

IPSWICH HOSPICE CARE STRATEGIC PLAN 2022-2026



Serving the
Ipswich Community
since 1995



Built on the foundations of community comradery and volunteerism - the loss of a daughter and the experience of a special kind of social caring - the inception of Ipswich Hospice was driven through a vision and foresight that remain ever strong today.

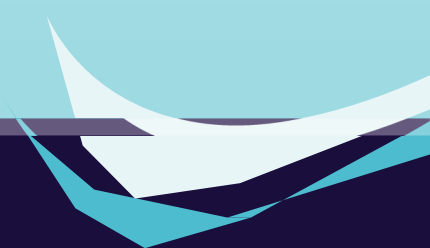
From the first idea to build a hospice for the community in the 1980's, to its opening in 1995, the community of Ipswich and surrounds committed their time and efforts to see this community asset come to fruition. The story of Ipswich Hospice is built on the belief that every person and their family have the right to choose how they die, and to enjoy their life to the full, right through until their final breath. Our compassionate and caring staff know how important this is, and are committed to this driving principle to this very day.

At Hospice, we create a place where everyone is welcome, everyone has a voice, and everyone is part of our community. Our home-like environment creates feelings of warmth, trust and friendship, supporting every guest and their family to feel connected, peaceful, and safe.

Over 1, 000 guests and their families and loved ones have been a part of the compassionate and home-like care that is Ipswich Hospice.

We work collectively as a preferred partner and preferred provider to shape the broader community's awareness of dying, to share expertise, and to create ever better ways of honouring the needs of those at end of life.

The strategic plan is transformative in its intent, universal and inclusive in the way it is operationalised, and connected in its desire to strengthen the local community fabric for active engagement. The strategic plan sets forth a forward agenda to ensure Ipswich Hospice and its services are strong and relevant, drawing on the history of the past 30 years to serve the community for the next 30 years.



MISSION

To provide dignified, compassionate end of life care, and to support families and bereaved members of the community and their preference to be 'at home'.

VISION

A community where all people have access to personalised, high-quality end-of life care and bereavement services in ways that matter most to them.

VALUES

◇ COMPASSION

◇ INCLUSION

◇ PARTNERSHIP

◇ TEAMWORK



Compassion: Defined through attributes of dignity, humanity, respect and empathy, compassionate behaviour requires sensitivity to another person's true nature and value, combined with responding in ways that are most meaningful to them. Compassion is highly reciprocal in how we work with one another and how we care for others.

Inclusion: People and their families are the centre of all care; we respect that each of us faces death in our own way, as uniquely as we lead our lives, and are committed to respecting individual autonomy and cultural needs through how we communicate, care and work. We recognise that community is the fundamental fabric of society, and the foundation of all connections that build strong, diverse, and lasting partnerships.

Partnership: We actively encourage family, friends, volunteers and other organisations to be partners in care, and we stay connected to the communities in which we serve.

Teamwork: We are committed to teamwork. Caring for guests and their families involves a multidisciplinary team of nursing, medical and allied health staff, support staff, volunteers and partners focused on personalised physical, spiritual, psychosocial and mental well-being.



Strategic Objective 1: Consumers and Models of Care

- 1.1 Continue to develop patient and family-centred care which delivers personalised, safe, high quality and culturally sensitive end of life care and experiences.
- 1.2 Explore contemporary and virtual models of care across a range of locations of choice to expand access and responsiveness (e.g. in home).
- 1.3 Explore respite models of care to support carer and families' access to integrated specialist care.
- 1.4 Strengthen ownership of the strategic agenda through enhanced community engagement and enabling environments for community action.

