

Strategic Priorities for 2026 – 2027

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.

	1 EXCELLENCE IN CARE <i>We strive to provide the best care possible. A focus on quality and safety is infused in every activity.</i>	2 PEOPLE <i>People are at the centre of everything we do.</i>	3 REPUTATION <i>We have a great reputation and are known for the work we do.</i>
GUIDING PRINCIPLES	<i>The quality of care for the people we serve is our highest priority.</i> <i>We are committed and passionate about providing care that is client/patient and family centred.</i> <i>Evaluation of programs and services is a key function. We have a culture focused on continuous quality improvement.</i> <i>Risk management and contingency planning are priority activities.</i>	<i>We recognize the fundamental importance of, and challenges to, attracting and retaining staff and volunteers.</i> <i>We strive to attract and retain qualified staff who are committed to best practice and ongoing professional development.</i> <i>People are seen, welcomed, and recognized for who they are so they can be their authentic selves.</i> <i>We are known as innovative thought leaders and are recognized as experts.</i>	<i>We have a clear business focus with a view to ongoing sustainability.</i> <i>We are capacity builders through education and consultation.</i> <i>People recommend us as a place to work, volunteer, and donate.</i> <i>People recommend us – as a place to work, volunteer, and donate</i> <i>We make the most out of every dollar through strong financial controls, fundraising practices, and efficient systems.</i> <i>We have 40 years of experience in providing end of life and grief services.</i>
OUTCOMES	<i>Our services are person-centred and align with client, patient, and family needs.</i> <i>Our services have a positive impact on people's lives.</i> <i>Our stakeholders are encouraged to have a voice and provide feedback to help us be better.</i> <i>People recommend us to others and demand for our services continues.</i> <i>We maintain our reputation for excellence in care, education, workplace, fiscal management, and donor stewardship.</i> <i>Our fundraising strategy is effective in maintaining our services.</i> <i>Our brand is recognizable and attracts people to us for services, to donate, to volunteer, or to work.</i> <i>Quality assurance, improvement, and risk-management are core considerations in all organization activities.</i>		

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MEASURES	1.1 Clients, patients, and families have a minimum of 2 mechanisms for providing feedback on their care experience. 1.2 A positivity rate of 85% or higher is maintained when surveying clients/patients and/or families about meeting their needs. 1.3 People report they will recommend us as a place to come for care. 1.4 Staff and volunteers report incidents and good catches. 1.5 Safety goals are reviewed and approved annually. 1.6 Incident reporting and trend analysis is a part of Board governance practice through quarterly reporting. 1.7 Quarterly reporting indicates 90%+ response rate to stakeholders regarding their safety-related feedback. 1.8 At least 4 quality improvement initiatives (informed by client experience, demonstrated need and best practice, and market competitiveness, incident analysis) are implemented annually.	2.1 We attract and retain excellent people and maintain a succession plan for key positions. 2.2 A positivity rate of 85% or higher is maintained in staff and volunteer surveys. 2.3 Staff, volunteers, and donors have a minimum of 2 mechanisms for providing feedback on their experience. 2.4 Staff and volunteer retention is high. 2.5 75%+ employee and/or volunteer candidates report they want to work for us because of our positive reputation. 2.6 The Board receives key messages 2/year to help promote the work of Hospice Calgary 2.7 A skills matrix is annually maintained for the Board of Directors to guide Board recruitment. 2.8 Staff report that Hospice Calgary has a good environment for professional growth.	3.1 Revenue will be sustained at current level or more with a varied fundraising strategy that supports our 3 Centres of Care. 3.2 Donor retention rates remain stable or increase. 3.3 Financial statements and annual audit demonstrate responsible and efficient use of financial resources. 3.4 A comprehensive marketing strategy results in expanded reach and an increase in followers and/or supporters. 3.5 The number of people reached through media engagement, resource fairs, presentations, and website traffic will be sustained at 3000+ people. 3.6 Demand for education services (workshops, consultation, practicums, locums) and other capacity building initiatives is increased. 3.7 The total number of people annually served through our 3 Centres of Care is maintained or increased.