



# 2024-2027 STRATEGIC PLAN

*With humility,  
Oceanside Hospice Society acknowledges  
that we operate on the traditional, unceded  
lands of Snaw-naw-as First Nation and  
Qualicum First Nation*

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**Our Purpose** is to provide a space for comfort, a path through grief

**Success is** being a vital resource that is deeply connected in the communities of Oceanside.

### **We believe in**

- A kind, compassionate, person-centered approach
- Respect for personal choice, autonomy, and diversity
- Relationships grounded in honesty, integrity, and trust
- Valuing our staff, volunteers, and community partners
- Responsible stewardship of all financial resources

### **About the Oceanside Hospice Society**

Oceanside Hospice Society (OHS) is a non-profit charity that was incorporated in 1990. It is:

- Community funded and volunteer-driven.
- Operates with 60+ volunteers and six staff serving individuals and families facing end-of-life. Volunteers are trained in companionship, grief and palliative support, equipment loan delivery, group facilitation and restorative care practices.
- Focuses on patient comfort and quality of life during the patients' final months and days.
- Services are offered free of charge to those in the Oceanside communities of Deep Bay, Bowser, Qualicum Bay, Qualicum Beach, Lasqueti Island, Parksville, Nanoose Bay, Errington, Coombs, Hilliers, and Whiskey Creek.
- We also support palliative clients at Oceanside Hospice at Trillium, in homes, and in the community.

Oceanside Hospice Society provides the following programs and services to the Oceanside Community:

- Equipment Loan Program
- One to One Support
- One to One Volunteer Peer Support
- Grief Support Groups such as; *Men's Grief, Navigating Partner Loss, Walking Through Grief, Compassion Café, Art Therapy, Grief Yoga and Coping Through the Holidays*
- Restorative Care Program, offering; *Reiki, Healing Touch and Yoga Nidra*
- Daily support for patients, families and staff at Oceanside Hospice at Trillium
- Lending Library, Labyrinth and Wind Phone, are located at the Resource Centre
- Help Texts
- Community Education and Training

## A road map for the future

This strategic plan reflects the input and insights gathered from various stakeholders who participated in the Fall 2024 strategic planning process. Representatives from the leadership and management teams of the Oceanside Hospice Society, along with members of the Board of Directors, convened to review the feedback received, discuss recent successes, and examine the organization's strengths, opportunities, and challenges. Through focused discussions, they identified emerging goals and objectives.

The plan outlines strategic priorities and corresponding goal statements for the next three years. It includes a combination of current and future objectives.

Oceanside Hospice staff and board members will reference this plan to ensure that their individual and collective work plans align with the organization's priorities, vision, and mission. Additionally, the plan will assist in evaluating programs and services and help articulate successful outcomes.

## 2024-2027 Board of Director Strategic Priorities

The Board of Directors for the Oceanside Hospice Society is composed of dedicated volunteers who support the organization's strategic direction. These board members are community members who collaborate with the Oceanside Hospice Leadership team to achieve key goals. Together, they strive to fulfill the mission and objectives of the organization.

**Throughout 2025-2027 they will focus on the following priorities:**

### **1. Conduct a service area review**

- Review to focus on community awareness of OHS, interests/needs, connection, and future opportunities.
- Review will proactively support, resource allocation and service delivery planning, potential partnerships and funding support.
- Leverage opportunity to strengthen connection and relationships between Board and staff team.

### **2. Conduct a strategic relationships review**

- Focus on sustainable long-term relationships to aid in the planning and delivery of long-term services. Include strategic engagement and discussion with Island Health Services, the Province of BC, the Regional District of Nanaimo, Town of Parksville, Town of Qualicum (Local Government) and others.
- Focus on current level of awareness, strengthening connection, and leveraging additional resources. (align work with OH mandate narrative priority work).

### **3. Complete an organization-wide policy review**

- Support the Governance and Nominations Committee's efforts to complete the policy review and development work that is underway.

### **4. Introduce new tech resources to support and enhance communications and implementation**

- Explore and implement a technology review to support a digital space for board members to provide, review, and contribute to drafts/working copies of policy and planning efforts.
- Introduce a Board calendar to support scheduling, and communications.

### **5. Board learning and development planning**

- Focus on Good Governance training to establish a baseline understanding and consistent approach for the current Board.
- Work to demystify finances/financial reporting — integrate review and learning approach into planned 2025 budget planning process.
- Explore and provide access to further self-directed on-line training options and resources for Board members.
- Plan for and facilitate an annual Board Performance Review process to enhance volunteer performance and experience.

### **6. Facilitate an agency-wide Risk Management review**

- Review current risk management approach and consider developing a formal risk register with a review framework and reporting strategy.

### **7. Review and strategically strengthen current Oceanside Hospice Society mandate narrative**

- Revisit current narrative/story with the aim to create a more compelling story to share with community and interest-holders (clients, allies, partners and funders.)

## **Oceanside Hospice Operational Priorities**

Guided by the Executive Director, the Oceanside Hospice staff team will work to deliver on the following operational priorities:

### **1. Develop a policy and procedure framework**

- Develop a framework that outlines all roles, functions, and mandate alignment with updated, documented role descriptions, policies and procedures.

## **2. Conduct a 2025-26 Program Review**

- Support and contribute to the Board-lead program review with the aim to increase service efficiencies, awareness, and overall impact.
- Support an intentional evaluation focus across services and program areas.
- Look for opportunity to pilot and integrate technology to improve service delivery and proactively address wait lists with innovative ideas and the use of technology.
- Plan and facilitate more online learning and awareness raising by using new media tools.

## **3. Facilitate a Palliative Care Planning Services Review**

- Review service area to improve planning and service efforts, outcomes and opportunities.

## **4. Perform a Staff-team Work Plan Review**

- Revisit current work planning efforts to ensure workloads align with current capacity to reduce overloading and avoid possible burnout.
- Integrate self-care, team member value, and abundance vs. scarcity discussions into regular meeting and planning efforts to address desired culture shift.
- Ensure team members have current, relevant work plans to support proactive work planning and delivery. Structure team work plans to align and deliver on priority areas and desired impact.
- Consider tracking work efforts in an 80/20 way – and sharing tracked 20% incidental asks within supervision efforts.

## **5. Develop a Fund Development Strategy**

- Craft and implement a strategy to provide strategic direction, alignment to mandate, effective resource use, relevant timing, and stated funding outcomes.  
Combine fund development strategies in an overarching plan that address current and future fund development needs/strategies.
- Align planning with effort to identify how to actively leverage Board skills, connections, and support.
- Include a strategic focus on donor management and stewardship.
- Evaluate and adopt a legacy gift ask approach and program.

## **6. Conduct an OHS Technology Review**

- Review the current database to enhance data collection, use, and reporting.
- Develop an agency-wide technology plan.

## **7. Support OHS Strategic Narrative Review process**

- Support organization-wide narrative review and contribute to the enhancement of program and service area specific narratives for strategic communications (website, social media, and print).  
Position OHS as a subject matter expert in the local sector to drive awareness and support levels up.
- Include an intentional focus on strategic communications/education on death and dying for the broader community – with an aim to increase awareness and comfort levels.

## **Message to our Partners**

Thank you for your time, insight, and valuable contributions to our strategic planning process. Your perspectives have played a vital role in shaping a plan that is both ambitious and grounded in the real needs and opportunities before us. We appreciate your commitment, collaboration, and trust. Together, we have laid a strong foundation- one that reflects our shared priorities and positions us for meaningful progress.

As we move forward, we are excited about the future we are building with you. We look ahead with confidence, knowing that your partnership will continue to guide and strengthen our work.