



BALLARAT
HOSPICE
CARE INC.
Home Based Palliative Care

Strategic Plan

2024-2028



Andrew Howard

Chief Executive

The ambition of Ballarat Hospice Care is to ensure that every individual with palliative and end of life care needs – and those people most important to them – will receive timely and equitable access to high quality services, delivered by appropriately trained staff and volunteers.

In setting out this strategy for the next four years, we are proud to continue the strategic direction of Ballarat Hospice Care. We re-affirm our ongoing commitment to provide exceptional standards of care while being adaptive and agile enough in the care landscape that we can deliver care when nobody else can.

Providing specialist palliative and end of life care in the community is care that we deliver best and has been in our DNA since Ballarat Hospice Care first opened its doors. We go the extra mile, supporting them at every stage of their experience with life-limiting illness.

This strategy will take Ballarat Hospice Care through a transformational period in its history as we see an increase in demand and client complexity, during a cost of living – and cost of giving – crisis. Our care and services will continue to evolve our community-centred model of care, ensuring we can support those people affected by a life-limiting illness in the ways that are right for them.

We are aligned with the National Palliative Care vision that 'people affected by life-limiting illnesses get the care they need to live well', which recognises the importance of people's lives within their own community and resists defining individuals by a diagnosis. From our inception, we have included the whole person, their family, friends and community, in our holistic care. We recognise the value that an individual makes to their community and we have great respect for supporting people to live whilst dying in a place of their choice.

Our strategic objectives centre around people, care, partnership and sustainability. Over the next four years, we will continue to adapt how we work in order to maximise the skills of the talented Ballarat Hospice Care team to best meet the needs of those for whom we provide such vital care and support.

Building on our strong workforce of staff and volunteers, Ballarat Hospice Care is well placed to evolve in order to meet the changing environment for palliative and end of life care delivery.

Acknowledgement of Traditional Owners.

Ballarat Hospice Care acknowledges First Nations People and recognises their cultural heritage, beliefs and relationship with the land. We pay our respect to Elders both past and present, and thank them for their contribution to our organisation.

Ballarat Hospice Care acknowledges that to Close the Gap we need to work together with Aboriginal and Torres Strait Islander peoples, communities, staff and other stakeholders to ensure that we meet community needs.

Commitment Statement Against Family Violence.

Our vision is a future where our community is free from family violence and where healthy, respectful relationships prevail.

Child Safe Place.

We comply with standards, and work to ensure that the safety of children is promoted, that child abuse is prevented, and that any allegations of child abuse are properly responded to.

Who we are

Ballarat Hospice Care provides excellence in palliative and end of life care for clients and their families.

We support people who have a diagnosis that is life limiting - this includes respiratory and heart diseases, neurological conditions as well as cancers and other illnesses.

We are a team of specialist palliative care nurses, supportive care advisors, compassionate administration, support staff and volunteers. Established by community members in 1985, our not for profit organisation has guided patients and supported carers and families to live, die and grieve well.

Our care seeks to improve quality of life in various ways, for example; we support and advise on symptom control, provide emotional, bereavement and spiritual care, and social care and we provide personal care when it is needed at the end of life.

Our care

Ballarat Hospice Care is an independent not-for-profit dedicated to providing specialist care and unwavering support to individuals facing life- limiting illnesses.

Our mission is to help people navigate through the toughest times imaginable, ensuring they can cherish every moment with their loved ones.

As a beacon of compassion in Ballarat, we extend our services to all individuals in need. Each year, we proudly support nearly 200 clients per month and their families across an expansive area of Ballarat and surrounds. Our commitment is to empower individuals, making each day the best it can be, and creating opportunities for precious moments to be shared with family and friends.

At Ballarat Hospice Care, we understand the importance of comfort and familiarity during challenging times. That's why we prioritise providing care in the comforting surroundings of clients' homes.

