



STRATEGIC PLAN

2006-2008

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HOSPICE TARANAKI INC

Strategic Plan Summary

March 2006

Developed at a Trustee workshop in March 2006 following a review of the 2003-06 strategic and operational plans for Hospice Taranaki.

SUMMARY

Development Priorities

- 1. Awareness**
Maintain high public awareness and understanding of the Hospice and service.
- 2. IT Management**
Comprehensive and efficient information management system implementation.
- 3. Education**
Public, staff and volunteers.
- 4. Funds**
Managed long-term plan.
- 5. Services**
Review and development – Taranaki wide.
- 6. Partnership**
Taranaki Health, providers and organisations.

1. INTRODUCTION

1.1. Document Purpose

The purpose of this document is to provide a summary of Hospice Taranaki Inc, its structure, philosophy, values, services and strategic plans. Detailed operational plans are included as Appendices.

1.2. Legal Status and Role

Hospice Taranaki is a registered Charitable Trust established 18 May 2005 (replacing original charitable trust established 20 May 1993) to promote and facilitate the hospice concept along with the associated activities of community nursing and domiciliary care of the dying throughout the region of Taranaki.

1.3. Governance and Management Structure

Hospice Taranaki comprises a Board of Trustees of up to 10 Trustees plus Patron. Two trustees represent South Taranaki and two from Central Taranaki, with the remainder from North Taranaki. The Board employs the General Manager who manages a professional staff of 31 and a volunteer network of approximately 300.

1.4. Location

Hospice Taranaki operates from its office at 5 David Street, New Plymouth, through a contractual partnership with Taranaki Health.

1.5 Services

Hospice Taranaki provides a comprehensive range of palliative care services inclusive of medical, nursing, social work, counselling, pastoral care, home support, respite care, pharmacy and volunteer services to the patient.

1.6 Access

Access to the community service is by referral from general practitioners, specialist and health care providers.



2 TARANAKI HOSPICE VISION

- 2.1 The vision for Hospice Taranaki, developed through the Board, is to provide the best quality palliative care services to the people of Taranaki.
- 2.2 Hospice Taranaki is recognised as the lead provider of hospice palliative care in the region by the public, hospital, GP's, specialists and rest homes.
- 2.3 Through this to create an environment and attitude which is positive, enriching and helpful to patients and their families, staff and volunteers.
- 2.4 For all Taranaki people to have equitable access to the full range of services.
- 2.5 Throughout the region there is high public awareness and understanding of the role and scope of hospice palliative care.
- 2.6 That the people of Taranaki value the Hospice Taranaki role and service.
- 2.7 Staff are highly skilled, well trained and educated in their respective roles.
- 2.8 Doctors, nurses, and caregivers in other related providers have been provided with educational opportunities related to palliative care and patient diagnosis and care is enhanced accordingly.
- 2.9 Hospice Taranaki is seen as an employer of choice in the health sector.
- 2.10 Hospice Taranaki Inc through Hospice Taranaki Foundation has sufficient reserve funds to maintain services for at least six months in the event of any major unforeseen funding crisis.

3. HOSPICE TARANAKI MISSION

To provide the best quality hospice palliative care services to patients and families throughout the region.

4. TARANAKI HOSPICE VALUES

Hospice Taranaki operates within a clear set of values which drive every aspect of the organisation.

4.1 Core values driving the work and attitude of Hospice Taranaki are:

Compassion

Dignity

Respect

Fairness

Patient and family focus

Cultural and spiritual respect

Excellence

Continuous improvement

Teamwork and multi-disciplinary care

Community involvement

5. HOSPICE PHILOSOPHY

Hospice Taranaki practices a philosophy consistent with national and international models and specifically as a member of Hospice New Zealand.

5.1 Core philosophical principles underpinning Hospice Taranaki are:

- Hospice/Palliative care affirms life
- Hospice/Palliative care recognises dying as a normal process and neither hastens nor postpones death
- Hospice/Palliative care exists to help patients and families attain a degree of preparation for death which is satisfactory for them
- Hospice/Palliative care recognises grief as a normal response to loss. Support for the family continues into the bereavement period
- Access to a hospice/palliative service is available in a culturally appropriate manner and is based on need.

6. HOSPICE TARANAKI SERVICES

6.1. Hospice Taranaki provides a comprehensive range of services in Taranaki. These include:

Hospice in-patient unit
Community Palliative Care Nursing
Day Care
Doctors
Family Support (including bereavement counselling)
Volunteer Support and Training
Night Nursing
Home help
Personal cares
Respite care

6.2 These services are managed, monitored, reviewed and developed to enhance the level and quality of service delivered in Taranaki.

