



# Hospice

Southeast New Brunswick    Sud-Est Nouveau-Brunswick

Compassionate care celebrating life, even when there is no cure.  
Des soins avec compassion, célébrant la vie même lorsqu'il n'existe pas de remède

**TOWARDS HOSPICE EXCELLENCE AND COMPASSIONATE COMMUNITIES:  
HOSPICE SENB STRATEGIC PLAN 2024-2026**

**EXECUTIVE SUMMARY**

Continuing its growth, the Hospice SENB's new strategic plan reflects its unwavering commitment to compassionate end-of-life care. Fueled by community support and a resilient team, the organization will continue to tackle challenges with courage and innovation. The strategic pillars of Stakeholder Confidence, Operational Excellence, and Community Impact form the bedrock of this ambitious roadmap.

Through targeted communication, impactful events, and visionary collaborative partnerships, Hospice SENB aims not only to serve but to inspire its community. The focus on staff development, comprehensive resident care, and mission alignment positions the organization as a leader in compassionate care and communities. The aspiration is to enhance equitable access to hospice care, expanding the community services footprint and strengthening offerings through long-term partnerships and coalitions.

This journey envisions self-sufficiency and a strong regional presence, fueled by robust governance and continuous improvement. As Hospice SENB moves forward, it looks to a future where the organization not only provides care but becomes a symbol of transformative compassion and the desired standard of care. Together, with its partners, Hospice SENB is turning compassion into action, envisioning a future where every end-of-life is marked by dignity, love, and a lasting impact.

## HOSPICE SENB OVERVIEW

### Purpose & Mission

The purpose of Hospice SENB is to:

- Provide quality, comprehensive, and compassionate hospice palliative care and grief support to individuals and families in accordance with the standards set by the New Brunswick Hospice Palliative Care Association, and federal and provincial regulation and legislation.
- Operate a 10-bed bilingual, residential hospice in the City of Moncton to serve individuals across Westmorland, Albert, and Kent Counties.

Hospice SENB aims to exemplify and promote, in all its operations, actions and statements:

- Awareness of life-limiting illnesses and end-of-life issues;
- Provision of grief and bereavement services and support to residents, families, and the public;
- Training and support of volunteers in hospice-related activities; and
- The encouragement of legacies, donations, gifts, bequests, and endowments to the Hospice SENB.

### History and Background

Hospice SENB is a registered charity established in 2004 to promote awareness about life-limiting illnesses and end-of-life issues.

Its residential hospice Maison Albert House – a first for the region – is located on land donated by the Hum-Lew-Sun Lions Club, at 156 Pleasant St. Moncton, NB. Maison Albert House welcomed its first resident on 29 July 2021.

### Current Programs and Services

Hospice SENB offers the following largely free and confidential programs to individuals across Albert, Kent, and Westmorland Counties:

- Hospice Care at Maison Albert House, 156 Pleasant St. Moncton
  - Maison Albert House is a 10-bedroom residential hospice with two family rooms, indoor and outdoor public areas, a commercial kitchen, non-denominational meditation room, community garden, nursing and clinical spaces, and free parking. Medical care is provided by a dedicated team of nurses, personal support workers, roster doctors, and other support staff in a beautiful home-like environment.
  - Maison Albert House welcomed its first resident on July 29, 2021. Residents are admitted voluntarily from either their home or direct from the hospital, or other institutions when appropriate. Services are largely free of charge to residents and their families. Families and pets are able to visit and stay for short term, if necessary.
  - Maison Albert House serves from 130-170 residents per year.
  - Hospice is appropriate for residents who require end-of-life care. Eligibility criteria include a prognostic of 3 months or less, and a PPS of 50% or less. The resident/family have care needs that cannot be met at home but do not require the care of an acute care facility.

- In-home Volunteer Hospice Care
  - Hospice SENB volunteers provide in-home friendly visits to help support individual with a life-limiting diagnosis and support their caregivers.
  - Referrals are accepted directly by individuals, healthcare providers, Extra-Mural Program, and other community entities.
  - These services are provided by trained volunteers to help provide respite, friendly visits, and navigation services (i.e. Nav-CARE).
  
- Grief & Bereavement Support Groups
  - Trained volunteers facilitate free peer-to-peer support groups for those are experiencing grief.
  - Groups are hosted for 6–7-week period in-person.
  - Individual drop-in sessions are also hosted in-person in Moncton and Shediac every month.
  
