



Ipswich Hospice Care Strategic Plan 2016-2020

reviewed 2018



Our Services

We pride ourselves on our strong community networks and community partners and over the last 23 years the people of Ipswich have provided 50% of our yearly funding. Queensland Health support and provide the remaining 50% of funding on a yearly basis.

- Ipswich Hospice Care Inc. is a community not for profit organisation and has been in operation since 1995.
- We offer 24 hours a day care in a peaceful and home like environment.
- The services provided include care for patients and families and are centred around excellence in care when a person is approaching their end of life.

Currently we are a seven bed facility with an average occupancy of 80/95% and have a staff profile of 17.4 FTE. The patient care is overseen by Registered Nurses and Assistant Nurses who partner care needs with patients and families. The patient is clinically cared for by their own General Practitioner (GP), or an appointed GP and the Palliative Care Specialists from West Moreton Hospital and Health Service (WMHHS)

Hilda's House adjacent to the Hospice provides our inpatients and families grief support during end of life and then extends their services post death to families in the wider community, both adults and children. Practical, emotional and spiritual support is provided by trained and dedicated staff. Services range from one to one support and group sessions.

Current Risks

Ipswich Hospice Care Inc. works diligently to manage the governance, funding, compliance and regulation risks. All required standards of National and State regulatory bodies and evidence based practices are embedded in our clinical services. Our contingency plan reduces our future risks in the following ways:

- All patients entering Ipswich Hospice have completed end of life documents eg., Enduring Power of Attorney; Advance Health Directive/or an Advance Care Plan; Acute Resuscitation Plan.
- Where possible end of life palliative care is delivered close to home and entry to Ipswich Hospice (if required) part of end of life care planning.
- The need to Increase the diversity of patient admission criteria to meet a percentage of patients with end stage chronic disease.
- Continue to play our role in closing the gap in end of life palliative care for our Aboriginal and Torres Strait Islander Communities.
- Work closely with our multicultural communities to ensure their culture needs with end of life care, are respected and this objective creates a learning environment for all parties involved.

The Community We Serve

The generosity of the Ipswich and West Moreton community demonstrates its compassion and commitment to the continuing existence of Ipswich Hospice Care Inc. and in particular to our health approach to end of life palliative care and bereavement.

Our community plays a strong role in caring for their families through illness and dying and our community celebrates care for one another during life's most testing moments.

The population growth Ipswich is currently experiencing covers both ends of the spectrum from young families to an increase in frailty and aged. The demography over recent years indicates a marked increase in our diversity and multicultural communities.

Growth over the next 5/10 years is predicted to bring increased health issues including an increase in our burden of chronic disease - this will impact both on our current health care services and consequently increase health needs and demand for service.

Our hope is that Ipswich Hospice will grow in the near future and that our services will continue to play an important role in partnering with other healthcare providers to meet future healthcare needs.

Challenges & Opportunities for the Future

Ipswich Hospice Care Inc. proactively strives to retain our established partnerships and explore new options and new partners to operationally and organisationally meet our strategic goals. This includes:

- Growing our facilities and services to meet demand
- Encourage our community to source and have their care closer to home
- Partnering with other like services to improve end of life care and access
- Ensure that end of life care is timely
- Ensure our care is driven by evidence, best practice and is safe and reliable

Partnering with patients and families that we have the privilege to care for to meet these objectives our facility has to set the following key priorities:

- Delivery of excellence in patient and family centred care being a listener, encouraging and empowering patients, clients and families in all aspects of care
- Developing our people and capabilities
- Modelling best practice and creating a learning environment
- Grow our service sustainability through opportunities to extend our services with demand and needs

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What are our current services?

-  Seven beds facility not for profit organisation with a 24 year service history dedicated to end of life palliative care
-  Funding – supported by: Queensland Health 50% Community fundraising/Donations 50%
-  Excellence in clinical care supported by: Palliative Care Consultants from WMHHS and dedicated local GPs
-  Led by a Management Committee; a Clinical Governance framework; Director Clinical & Business Services; Clinical
-  Hilda's House – Bereavement and Psychosocial Support Services Social Worker and Support Workers with varying options for support to families, adults, children and the community
-  Volunteer Services and currently 100 volunteers on-board

Our Mission

To provide dignified, compassionate end of life care and to support families and bereaved members of the community.

