



Albany Community Hospice 2022-2025 Strategic Plan

Our Vision

Our community has access to, and values the contribution of, quality palliative and end of life care

Our Purpose

Albany Community Hospice continues to be a leader in the provision of specialised palliative care, end of life choices, support and education so our community can experience death with dignity in a manner and place of their choice.

Our Values

- ✓ Compassion
- ✓ Integrity
- ✓ Inclusivity
- ✓ Collaboration
- ✓ Excellence
- ✓ Innovation

Goal 1

Enhancing our Services

- 1.1 Service planning collaboration with key service partners
- 1.2 Investigate point of care technology options
- 1.3 Research expansion of telehealth service options
- 1.4 Establish a broad-based project team (with the capacity to co-opt members from outside ACH) to assess options for the expansion of hospice services
 - 1.4.1 Hospice in the home
 - 1.4.2 Respite care
 - 1.4.3 Increased palliative care beds
- 1.5 Explore options for enhancing the support for credentialed GPs and ACH's clinical team by reviewing the model of care including consideration of:
 - a) the evolving need for specialist palliative care consultation and
 - b) the logistics of engaging a rotational Residential Medical Officer (RMO) to assist with intake processes
- 1.6 Assess current provision of, and expand, bereavement support
- 1.7 Assess current provision of, and expand, community education
- 1.8 Undertake practiced based evidence research to address identified gaps in knowledge
- 1.9 Engage a Pastoral Care Coordinator to meet the identified need for enhanced pastoral care

Goal 2

Enhancing our Workforce

- 2.1 Undertake Workforce Planning and Development to ensure ACH:
 - a) is positioned as an attractive, healthy, and productive workplace that attracts, retains, supports, engages, and develops appropriately skilled and values-aligned employees; and
 - b) builds adaptability and responsive approaches to change
- 2.2 Review ACH Management Structure to ensure ACH has the management skills and capacity to pursue its strategic objectives
- 2.3 Support the training and development of palliative care nurses
- 2.4 Consider use of agency staff to address workforce gaps
- 2.5 Review ACH Occupational Health and Wellbeing Program
- 2.6 Capture the corporate knowledge of staff and volunteers as a means of providing a sound basis for the evolving development of ACH and its culture
- 2.7 Prepare promotional packages showcasing benefits of ACH as an employer
- 2.8 Undertake Local, State and National recruitment campaigns
- 2.9 Ensure access to in-house grant writing expertise
- 2.10 Continue to effectively recruit, train, retain and value volunteers
- 2.11 Diversify the volunteer cohort
- 2.12 Enhance support for, and engagement with, Butterflies Op Shop

Goal 3

Enhancing our Organisation

- 3.1 **Governance**
 - 3.1.1 Review Board and Committee structure to ensure ACH has the governance skills and capacity to pursue its strategic objectives
- 3.2 **Financial Management**
 - 3.2.1 Review financial management strategy and budgetary monitoring practices
 - 3.2.2 Explore fee for service opportunities e.g. palliative respite care
- 3.3 **Marketing & Communications**
 - 3.3.1 Develop an external communications strategy including clear consistent messaging regarding, at a minimum, what the Hospice does, how it has evolved and operates, how it is funded and what it offers
 - 3.3.2 Revisit the ACH Supporter Program
 - 3.3.3 Ensure that all donations are appropriately acknowledged
 - 3.3.4 Develop a suite of targeted advocacy materials showcasing the work, benefits, and value of ACH and palliative care
 - 3.3.5 Develop a suite of community education materials showcasing the work of ACH, palliative, and end of life care
 - 3.3.6 Ensure employee and volunteer recruitment campaigns are aligned to, and consistent with, messaging developed under 3.3.1
- 3.4 **Cyber Security**
 - 3.4.1 Ensure cyber security policy and practices keep pace with emerging risks
- 3.5 **Environmental Policy**
 - 3.5.1 Review waste management strategy and programs