6.3 Service Principles

Hospice Taranaki services are backed by core service principles. These are:

- Comprehensive care under the direction of the multidisciplinary team in such a manner that the patient and family are the unit of care.
- A specific programme of pain and symptom control which includes addressing physical, spiritual, emotional, cultural and social needs.
- Care by the multidisciplinary team and trained volunteers.
- Essential inpatient services to patients and their families on a 24 hour, seven-day per week basis.
- A safe environment within the inpatient unit for patients and their families to receive care and support.
- On going support to the patient and their family in the community with regular visits/contact from the Palliative Care Community Nurses.

- Bereavement follow-up services for family members and caregivers, which may assist them on their journey of grief.
- Support which will enable the patient and their family to cope with the impending death.
- Cost effective care to all palliative care patients.
- Support to all members of the multidisciplinary team.
- Educational opportunities for staff which allows for personal growth and continually updates their knowledge and expertise regarding the care of patients with terminal illnesses.
- Ongoing community education regarding Hospice Philosophy and provision of the palliative care services.
- A community service that will support the patient and care giver in their preference for the patient to remain at home to die.
- Support and accommodation to dying patients and their families in the inpatient unit in a manner which provides a home like environment.

7. HOSPICE TARANAKI RESOURCES - FUNDS

7.1. Hospice Taranaki currently receives 70% of its funding requirement from its contract with the Ministry of Health through the Taranaki District Health Board. The contract includes Te Rangimarie Hospice Unit and community palliative care nursing in North and South Taranaki, bereavement counselling, day care and volunteer training and support; home based support which includes home help, personal cares and respite care.

7.2. The annual funding requirements currently come from:

Taranaki District Health Board	70%
Hospice Shop	15%
General Donations	6%
Funeral Donations	3%
Grants	5%
Knitting Group	.5%
Other fundraising	.5%

7.3. Hospice Taranaki is focused on increasing funds from a range of sources in the region which will reduce the dependence on “new” funding each year and in addition provide a reserve fund for capital replacement, expansion and unforeseen funding fluctuations.

8 STRATEGIC GOALS

Six goals focus the work and impact of Hospice Taranaki. These are:

i. People

Support and grow the organisation and palliative care for Taranaki people and their families.

ii. Services

Provide the full range of services to support palliative care in Taranaki.

iii. Facilities

Provide and maintain a quality facility and amenities for Taranaki people and their families.

iv. Resources

Grow and provide funds to support the development of the facility and services.

v. Management

Effective and efficient management of Hospice Taranaki.

vi. Relationships

Develop and sustain effective relationships to support quality service and facilities.

9. HOSPICE TARANAKI STRATEGIES

9.1 People

Support and grow the organisation and care for the people of Taranaki and their families.

9.1.1 Professional Development

There will be professional development and on-going education plans for all staff and volunteers (as appropriate to their roles).

9.2. Services

Provide the full range of services to support palliative care in Taranaki.

9.2.1 Access

In consultation with the respective communities and current providers review access and delivery of services in Stratford, Coastal Taranaki and Inglewood with the aim of providing as far as is practical, equitable access to hospice palliative care.

9.2.2 Development

Review, enhance and develop services to ensure patient and family needs are being met utilising input from the range of stakeholders.

9.3. Facilities

Provide and maintain a quality facility(ies) and amenities for Taranaki people and their families.

9.3.1 Te Rangimarie

Implement an appropriate maintenance programme to ensure the facility is maintained in first class condition.

Maintain facilities at Hawera Hospital.

9.3.2 Hospice Shops

Ensure that all HospiceShops are operated efficiently and effectively to provide budgeted returns and also to provide a positive environment for volunteers, donors and customers.

9.4 Resources

Grow and provide funds to support the development of the facility and services.

9.4.1 Financial Plan

Annual and Five Year development plans in place.

9.5 Management

Effective and efficient management of the Foundation.

- 9.5.1. Management plans** - Operating Plan
- Personnel
- Facilities
- Finance
- Quality

9.5.2 Information Management

Investigate and develop a comprehensive information management plan including costings for presentation to the Board for approval before implementation.

9.6. Relationships

Develop and sustain effective relationships at both Board, management and operational level with:

- | | | | | |
|-------|---|-----------------------|---|----------------------|
| 9.6.1 | - | Taranaki People | - | Taranaki Health |
| | - | Members | - | Staff |
| | - | Volunteers | - | Health professionals |
| | - | Patients and families | - | Donors |
| | - | Hospice New Zealand | - | Ministry of Health |
| | - | Service Clubs | - | Trusts |
| | - | Rest Homes | - | G.P.'s |
| | - | District Nursing | | |

10.0 BOARD OF TRUSTEES ACTION PLAN

- 1) Confirm and adopt comprehensive Board ruling policies.
- 2) Complete annual Board Evaluation.
- 3) Identify potential new trustees once skills requirements are identified.
- 4) Establish relationship with TDHB elected representatives.
- 5) Develop a schedule of dates for policy monitoring throughout the year.
- 6) Implement new Trustee Manual.

11. HOSPICE TARANAKI ORGANISATION SUMMARY



