

Strategic Plan 2016-2021





CRAIG TAMBLYN
Chief Executive

From the CEO

Dear friends and partners of Hospice Waikato,

It is with excitement that we present this document to you, announcing our plans for the next chapter in the life and service of Hospice Waikato.

Since our inception in 1981, Hospice Waikato has provided compassionate, specialist community palliative care to thousands of individuals and families across the Waikato region.

We have provided education to health care professionals on best practices in supporting patients at the end of their lives.

We are continually advancing our knowledge in the emerging field of specialist palliative care.

All of this is grounded in the mission laid out for us by our founders and embraced by all members of our team.

We have delivered on our mission in partnership with our staff volunteers, district nurses, health professionals, donors and the Waikato District Health Board – a key partner in enabling us to provide our services.

At the core of the excellent service we provide are the dedicated, experienced staff and volunteers who share a passion for delivering the highest quality of hospice and palliative care.

While we acknowledge and celebrate our achievements over the past 35 years, we also take note of the significant changes that have shaped our operating changes that have shaped our operating environment over recent years and will continue to do so in years to come.

We have engaged in a consultative strategic planning process to ensure that Hospice Waikato not only meets its current challenges, but continues to thrive, adapt and lead.

Most importantly we want to ensure that we maintain our ability to provide the best physical and emotional support that we can for our patients and their loved ones.

The strategic plan on the following pages is a result of this process.

Thank you for your continued support.

A handwritten signature in black ink, appearing to read 'Craig Tamblyn'.

Craig Tamblyn
CEO Hospice Waikato

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Our Vision

Quality end of life care for all.

Our Mission

To provide the best possible specialist community palliative care, that enhances the quality of life for those facing end of life and bereavement.



Living Every Moment



hospice

waikato

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Reception
Gallagher Family Hospice
Rainbow P

Introduction and background

Our foundational commitment

Hospice Waikato was founded in 1981 by Margaret Broad. Hospice Waikato was born out of Margaret's personal family tragedy, and there is something gently uplifting about this, that she used the challenge of her own loss and grief to start an organisation dedicated to caring for people through the hardest of times.

Margaret's double loss occurred on November 28, 1979, when her husband Jon, and their daughter Philippa, were among 257 people killed as Air New Zealand Flight 901 plunged into Mt Erebus, in remote Antarctica.

Margaret became interested in the hospice movement, which was flourishing overseas, and she began talking to people in Hamilton about it.

She admired the hospice movement's personal approach to the terminally ill: that when patients' physical distress was controlled, and support was assured, then they and their families could share things, make plans, comfort one another, turn their attention to what remained of life, rather than awaiting death.

Margaret's hospice vision was for qualified staff and volunteers to provide free, holistic care for terminally ill patients who preferred to remain at home. Her vision also included a small for a small, comfortable property with a few beds to be available when people could no longer cope at home, or for short-stays to give respite for carers and patients.

She organised a public meeting in November 1980, to explain this, and to gather interest. Margaret formed a steering committee from among those who attended. Fundraising began, Margaret spoke to many groups and organisations to garner support, and Waikato Community Hospice became a charitable trust in 1981.

There was another big boost for the fledgling organisation when Margaret was awarded a Winston Churchill Memorial Trust Fellowship, to study hospice care in Britain. She spent two months visiting 10 hospices in England and Scotland. It was an intensive study trip, and on her return she compiled an impressive, insightful 178-page report on hospice management and care.

Margaret still has the original report, and Hospice Waikato has copies of it.

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Margaret's three most important evaluations are as wise and relevant today as they were in the 1980s.

She noted:

- The great community effort that goes into hospice care. Without it, she says, there would be no hospice. Volunteers are the backbone.
- The peace and compassion that you feel as soon as you enter a hospice, or talk to the people involved.
- The comfort and relief that families and patients get, to find at last there is someone who has the time to sit down and answer their questions with honesty and understanding, and who will be around when needed.





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Hospice Waikato

Strategic Plan 2016-2021

Our planning discussions which have resulted in this document, have been grounded in the need to both sustain the core purpose of our organisation, in the new reality of end-of-life care, and in the changing environment and challenges that we are faced with.

Overview

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Why does Hospice Waikato exist?

Because people matter and they matter until the last moment of their life.

What does Hospice Waikato do?