Strategic Measure 1: Consumers and Models of Care

- ⇒ Increase Indigenous consumer representation equal to the population size in West Moreton
- ⇒ Facilitate Indigenous representation on all levels of governance committees
- ⇒ Celebrate Indigenous observances
- ⇒ Establish regular and after hour specialist Palliative Care virtual services for community consumers
- ⇒ Establish day and overnight respite models of care
- ⇒ Expand and grow community palliative care outreach services

Strategic Objective 2: Sustainability

- 2.1 Further develop a values-based organisation with a workplace culture that attracts skilled and compassionate clinicians and support staff to deliver best practice and innovative models.
- 2.2 Attract a highly skilled workforce that reflects the contemporary models of care and unique service provision of Ipswich Hospice.
- 2.3 Strengthen and enhance reliable funding from multiple sources to assure long term financial security.
- 2.4 Strengthen the means of supporting major donors and bequests to revitalise partnerships for sustainable development and growth of unique services not otherwise available.

Strategic Measure 2: Sustainability

- ⇒ Further develop and maintain a highly skilled specialist Palliative Care Workforce, aligned with Ipswich Hospice's Mission and Values, and meet increasing future service requirements
- ⇒ Secure ongoing funding to fully cover operational costs and growth



STRATEGIC OBJECTIVES & MEASURES

Strategic Objective 3: Technology and Infrastructure

- 3.1 Progress the expansion and redevelopment of Ipswich Hospice to a purpose-built, family friendly facility that meets the growing and changing needs of the local community and contemporary models of care.
- 3.2 Develop cloud-based services which enhance the ability to integrate and inform personalised, high-quality end-of-life care.
- 3.3 Work collectively with key local businesses as partners in meaningful involvement and active participation to enhance the capacity to deliver end-of-life care to the local community.
- 3.4 Forge new partnerships which elevate research and innovation capability and contribute to practice improvement across all aspects of end-of-life care and bereavement support.

Strategic Measures 3: Technology and Infrastructure

- ⇒ Redevelop existing - and build new fit for purpose infrastructure to meet palliative care community service demands
- ⇒ Implement efficient and sustainable software applications to meet growing service needs

Strategic Objective 4: Community and Partners

- 4.1 Work with Aboriginal and Torres Strait Islander, Cultural and Linguistically Diverse groups, and other key organisations to develop culturally safe end-of-life care and bereavement services.
- 4.2 Continue to partner effectively with West Moreton Hospital and Health Service and West Moreton Care at the End-of-Life Collaborative to ensure timely access
- 4.3 Explore new partnerships which assist to deliver integrated mental wellness and bereavement support for individuals and their loved ones.
- 4.4 Develop advanced volunteer and partner programs to increase general community awareness, leverage and appropriately support and mobilise strong community engagement and ownership.

Strategic Measures 4: Community and Partners

- ⇒ Build collaborative agreements with Aboriginal and Torres Strait Islander Support Organisations and provide Outreach Nurse Practitioner and Grief and Bereavement Services to Indigenous members of the community.
- ⇒ Re-engage a multidisciplinary volunteer team and community organisations to support the growth of the organisation and community ownership.

From the very beginning, all those years ago, we have been humble stewards of the role entrusted to us from our community served. We have been embraced by our local community, with the support of hundreds of people each year, volunteering and donating. Volunteers are indispensable in their role in reflecting community values, raising awareness, and inspiring ongoing grassroots efforts and support.

Our strategic plan recognises traditional means of implementation need to be complemented by participatory actions that encourage and facilitate the broader community's engagement and involvement. Volunteers, volunteer groups and associations can be brokers for pursuing the forward agenda with us, connecting our organisational initiatives with volunteer action at all levels of the community. Volunteerism strengthens community engagement, social inclusion, resilience, and ownership. It increases our ability to reach and scale services by building capacity and connections; and fosters participation and ownership for the forward strategic initiatives. Volunteers enhance awareness and facilitate knowledge sharing, catalyse change, build capacity, provide technical assistance, and transfer and leverage local expertise.

Looking beyond the traditional volunteer cohort, youth are important resources to achieving our future agenda. Providing more volunteer opportunities and activities for youth to take action on issues they care about has the potential to unlock further mobilisation of community resources. The ability for youth to further engage and tap into the networked capabilities of family and friends adds a further layer to the cause.



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