The dedication of our wonderful team of nurses, health and social care professionals, as well as our support staff and volunteers, has been nothing short of remarkable. They have exemplified the true spirit of compassion and commitment, going above and beyond to ensure the delivery of high quality effective and compassionate care.

As we introduce our strategy, we reaffirm our pledge to remain at the forefront of compassionate end-of-life care, continually evolving to meet the ever-changing needs of our community. Together, we embark on a journey of care, empathy, and hope, ensuring that no-one faces the challenges of life-limiting illnesses alone.

Our wonderful community

Ballarat Hospice Care is reliant on the goodwill and generosity of others, we couldn't do what we do without the fabulous support of our local community.

We are endlessly grateful to all the local individuals, groups, and stakeholders for their unwavering support that continues to astound us. Through making donations, supporting our op shop and joining us as volunteers, our community has shown time and again their heartfelt dedication to our commitment of providing compassionate care to those in their final journey.

In particular, donations hold a special place in our heart, as they are a testament to the enduring impact our care has made on people's lives. Generous individuals who have included a gift to us in their Will have enabled us to expand our services, ensuring that future generations will receive the care they deserve.

Donations, both big and small, are the lifeblood of our organisation. Every contribution enables us to offer comfort, dignity, and support to clients and those closest to them during their most challenging moments.

Volunteers are the heartbeat of our organisation, selflessly giving their time and energy to support our organisation. Their essential contribution takes many different shapes and forms their dedication is immeasurable and their presence brings warmth and comfort, enriching the lives of those in our care.

Our community's remarkable commitment to our organisation empowers us to continue making a lasting difference in the lives of those we care for.



Our strategic challenges

An extensive amount of input was gathered from staff and other key stakeholders in support of the strategic plan. Despite the challenges presented, we continue to develop and improve all of our services. Below are examples of strategic themes used to inform the Ballarat Hospice Care strategic goals:

Preparing the workforce for growing and changing patient, family, and caregiver needs. The growth in need and expectations for quality care in all settings will require intentional and reinforcing focus on the core skills of hospice and palliative care; attention to changing demographics; improved clinical knowledge across a wider range of conditions, diseases, and settings; and effective interdisciplinary team based care.

Meeting growth and access expectations while ensuring quality. In order to meet growing needs, strategies for investing in broader workforce development initiatives, including attracting and retaining specialists across all career stages and developing the skills of all clinicians beyond hospice and palliative specialists, will need to be considered. Closer collaboration with interdisciplinary team disciplines and clearer expectations regarding what constitutes quality will be critical moving forward.

Expanding access through the use of technology and innovative care models. Encouraging:

- 1) the adoption of new models of care;
- 2) creative clinical partnerships with other specialists and services; and
- 3) learning how to integrate emerging technologies to better care for patients, families, and caregivers will help move us toward more equitable and efficient access to meet the growing needs across our community including the underserved.

Partnering to effect change. Partnerships and collaborations have proven to be effective in speaking with one voice, creating much-needed consistency in quality of care and empowering a broader audience of stakeholders to make the necessary changes to improve care for those with serious illness. Prioritising issues and leading collectively with others creates the best hope for sustainable change and improvements.

Our strategic response

OUR CARE

Our utmost priority lies in nurturing our core strengths and delivering impeccable community based palliative care, unwavering in our commitment to maintaining the highest quality of care for our clients.

We know that we can't do this alone. That's why we will focus on building strong connections with our intricate network of partners. In everything we do, we're committed to preserving our excellent reputation and identity and protecting the valuable brand we've built.

In order to address the evolving needs of our clients, we must prioritise several key areas. Firstly, we need to establish additional capacity and capability to effectively cater for the anticipated rise in client numbers and the increasing complexity of their conditions. This includes ensuring that our staff possess the necessary skills and expertise to manage a broader range of conditions, such as heart disease, frailty, and dementia, which are becoming more prevalent.