We provide specialist community palliative care which enhances the quality of life for those facing, terminal illness, end of life and bereavement.

How does Hospice Waikato do this?

We provide skilled and compassionate care that comes from the heart to meet the needs of the whole person and their family/whānau.

What is our five-year goal?

Quality end of life care is available for everyone in our community.

What is our aspirational goal?

To be recognised as the leading provider of specialist community palliative care (SCPC) in New Zealand.



Hospice Waikato Values

We take this opportunity to reaffirm our values:

Community - Hapori

United by heart, we walk alongside our people, near and far, working in partnership to provide quality holistic care.

Advocacy - Akiaki

Honouring the cycle of life and death, ensuring our people have a voice, insisting that all have equal access to quality care.

Respect - Whakarangatira

We have respect for our people, our diversity, and in our communication through safe and holistic practice.

Empathy - Aroha

Being with our people, acknowledging uniqueness, and supporting with dignity, respect and compassion.

Our five strategic principles

1. Our Care

That Hospice Waikato care is effective, equitable, valued and accessible to all people in our region in a seamless manner, regardless of age, gender, diagnosis, ethnicity or geographic location.

2. Our People

That Hospice Waikato attracts, develops and retains a high performing and engaged interdisciplinary team of staff and volunteers.

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3. Our Partners

That Hospice Waikato has sustainable relationships with key stakeholders across our region including the Waikato District Health Board (WDHB), businesses, health providers, iwi and our community

