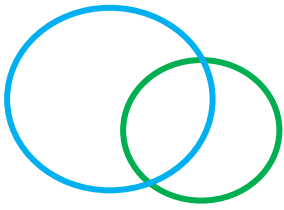


Philip Aziz Centre & Emily's House
Strategic Plan
2023-2025





Value Statement

As a hospice built in the memory of Philip Aziz who embraced values of compassion, unconditional love, hope and healing, we provide care for adults, children and families for a life lived fully to the end.

Vision

Philip Aziz Centre will demonstrate best practices, innovation and the highest level of skill, training, and compassion in the delivery of hospice care, upholding the dignity and respect of each individual.

Values

Sanctity of Life: Every life is sacred and has meaning and value.

Dignity and Respect: Uphold dignity, by respecting choices, beliefs, orientation, gender and culture, and by treating each person fairly and equitably according to their needs.

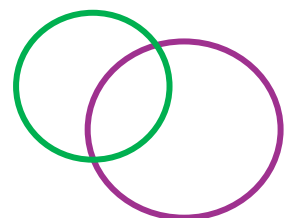
Compassionate Service: Meeting each person at the place of their need with thoughtfulness, understanding, skill and sensitivity.

Community: Engaged with and relevant to the needs of the community.

Social Responsibility: Accountability is demonstrated to our stakeholders by the prudent use of resources given to us in trust.

Strategic Plan 2023 to 2025

The Strategic Plan is comprised of four strategic pillars that describe priority foci for four key stakeholder groups: Partners, Clients, Staff and Volunteers and Donors. These strategic pillars are underpinned and enabled by foundations comprising the systems, processes and technology necessary to accomplishing the objectives of the pillars.



Strategic Pillars



Partners: Cooperate, Participate and Lead in Integrated and Collaborative Health Systems: To position PAC/EH as the exemplar of optimal hospice palliative care with an intentional focus on hospice advocacy/awareness, promoting integrated health services and continuity of person-centered care in alignment with our evolving healthcare system.

Strategy 1	Innovate, expand and contribute to health system priorities. e.g. ALC beds and ER visits, by bringing care delivery out of Hospital and into community.
Strategy 2	Enable system navigation for the families we serve and those we hope to serve, by improving access to care and by adapting program delivery as needed. Proactively engage with healthcare partners, politicians, and Ministry: to ensure timely knowledge of government changes/initiatives; and to position hospice within the plans for system integration.
Strategy 3	Enhance visibility and influence by increasing outreach and therefore awareness of PAC/EH.
Strategy 4	Explore expansion of service offerings to underserved and unreached populations.

Staff and Volunteers: Be a trusted leader that engages, respects and supports its staff and volunteers: Support a culture that embraces safety, trust, diversity, equity and inclusion, within a unique caring, family-focused environment.

Strategy 1	Develop staff and volunteer engagement strategy with a focus on accountability.
Strategy 2	Cultivate compassionate Human Resources practices that are responsive to staff and volunteers needs and are also fair and sector competitive, thereby enabling PAC/EH to attract and retain talent that would be needed to make the strategic vision a reality.
Strategy 3	Empower staff and volunteers by fostering growth and development.

Strategic Pillars



Philip Aziz Centre and Emily’s House Clients and families receive timely and seamless access to excellent Hospice Palliative Care: Emily’s House and Philip Aziz Centre will be the preferred community of care accessed by clients, families and social and health care partners through the phases of living and dying.

Strategy 1	Advance our organizational wide Quality framework to ensure that it is client and family centered.
Strategy 2	Ensuring optimal client care by aligning/complying with the most recent versions of Best Practices, Standards and Norms in Hospice Palliative Care.
Strategy 3	Meaningfully engage clients and families to identify their unique barriers to hospice to ensure equitable access to care in the setting of their choice.

Donors: Strengthen our financial future – sustainability: To ensure hospice programs continue to be available when and where needed through reliable and sustainable resources.

Strategy 1	Increase the diversified donor base; attract and engage major gift donors and high net value donations.
Strategy 2	Explore options to leverage personal networks of volunteers for fundraising purposes (i.e. fundraising committee).
Strategy 3	Maintain a relevant website and social media and digital communication presence to attract and support stakeholder/donor engagement. Ensure appropriate human resources are in place within the resource development department to support our growth strategy.

Foundations: Processes, systems and technology that enable strategic pillars to attain their objectives: Develop innovative and/or enhance existing organizational processes, resources, systems and technology to support strategic pillars.