To truly understand and fulfil the desires of our clients, we must deepen our knowledge about them and actively engage in understanding their preferences and aspirations. This knowledge will allow us to tailor our services accordingly and ensure that we remain responsive to the needs of our ageing population.

Navigating the intricacies of the modern healthcare system can be challenging for clients, particularly those facing complex health issues. As a result, we must extend our support to empower patients in making informed choices about their care, providing guidance and assistance throughout their journey.

To achieve these goals, it is vital that we cultivate a skilled, capable, and future-proofed workforce. By investing in ongoing training, professional development, and attracting new talent, we can ensure that our staff possess the expertise and resilience to adapt to evolving demands and deliver the highest standard of care.

In addition, we must meet the ever evolving regulatory and legislative environment to guarantee the safety and well-being of our clients.

Lastly, we must strive to align with the state and national ambitions for end-of-life care by embracing these ambitions, we can contribute to a broader movement aimed at enhancing the quality and accessibility of end-of-life care throughout Australia.

Through these concerted efforts, we can continue to provide exemplary care while actively responding to the changing needs and aspirations of our clients, with the aim of ensuring their well-being and comfort in their most vulnerable moments.

OUR BUSINESS

As we embark on a journey to construct a sustainable future that aligns with our objectives, by increasing access to complimentary funding models. Central to this endeavour is gaining a comprehensive understanding of the economic value our care brings to our community. By recognising and communicating this value, we can foster a deeper appreciation for the vital role we play in the lives of those we serve.

In our pursuit of sustainability, we must remain adaptable and nimble, ready to respond to market changes alongside effectively managing emerging funding models. This requires us to embrace an agile mindset, constantly seeking innovative approaches and remaining flexible in our operations.

To secure stable income streams that supports our vision, we must nurture a culture that leverages the skills and expertise of our organisation to develop new revenue generating services. This will enable us to build strong and diversified income streams, further empowering us to deliver exceptional care to those in need.

In our quest for progress, we must embrace a spirit of innovation and entrepreneurship, continuously seeking opportunities to expand the reach of our care and drive efficiency and effectiveness. By exploring complimentary avenues, we can extend our impact and ensure that our services reach those who may otherwise go unserved.

Recognising the power of collaboration, we must actively explore partnerships with like-minded organisations, both within the health sector and beyond. By joining forces, we can minimise risks, pool resources, and collectively enhance the quality and accessibility of care for the benefit of our communities.

Together, with compassion and determination, we strive to build a sustainable future that enables us to make an even greater difference in the lives of those we serve.



Our strategy

The strategy sets out a clear and exciting direction for our services over the next four years.

This strategy has been developed by listening to our clients, staff and stakeholders who have told us what matters most to them.

In our strategic planning, the challenge has been to find the right balance between continually developing our services and finding ways to respond to the increasing demand in a climate of less predictable funding; coupled with unprecedented pressure on health and care services.

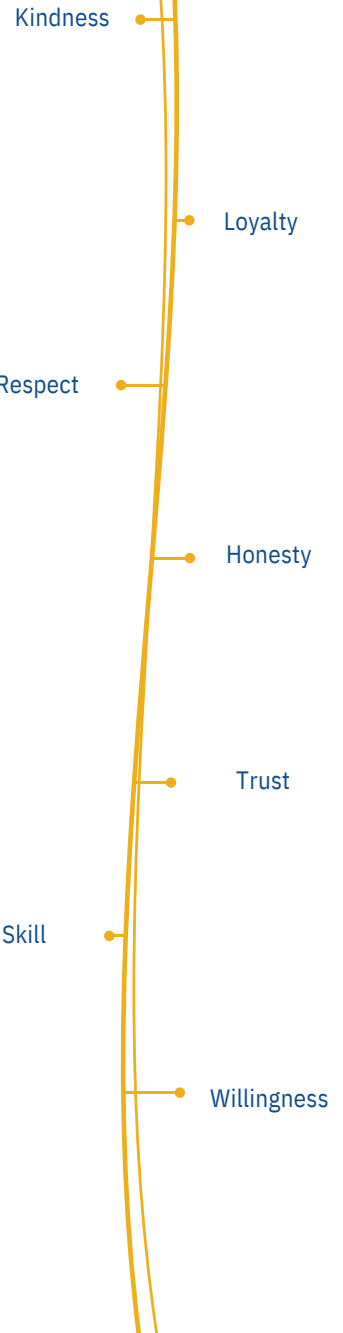
Having acknowledged the changing needs of the community we serve and the key socio-economic challenges and opportunities we face, this strategy identifies our strategic objectives over the next four years.