What are our aims for the future?

-  Retain our community focus – valuing their contribution to continued services
-  Partnering and networking to enhance integrated services
-  Growth to meet community demand and need
-  Safety and reliable care driven through policies, procedures and meeting standards of both National Palliative Care and National safety and quality health service standards
-  Move to the digital space with latest technology and evidence

Our Vision

To be a leader in palliative care and bereavement support.

What are our priorities?

-  Patient and family centered care – involving and empowering our patients, families in all aspects of end of life care
-  Team centred to create a culture and environment that encourages all team members to contribute to our success
-  Leaders of end of life care palliative care and promote evidence
-  Expand the knowledge and skills of our workforce to ensure we are viewed as an organisation that is able to meet all challenges of future clinical needs and disease management
-  Partnering, networking and collaborating with all other health services to meet community demand

Our Values

Compassion
Communication
Professionalism
Respect
Teamwork

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Patient and family centred care

- Instil a culture of person and family centred care
- Effective engagement with the patient and their family to enhance the patient's experience
- Ensure safe, high quality and culturally sensitive end of life palliative care

Performance Measures:

Clinical Governance

- Excel in patient and family satisfaction surveys
- Maintain clinical indicators as per expected PCOC outcomes
- Review audits processes for relevance and facility enhancements
- Measure outcomes of Operational Performance

Bereavement and Grief Services

- One to one bereavement surveys sent out once a year.
- Client satisfaction survey collation and analysis occurs twice yearly
- Evaluation and analysis of all groups occurs after each session and by participants when the group ends
- Review numbers after each Drop In Group
- Continue to meet targets associated with CHSP

Developing our people and capability

- The palliative care model of service delivery will feature a highly skilled team of staff and volunteers
- Growing our people to create a workforce where staff and volunteers are valued and excel
- The required quality and safety standards will be embedded in all services for patients/ families and clients
- The organisation through its active Management Committee will maximise information technology to assist service delivery
- The Management Committee will strive to provide a sustainable financial model to enable investment in future business

Performance Measures:

- Formulate and implement a Workforce and Succession Plan based on training and capability needs
- Review yearly GP, Volunteer satisfaction
- Second yearly review staff satisfaction
- Review outcomes and exceed all minimum requirements of the National Safety and Quality Health Service Standards:
 - Lost time injury rates per 1000 hours worked
 - Service user satisfaction
 - Efficiencies achieved through IT use
 - Revenue percentages annually

Patient and family centred care

- Leadership at every level will focus on creating a positive ethical culture
- The management Committee will transition to a more overseeing Board type role separate to operational activities
- The business operations will be led by a senior position with a clear brief
- The organisation will be viewed as a high performing facility and a leader in end of life palliative care to grow our services
- The organisation will take every opportunity to network and work collaboratively with other healthcare facilities to
 - serve the greater community and provide an arena for new service opportunities and external investment for growth

Performance Measures:

- Staff and Volunteer culture survey results indicate our ethical culture is being met
- Committee Governance key performance indicators to be formulated and established in practice
- Operating costs in line with industry benchmarks
- Detailed Plans for growth, new and other service options analysis
- Evaluations of new and other service opportunities
- Engagement outcome results in key partners with the Primary Healthcare Network, Source Referral Agencies, Peak Palliative Care Groups and Decision Making Bodies to explore growth and service opportunities

Enhancing community ownership and awareness

- The role of Hospice and end of life palliative care will be widely understood by the general community
- Volunteers, clients, families and staff will be actively engaged in developing community understanding and awareness of Hospice services
- Relationships with organisations representing funding opportunities will be actively managed to ensure maximum access to funding
- Ipswich Hospice care Inc will continue to promote this organisation as being the Charity of Choice for Ipswich and surrounding community

Performance measures:

- Benchmarking support against other charities
- Community engagement outcome measures
- Diversity of source of admissions
- Family satisfaction/evaluation of end of life