- Death Café
  - Open and honest conversations about death in a non-denominational and supportive environment.
  - Hosted monthly at the Brix Experience, and free of charge.
  
- Wishes Program
  - The End-of-Life Wishes Program helps to fulfill requests from residents and families at Maison Albert House, or individuals in the community with a life-limiting diagnosis.
  - The Wishes Committee works to complete the requests with community partners and based on the program policy and budgetary allocation.

Hospice SENB also runs the Hospice Boutique Shoppe (164 Collishaw Street), an upscale resale boutique in Moncton, NB. The organization holds a 50/50 Goldrush Lottery as well as other raffles. In addition, Hospice SENB hosts at least five “signature” fundraising events per year:

- Hospice Heroes Gala
- Hospice Memorial Golf Tournament
- Hospice Memorial Walk
- Holly HeART for Hospice Fundraiser & Auction
- Angels Remembered Campaign

However, Hospice SENB has been exploring new ideas for signature events as well as working to facilitate third-party fundraisers.

Hospice SENB has been exploring the possibility of further expanding its social enterprises, including the Boutique Hospice Shoppe at the current location, through partnerships, and other locations outside the GMA to ensure long-term financial sustainability. In addition, the viability of new projects including food preparation and other end-of-life services are being studied.

### **Current Guiding Principles**

**Respect:** Listening, consideration, boundaries and expertise

**Teamwork:** Collaboration, shared goals, support and recognition

**Accountability:** Honesty, communication, ownership and transparency

**Openness & kindness:** Inclusion, welcoming, teaching and support

**Innovation:** Align with community needs, keeping up and adjusting, identify opportunities and trying new things

**Accessibility:** Disability, inclusivity, affordability, equity and accommodations

## HOSPICE SENB STAKEHOLDERS

For Hospice SENB, the impact extends far beyond the residents, their families, and immediate team. Success is intricately woven into a collaborative ecosystem of dedicated individuals and groups, each playing a vital role in the mission to provide compassionate end-of-life services. From the direct beneficiaries who receive services, to the external collaborators fostering community connections, the financial contributors enabling growth, the local influencers shaping perception, and the regulatory entities guiding the path—stakeholders are diverse and essential. Together, they form a network of support that amplifies the reach and impact of Hospice SENB, underscoring the profound community spirit that fuels the commitment to care.

## STRATEGIC PILLARS

In crafting Hospice SENB's strategic plan, we recognize the need for a clear roadmap to guide its mission to provide compassionate end-of-life care and services. The strategic pillars serve as a foundational framework, representing core principles that guide efforts. Aligning strategies with these pillars aims to strengthen the organization, enhance quality of care, and continue to adapt to best meet community needs.

Here's how these pillars contribute to the plan:

### 1. Stakeholder Confidence:

This pillar emphasizes building and maintaining stakeholder confidence, recognizing the significance of a positive organizational reputation. Strategies focus on communication, transparency, and engagement to foster trust in Hospice SENB's mission and services.

### 2. Operational Excellence:

This pillar ensures every operational detail aligns with Hospice SENB's mission. It guides strategies for optimizing internal processes, enhancing efficiency, and syncing day-to-day operations with broader goals, serving as the operational backbone for overall success.

### 3. Community Impact:

This pillar broadens the focus to community engagement, growth, and collaborative impact. Strategies involve working closely with volunteers, community members, and partners, and recognizing the importance of collaboration in achieving sustained growth and impact. It outlines how Hospice SENB plans to engage with the community and create a continuum of care and compassionate community.

Structuring the strategic plan around these pillars ensures a holistic approach to Hospice SENB's mission. Each pillar, when strategically addressed, contributes to overall success, sustainability, and impactful end-of-life care. The plan articulates specific goals, objectives, and tactics under each pillar, providing a roadmap for the organization's future growth and development.

## STRATEGIC OBJECTIVES

### Pillar 1: Stakeholder Confidence

#### **Objective 1: Enhance Stakeholder Communication**

- Implement and monitor a comprehensive communication plan for each stakeholder group, including regular updates on organizational activities, achievements, and future plans to maintain and strengthen support and understanding.