Considering this landscape, we recognise the need to revisit our objectives during the operation of the strategy.

To help us understand if we are making a positive difference, the strategy also defines how we will know if we have been successful, enabling us to continually improve what we do and how we do it.

Our values

These values are central to the Ballarat Hospice Care culture and underpin what makes Ballarat Hospice Care such a special place for the people we care for and for our team.



Our vision, mission and strategic objectives.

vision

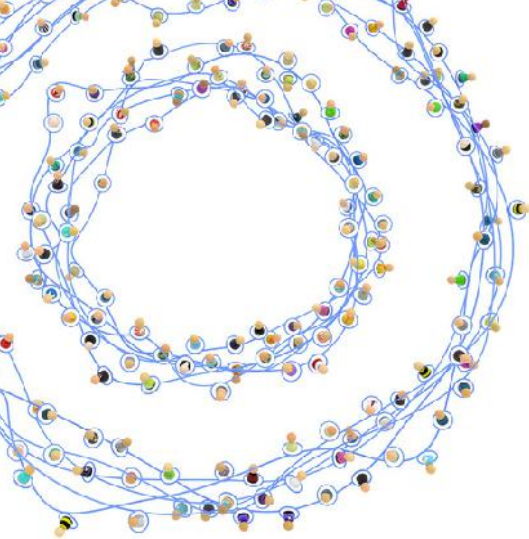
To offer our community a specialist palliative care service focused on end of life issues and care.

mission

Ballarat Hospice Care, using a skilled, interdisciplinary team approach, facilitates with compassion, the provision of home-based, holistic palliative and end of life care.

strategic objectives

These four objectives centre around people, care, partnership and sustainability.



Objective one

Our clients & community

Continue to improve, adapt and enhance our person-centred care.

This objective is the core of Ballarat Hospice Care's services. Continuing to improve, adapt and grow our person-centred care is central to achieving our vision. We will provide excellent, individualised specialist palliative care that puts clients and families at the centre of decisions.

1.1 Embrace innovation for greater impact

What we will do...

Deploy technology that drives efficiency and impact across the organisation to enhance client care.

Utilise innovative systems and tools that help provide the highest quality of service to all stakeholders.

How we will do it...

- We will integrate technology into our model of care so that any client or family member is only ever one step away from their Ballarat Hospice Care healthcare professional, and staff are supported in their work.
- We will achieve paperless operations through the use of digital/ AI or other suitable technologies.
- We will share best practice to the hospice sector so that others may benefit from this learning and success.

What success will look like...

- Increase in services available locally
- Increased use of telehealth
- Improved experiences attributed to easy access to support
- Electronic records are used to support decision making and service delivery.

1.2 Establish services for now and the future

What we will do...

Align services that meet demand, aligned to community needs maximising the available resources.

