



Strategic Plan 2026-2029

Approved on January 22, 2026, by the Board of
Directors

Table of Contents

Message from the Chair and Executive Director	2
Executive Summary.....	3
Our Vision.....	4
Our Mission	4
Our Guiding Principles	4
Strategic Priorities.....	6
Strategic Priority 1: Trusted Leadership in Hospice Palliative Care.....	6
Strategic Priority 2: Exemplary Programs and Services	6
Strategic Priority 3: Organizational Excellence	7
Strategic Priority 4: Financial Sustainability.....	7
Implementing the Strategic Plan	8
Appendix: Overview of the Planning Process.....	9

Message from the Board President and Executive Director

Since 1988, Hospice Peterborough has created a safe, comfortable, and welcoming environment for individuals and their loved ones living with or affected by life-threatening illness or grief and bereavement. Guided by a philosophy of compassion, respect, and inclusivity, our team of specially trained staff and volunteers work together to provide excellent care for the whole person, improve quality of life, and enhance comfort. Our hope is that individuals and their loved ones feel supported regardless of where they receive our services, and they feel at home if they come to our building.

The past four years have been a period of continued strengthening and growth for Hospice Peterborough. Building on the foundation established in our 2021-2025 Strategic Plan, we have solidified our position as a regional leader in hospice palliative care and grief and bereavement support. Key achievements include:

- Achieving accreditation by Hospice Palliative Care Ontario.
- Establishing stable staffing and strong governance practices.
- Growing our financial reserves and maintaining stable fundraising.
- Expanding our programs and growing partnerships with community organizations to deliver programs beyond our walls.
- Building a strong partnership with Hospice Norwood and extending our services into rural areas.
- Advancing equity, diversity, and inclusion initiatives to ensure accessible and culturally sensitive care for all.

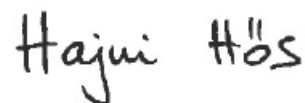
This growth has occurred during a time of continued healthcare transformation in Ontario, demographic shifts with an aging population, economic uncertainty, and evolving challenges in primary care and home care access.

To ensure our continued excellence and ability to respond to emerging needs, Hospice Peterborough has reviewed and updated its strategic plan to guide us through the next three years. Our strategic priorities remain the same, but our objectives have been updated to reflect current realities and future opportunities. We have renewed our commitments to, and are grounded in, our mission, vision, and values, as well as our Philosophy of Care. We are grateful to all who participated in this important planning process, as well as our community for their ongoing support. We are energized to continue our work as your community hospice.

Sincerely,



Marie Hynes, President, Board of Directors



Hajni Hos, Executive Director

Our Updated Plan

Following a comprehensive review of our 2021-2025 Strategic Plan, Hospice Peterborough has developed an updated strategic plan that articulates our strategic priorities for the next three years (2026-2029). This strategic review maintains our four core strategic priorities while updating objectives to reflect our current context, emerging opportunities, and evolving community needs.

Driven by our mission, vision, and values, our four strategic priorities continue to focus our core functions, align our resources and structures, and guide our decision-making as we implement hospice palliative care and grief and bereavement support. The reviewed plan reflects input from our Board of Directors and management team who understand the current landscape of hospice palliative care in our region.

Our strategic plan is an aspirational document that outlines our path forward. Our vision is ambitious, and success will require sustainable organizational growth and continued community-wide support.

Our 2026-2029 Strategic Priorities



Our Vision, Mission, and Values

Our vision, mission, values and our philosophy of care are the foundation upon which Hospice Peterborough operates and the compass that guides our strategic directions. They articulate who we are, what we do, why we exist, and how we approach our work.

During our strategic planning review process, we revisited these foundational statements to ensure they accurately reflect our current position as a regional leader in hospice palliative care and grief and bereavement support and our ongoing commitment to person-centred, compassionate care. Together, these statements define the essence of Hospice Peterborough and our commitment to the individuals we serve.

Our Vision To be the regional leader for the delivery of hospice palliative care and grief and bereavement support in Peterborough City and County.

Our Mission Enhancing the comfort, dignity, and quality of life of those living with or affected by life-threatening illness or grief.

Our Values

At Hospice Peterborough, our values guide every decision we make and interaction we have with clients, families, volunteers, staff, and community partners. These values are rooted in our comprehensive Philosophy of Care, which provides detailed guidance on how we operationalize these principles in our daily work.

