

THE HOSPICE FOUNDATION STRATEGIC PLAN 2006-2011

MISSION STATEMENT

The final act of living well is dying peacefully, with dignity and in the care of loved ones. We are committed to improving the end of life for all individuals in our community and for those who care for them.

Through fundraising and grant making we will

inspire community dialogue
raise public awareness
foster community partnerships
support compassionate end-of-life care

...transforming the way dying is perceived and experienced.

GOALS AND OBJECTIVES

I. Foundation Visibility

Strategic Goal: The Foundation will become a well recognized, influential leader in End of Life.

Objective 1

Change our name to distinguish ourselves from others in the community.

Objective 2

Conduct a public relations campaign to raise our name recognition, profile and visibility in the community.

II. Fundraising and Development

Strategic Goal : The Foundation will become a results oriented, innovative and successful fundraising and development culture.

Objective 1

Define fundraising and development success.

Objective 2

Establish fundraising and development accountability standards for employees and board members.

Objective 3

Establish clear goals and objectives and develop a fundraising plan that includes effective strategies to expand the donor base.

Objective 4

Establish a system to evaluate and assess fundraising effectiveness on an on-going basis.

Objective 5

Establish a program to increase fundraising and development competencies through governance, training, learning and execution.

III. Human and Financial Resources

Strategic Goal: The Foundation will optimize/maximize and expand human and financial resources both internally and externally.

Objective 1

Identify the human and financial resource requirements of the strategic plan and develop an operations plan and budget.

Objective 2

Assess the current use of existing staff and board resources.
Determine the need for additional resources and any required changes to job descriptions, staff size and professional experience.

Objective 3

Incorporate employee and board goals into annual performance evaluations.

Objective 4

Build upon existing collaborative relationships and work more effectively with all partners to form strategic alliances that support the achievement of the Foundation's mission, vision, and goals.

Objective 5

Establish strategic benchmarks and improve the tracking of key indicators which influence the Foundation's decisions and practices.

IV. Culture of Learning

Strategic Goal: The Foundation will foster a culture of learning to expand knowledge and practices.

Objective 1

Learn from the community, including individuals, service providers, donors and each other.

Objective 2

Build useful knowledge, contribute and share ideas and information with the community and offer learning opportunities to strengthen the performance of our partners.

V. Community Engagement

Strategic Goal: The Foundation will inform and engage the Community in discussions about the End of Life.

Objective 1

Increase the community's awareness of the scope, value and availability of EOL services and transform the way dying is perceived and experienced.

Objective 2

Increase awareness and access by ethnically diverse populations in the target service area.

Objective 3

Lead, shape and influence community discourse about EOL.

VI. EOL Systems Change

Strategic Goal: The Foundation will leverage its resources to affect EOL systems change.

Objective 1

Advocate and partner with others to influence public policy and allocation of government dollars.

Objective 2

Collaborate for local and national systems reform.