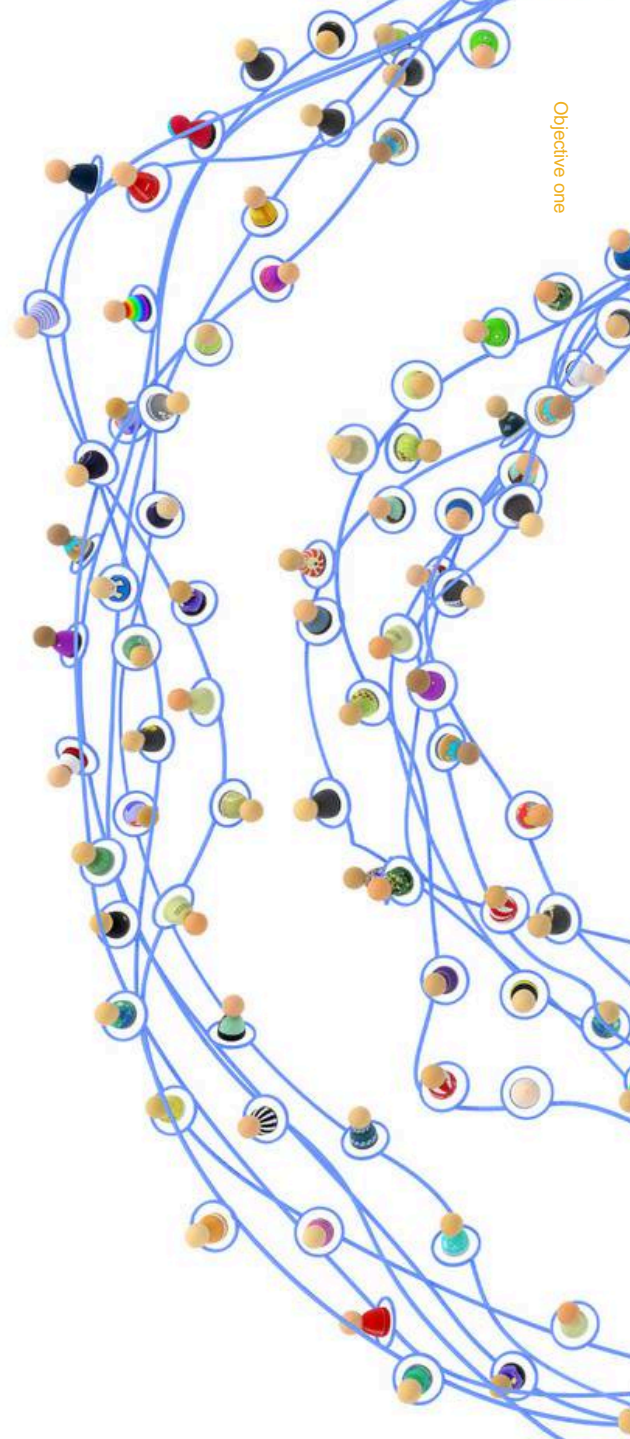
Provide a seamless patient experience across all services and ensure care is available when and where it is needed.

How we will do it...

- We will develop and implement a service plan that provides insight into the services and resources required to meet community needs now and into the future.
- We will listen with understanding to the needs of our clients and their families and facilitate movement of patients at end of life to their preferred place of death.
- Promote early discussions on death and dying, helping people to prepare and make informed choices by using and promoting advanced care planning (ACP) as a tool to help their decision making.

What success will look like...

- Clients will receive care in line with their ACP
- Clients will die in their preferred place of death
- Clients and their families will have the care and support they need
- Clients will have a seamless journey
- Staff will work as part of an integrated team.