#### **Objective 2: Monitor Community and Family Engagement**

- Improve upon existing qualitative and quantitative mechanisms to measure impact, satisfaction and identify proactively concerns and needs, while fostering a greater sense of ownership, engagement, and satisfaction.
- Create partnerships with academic and community partners to enhance research capacity and creation of best practices.

#### **Objective 3: Strengthen Strategic Partnerships and Government Relations**

- Continue to foster collaborative relationships and partnerships with key stakeholders and government partners to secure sustained support.
- Establish robust partnerships with local healthcare providers, healthcare institutions, community organizations, and businesses to amplify the impact of programs.
- Continue to cultivate partnerships to increase access to end-of-life information/education, services and care.

#### **Objective 4: Elevate Brand Presence and Donor Engagement**

- Implement a targeted messaging strategy to increase brand visibility and enhance stakeholder confidence, ensuring key messages resonate and effectively communicate the mission to a broader audience.
- Implement donor strategy and plan, incorporating planned giving, corporate partnerships, and major donors, and more while significantly growing the donor base.

### Pillar 2: Operational Excellence

#### **Objective 5: Foster Collective Leadership and Individual Excellence**

- Foster a culture of philanthropy and volunteerism within the organization.

#### **Objective 6: Strengthen Clinical Quality Assurance and Service Delivery**

- Optimize quality assurance measures to ensure continuous improvement, increase efficiency, reduce administrative burden, and enhance operational excellence.
- Expand spiritual and emotional care. Affiliate services

#### **Objective 7: Optimize use of Technology Solutions**

- Optimize the use of existing technologies, such as electronic health records and cloud-based team productivity tools, to improve communication, streamline operations, and enhance patient-centered care, as well as fundraising, outreach programs, and boutique workflows.
- Strengthen the use of technology solutions to mitigate cybersecurity risks.

**Objective 8: Provide Ongoing Staff Training for Service Excellence**

- Maintained and improve upon the structured continuous training program for staff and volunteers to ensure they have the necessary skills and knowledge to deliver high-quality, standardized yet personal, mission-aligned care, fostering a culture of excellence and continuous improvement.
- Implement a robust onboarding process for new staff and volunteers, providing the foundational knowledge and understanding for work with and around end-of-life patients.

**Objective 9: Enhance Organizational Health and Safety**

- Develop comprehensive compensation framework to ensure fairness and equity across the organization, in-line with organizational guiding principles.
- Enhance staff engagement strategy to further promote organizational health, wellness and safety.
- Enhance the policy manual and human resources practices to ensure it enhances diversity, equity and inclusion.

**Objective 10: Enhance Board Governance Excellence**

- Optimize the governance structure by implementing practices that ensure transparency, accountability, and efficiency within the board.
- Foster continuous improvement, board engagement, and adherence to best governance standards, contributing to the overall success and sustainability of Hospice SENB's mission.
- Ensure board and committee structure aligns with vision and mission and role of Board.

**Pillar 3: Community Impact****Objective 11: Expand Community Engagement and Donor Involvement**

- Enhance educational community outreach programs and series, including potential donors, in discussions about end-of-life care, advance care planning, and Hospice SENB's services.
- Engage donors in outreach and educational initiatives to build a more connected and supportive network within the community.
- Expand outreach to minority groups, such as newcomers, through partnerships with associations and community organizations.
- Widen the regional impact and presence of Hospice SENB by extending services, partnerships, and outreach efforts to new communities within the region, specifically in the Kent and Albert regions.
- Expand in-home care programs to reach a larger population and address existing gaps to and further promote the Hospice SENB values, mission, and services.

**Objective 12: Ensure Financial Sustainability for Future Growth**

- Develop a comprehensive fund development plan focused on diversification of revenue sources.
- Invest in the expansion of the Boutique Hospice Shoppe, including in-person and online market, in current location and explore the opportunity for multiple locations across southeast New Brunswick.
- Grow the Goldrush lottery and other winning opportunities to maximize returns.
- Explore new opportunities for social enterprises that align with the organization's mandate.
- Develop mechanisms to help access new grant and foundation funds.

**Objective 13: Develop upon the Compassionate Care Community**

- Develop a comprehensive community services framework to contribute to advancing compassionate care community model.
- Amplify reach of current community services including Nav-CARE with a focus on rural communities.
- Explore the opportunity to convert the Lions Center to a community center and meeting space.