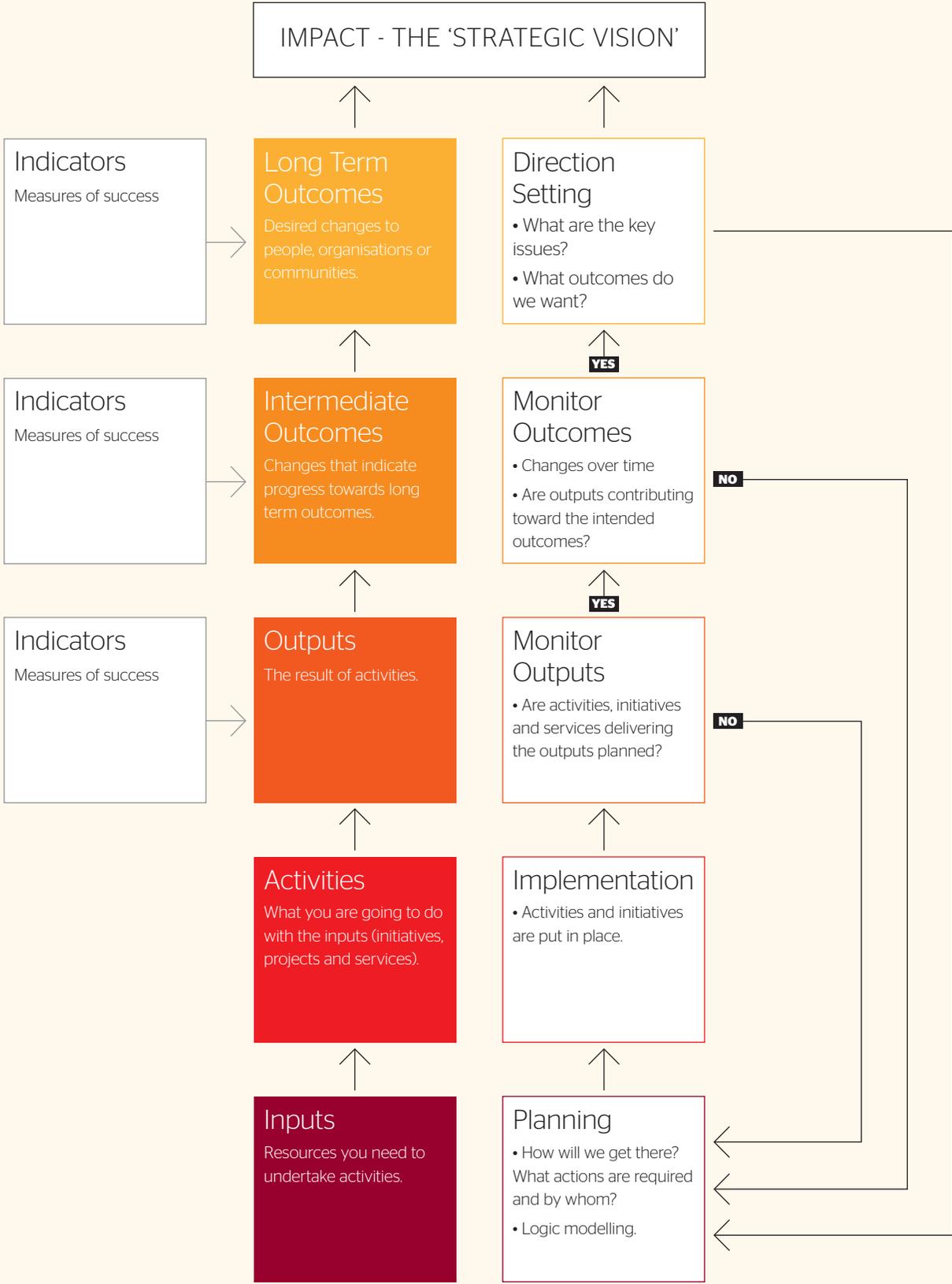
4. Our Diverse Community

That Hospice Waikato reflects the diversity of our community in every aspect of our business.

5. Our Finances

That Hospice Waikato demonstrates strong financial stewardship while providing for the future needs of the organisation.

This strategic plan has been developed using the logic chain as a guiding framework for the development of our five-year vision and plan.



The logic chain

Continuous improvement cycle



ASPIRATIONAL GOAL

An integrated, population-based approach to improving the quality of living and dying in our community



LONG TERM OUTCOMES

1. Provide equitable access to palliative care.

2. All palliative care services and providers are configured to ensure a seamless care pathway.

3. Palliative care services are effective and meet the needs of the patient and whānau/family.



INTERMEDIATE OUTCOMES

Our Care

- SCPC services are continually developed to meet increasing demand while also addressing changing needs and ways of accessing services.
- Access to the complete range of Hospice services and support for Māori is improved.
- Access to the complete range of Hospice services and support in rural and other diverse communities is improved.
- Access to SCPC for children, adolescents and young adults is strengthened.
- CQI philosophy and related research capabilities are strengthened.
- There is continued development of infrastructure to provide seamless, holistic, high quality end of life care.

Our People

- Hospice Waikato staff and volunteers are equipped to meet current and future needs of our increasingly diverse communities.
- Hospice Waikato is a healthy and safe workplace and service.
- Hospice Waikato is recognised as an employer of choice.
- Hospice Waikato has established partnerships that enable the development of the SCPC workforce.
- Hospice Waikato staff function as a high-performing interdisciplinary team.
- Hospice Waikato staff and volunteers are proud of being part of the Hospice Waikato team.

Our Partners

- Primary palliative care providers are equipped to provide high quality generalised palliative care.
- Hospice Waikato demonstrates an ongoing focus on research, to build a community of excellence.
- Hospice Waikato is actively engaged with local iwi.
- Hospice Waikato has a high level of engagement with the community.
- Hospice Waikato works in collaboration with community health providers, across all cultures.
- Hospice Waikato works in partnership and collaboration with the DHB and other health providers to enable seamless palliative care to our community.
- Hospice Waikato is the charity of choice for philanthropic giving.

Our Diverse Community

- Promotion of our brand ensures that our diverse community has a high level of awareness as to who we are, what we are about, and how they access our services.
- Partnerships are established with iwi to deliver seamless care to Māori.
- Sustainable relationships are established that help us to understand the needs of and provide for our rural and diverse community.
- There is a culture at Hospice Waikato of being aware and engaged with all cultures and communities.
- Hospice Waikato's care is driven by our knowledge and understanding of the diverse communities and cultures of the region.

Our Finances

- Funding is enabling the delivery of high quality contracted care.
- Commercial activities are supplementing Government/DHB funding.
- The Hospice Foundation has made progress in building a sustainable generational endowment fund.
- Hospice Waikato has established an effective asset management structure.
- Hospice Waikato's infrastructure and equipment is meeting and exceeding organisational needs.
- An effective risk management strategy is in place.
- Business services are provided that reflect best practice principles.



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This plan reflects Hospice Waikato's commitment to continuous improvement and to its core values and service.

Alastair Calder
Chairman
Hospice Waikato Trust

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To learn more about Hospice Waikato
or to support or partner with us,
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