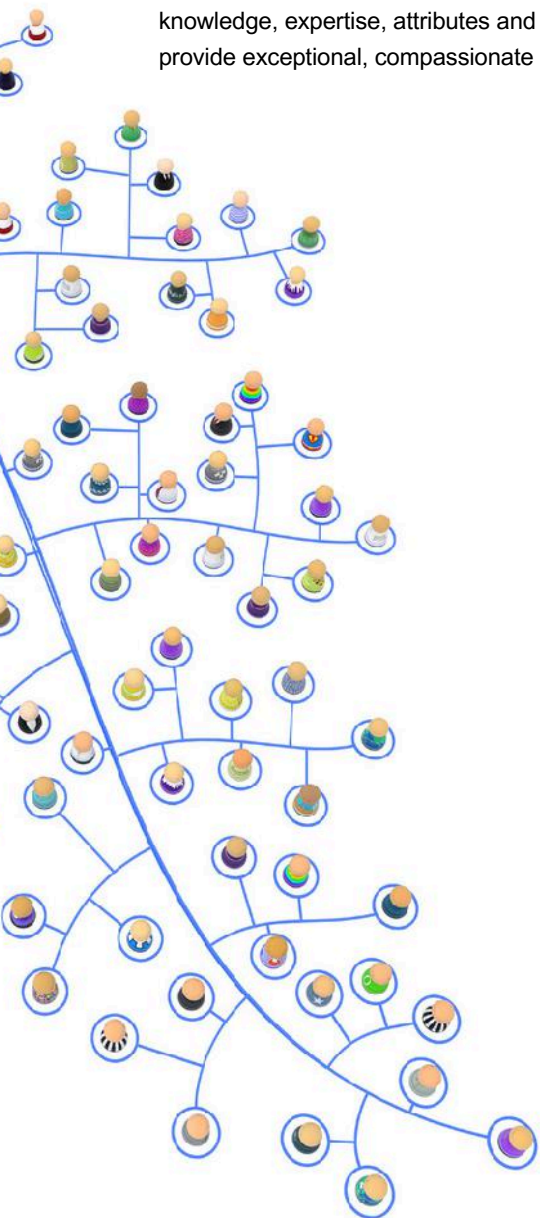


Objective two

Our people

Build exceptional teams, united as one, embracing the future.

In order to provide excellent care, we know we need to invest in ourselves. Through this objective, we will ensure that we create a dynamic and innovative workforce that continues to possess the right skills, knowledge, expertise, attributes and tools to provide exceptional, compassionate care.



2.1 Develop talent that delivers results

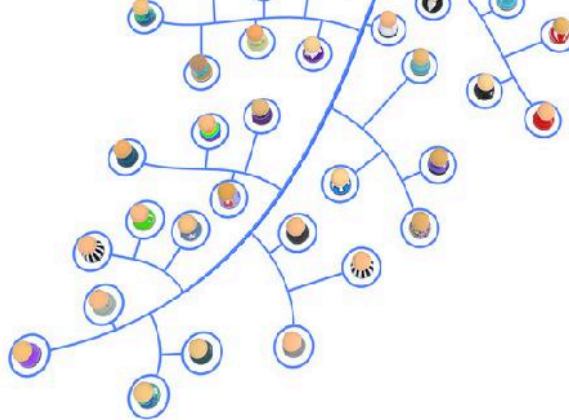
What we will do...

Invest in our people to build an effective and resilient workforce.

Attract, develop, train and retain our talent.
Create an environment and culture to enable our teams to thrive.

Nurture a culture of 'one team' where colleagues work together across the organisation for maximum impact.

Embed our values-based culture to ensure ongoing positive engagement.

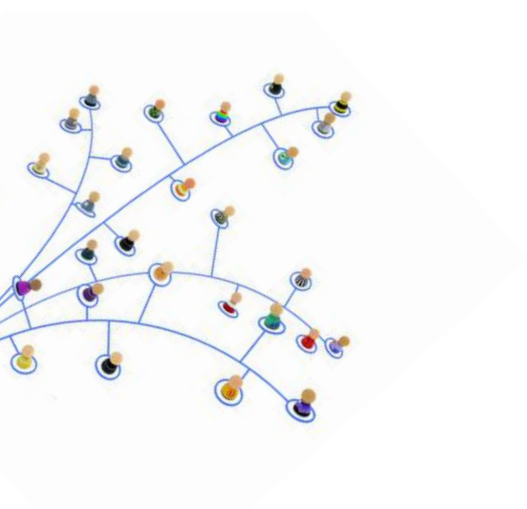


How we will do it...

