained with education occurring annually.</p> <p>4.4 The number of people reached through media engagement, resource fairs, presentations, and website traffic will be sustained at 3000+ people.</p> <p>4.5 The brand strategy will be regularly assessed and revised to inform future work on the "mother" brand.</p>	<p>5.1 Staff and volunteers report incidents and good catches at current reporting rate or more.</p> <p>5.2 Safety goals are reviewed and approved annually.</p> <p>5.3 Incident reporting and trend analysis is a part of the Board governance practice through quarterly reporting.</p> <p>5.4 Quarterly reporting indicates 90%+ response rate to stakeholders regarding their safety-related feedback.</p> <p>5.5 At least 4 quality improvement initiatives (informed by client experience, demonstrated need, and best practice, and market competitiveness, incident analysis) are implemented annually.</p>	<p>6.1 Requests to participate in grief and/or hospice and palliative care initiatives are increased.</p> <p>6.2 75%+ employee and/or volunteer candidates report they want to work for us because of our positive reputation.</p> <p>6.3 Demand for education services (workshops, consultation, practicums, locums) is increased.</p> <p>6.4 100's of people learn from us each year so they can better support the people they are living or working with.</p>