- We will develop a comprehensive workforce plan to ensure we have a sufficient supply of staff to meet future demands. The plan will:
 - Incorporate the skills required by professionals to adapt and thrive while delivering outstanding care that reflects the changing needs of our community.
 - It will also provide us with the basis for personal and professional development planning. We will provide strength in leadership through a culture where we nurture succession planning and people development.
- We will continue to develop staff and ensure we equip them with the necessary skills to meet the future needs of our community, coupled with developing wide-ranging skills to support new ways of working through formal and vocational training.
- We will continue to explore and implement appropriate reward and recognition schemes along with continual review of employment terms, conditions and benefits in order to attract and retain high quality staff and volunteers. We will ask our people how they feel about their workplace and work in partnership to implement change.

What success will look like...

- Workforce planning is prioritised to meet the future needs of the organisation
- Recruitment of quality candidates for all vacancies following improvements to the recruitment process
- Defined career pathways across the organisation, inclusive of Nurse Practitioner roles
- All staff will have a performance review in place that is agreed on an annual basis and where applicable, an accompanying training needs analysis
- Training and development programme for all staff
- All volunteers have the necessary skills and knowledge to carry out their roles effectively
- Ongoing workforce engagement and development through training and coaching programmes
- Reduction in annual turnover and sickness absence on an annual basis
- Sustained performance across all indicators in the staff satisfaction survey.



Objective three

Our partners

Work with our partners to extend our influence and improve understanding and support for patients and families.

We will use our position to influence the agenda on service delivery for palliative and end of life care.

We will work in collaboration with existing partners, while also seeking and developing new partnerships to extend our influence and to improve understanding and support for everyone in our community affected by life-limiting illness.

3.1 Engage our community at all levels

What we will do...

Ensure we continue to meet local needs by engaging and partnering with all key stakeholders in the community.

Work in collaboration with our existing partners to extend our influence and to improve understanding and support for everyone in our community affected by life-limiting illness.

Develop new strategic partnerships that enhance the services we offer to our community and operate on the principles of mutual trust and reciprocity.

Build stronger relationships with our partners recognising that some will require a more formal approach to sustain and grow the relationship.



How we will do it...

- We will continue to engage with a wide range of organisations whose actions - alongside our own - will shape the experience of care at the end of life. By working in partnership with other health and social care partnerships and educational institutions, we will develop a shared approach to death and dying. (This approach will place communities at the heart of learning how best to support one another through end of life experiences.)
- We will continue to explore new partnerships where there is an addressable gap in the respective service offer, which may affect equity or equality of service and provide clear benefit to both parties.
- Collaborate in partnership and lead where appropriate on projects focused on community based palliative care, bereavement and support.
- Ballarat Hospice Care will have representation on and play an active role at a strategic level in any integrated care partnership through shared projects.
- We will develop and document plans for our 'top 3' partnerships setting out our mutual aims and objectives and the quantifiable benefits these will deliver for all parties.

What success will look like...

- Evidence of strengthened relationships with our key partners that have driven innovative change in our services and that benefit the community we serve. These will include a shared approach to death and dying.
- Ongoing development and delivery of a comprehensive education and training programme across existing networks.
- Consolidation and evaluation of existing relationships across the system
- Relationships are formalised between Ballarat Hospice Care and key partners
- Ballarat Hospice Care are an actively sought after partner organisation.



Objective four

Our business

Secure financial, operational and environmental sustainability for the organisation.

As more people will need our services in the future, we need to make sure we can continue to deliver over the long term.

This means increasing our sources of income, especially those that are the most reliable.

Our business development portfolio will grow income through new streams of work and other business opportunities. We will continue to drive cost efficiency and ensure best use of our financial resources.

4.1 Build a sustainable future (commercially & environmentally)

What we will do...

Continue to be financially viable and independent by maintaining growth in existing income streams and investing in innovative and sustainable sources of new income.

Continue to drive cost efficiency and ensure best use of our financial resources.

Invest in exceeding standards of regulatory and legislative compliance.

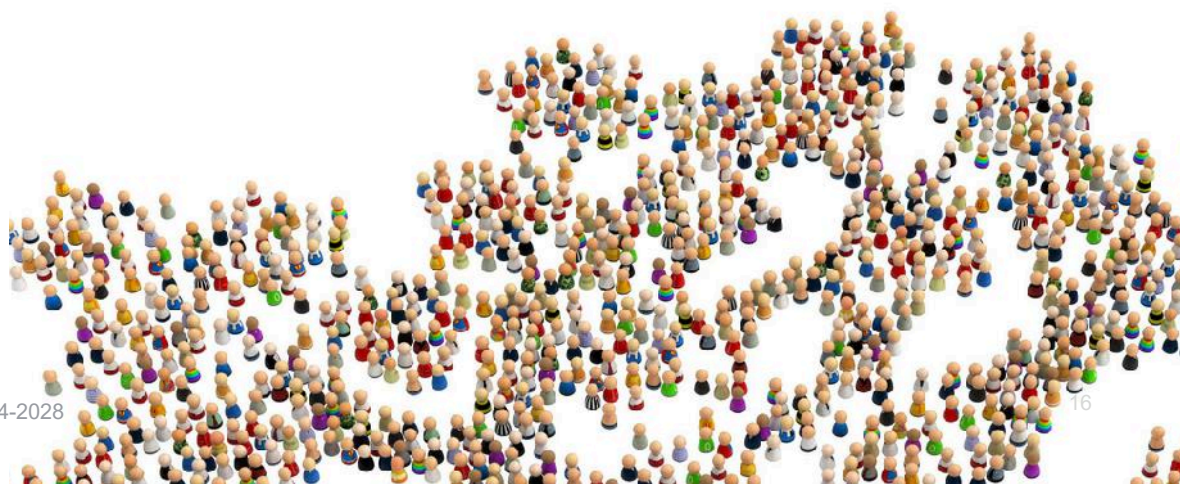
Better our practices to minimise waste, energy usage and carbon footprint while achieving our service objectives and ensuring care is not adversely impacted.

How we will do it...

- We will diversify our income streams by identifying, investigating and establishing new sustainable business opportunities.
- We will ensure financial governance at all times, continually using our resources efficiently to demonstrate to all our stakeholders how we utilise our resources in the most cost-effective way.
- We will continue to simplify the way we operate, eliminating processes that do not add any value to the organisation.
- We will benchmark Ballarat Hospice Care's operational costs accordingly.
- We will ensure regulatory and legislative compliance throughout the organisation, continually auditing performance to demonstrate to all our stakeholders the value and quality of our services.
- We will contribute to climate sustainability through engagement with green energy sources, recycling and upcycling initiatives.

What success will look like...

- Increase in recurrent funding from multiple funding sources
- Achieve budgeted income for the next four financial years
- Increased service provision
- Streamlined processes improving efficiency benchmarks
- Reduction in Ballarat Hospice Care's carbon footprint
- Organisation wide compliance
- Diverse business portfolios.



Conclusion

This Strategic Plan outlines the path taken to define our mission, vision and values to underpin the Ballarat Hospice Care Strategy 2024-2028.

We listened to our clients, partners, Board Members and our employed and voluntary staff who told us what matters most to them.

The strategic objectives to help us achieve this four-year plan have been defined to provide clarity on the development of the Ballarat Hospice Care service offering. This robust yet agile framework responds to uncertainties in both the economy and the evolving health and social care landscape, coupled with the changing needs of the communities we serve.

Finally, these objectives will ensure accountability and a practical way for Ballarat Hospice Care to measure the success of our strategy.

As a consequence of the Covid-19 pandemic, we have learned how quickly things can change. We intend for our Strategic Plan to be a living document which will evolve with us as we continue to deliver exceptional care to the Ballarat and surrounding community making every day matter for those affected by life-limiting illness.