Collaboration

We work together with clients, families, volunteers, staff, and community health and service partners to achieve the best outcomes. With the support of these partnerships, our goal is to provide the right care at the right time in the right place. We believe that respectful sharing of ideas helps us learn from each other and work together to provide excellence in hospice palliative care.

Compassion

We provide care with empathy, kindness, warmth, openness, acceptance, and dedication to improve quality of life and comfort. Everyone who comes to Hospice Peterborough is greeted with genuine compassion as we support individuals through life-threatening illness and grief and bereavement.

Excellence

We strive for professionalism and high-quality care in all aspects of our work. We are guided by standards of practice set out by Hospice Palliative Care Ontario and the Canadian Hospice Palliative Care Association, applicable legislation, and evidence-based methods of care and service provision. We are committed to continuous quality improvement in everything we do.

Inclusivity

We are committed to creating accessible, welcoming, and equitable services for all members of our community. We actively work to lessen systemic and social barriers and are committed to providing care and programs that are welcoming to all.

Person-Centred Care

We place the individual at the heart of everything we do, honouring their unique needs, preferences, and dignity. We recognize the whole person across all domains of illness and grief and bereavement —physical, psychological, social, spiritual, and practical. We support the right of each client/resident to make their own decisions about the manner in which they live and die, and we respect advanced care planning and end-of-life wishes.

Respect

We treat all individuals with dignity, honour personal choices, and value diverse perspectives and backgrounds. We actively listen and provide non-judgmental support and care regardless of culture, race, spirituality, sexual orientation, gender, ability, age, socio-economic background, or economic resources.

Our Philosophy of Care

Our values are anchored in Hospice Peterborough's Philosophy of Care, a comprehensive document that articulates our organizational culture and approach to service delivery.

The Philosophy of Care provides detailed guidance on additional principles that inform our work, including confidentiality, accountability, volunteerism, advocacy, education, stewardship, communication, responsiveness, innovation, and our team-focused nursing model. Together, our values and Philosophy of Care ensure that every person who interacts with Hospice Peterborough experiences compassionate, high-quality, person-centred care. Our Philosophy of Care is reviewed regularly and is available to all staff, volunteers, clients, families, and community partners.

Strategic Priorities

Through our strategic planning review process, we have maintained our four strategic priorities that will serve as our guide over the next three years. At the heart of Hospice Peterborough is our culture of care and placing people at the centre of all we do. This ethos cascades throughout operations and decision-making processes at all levels of our organization.

Our strategic priorities are intentionally broad to maximize flexibility in how they are achieved. These priorities will focus our core functions, align our resources, strengthen our foundation, and guide our decision-making as we implement evidence-based initiatives.

Strategic Priority 1: Trusted Leader in Hospice Palliative Care

As the sector evolves, Hospice Peterborough will continue to be a trusted regional leader in the delivery of excellent hospice palliative care and grief and bereavement support. Through our collaborative, integrated, and holistic service model, we embrace our role as a partner and advocate in the hospice palliative care community. We uphold this trust by working alongside community partners and contributing our voice and expertise at regional and provincial planning tables to advance compassionate end-of-life care.

Objectives:

- I. Continue to strengthen existing partnerships with community organizations, including those serving diverse and rural populations.
- II. Continue to actively participate in planning discussions related to the health systems sector, in particular with the Peterborough Ontario Health Team and Hospice Palliative Care Ontario.
- III. Empower Board members and volunteers to be champions of hospice palliative care as well as grief and bereavement support through storytelling and community engagement.

Strategic Priority 2: Exemplary Programs and Services

Hospice Peterborough is committed to providing seamless, evidence-based, high-quality care that honours the whole person and their loved ones. Through our palliative and grief and bereavement programming and 24-hour residence care, we acknowledge and respond to the diverse needs of all members of our community. We deliver excellent, person-centred programs and services in collaboration with health care professionals and service providers, ensuring that every individual receives compassionate support tailored to their unique journey.

Objectives:

- I. Continue to strengthen, evolve, and evaluate existing programs and services to ensure

they meet the changing needs of our community and exceed expectations.

- II. Explore opportunities for new or enhanced programs and services, including respite bed options.
- III. Explore effective means to increase awareness of programs and services within the community.
- IV. Explore enrichment activities for those receiving care in Hospice.

Strategic Priority 3: Organizational Excellence

Hospice Peterborough strives to be a great place to work and volunteer. We provide a safe, caring, and supportive environment for our staff and volunteers. We are committed to ensuring that our staff and volunteers are equipped with the resources needed to deliver high-quality programs and services for our clients and their families.

Objectives:

- I. Invest in staff through ongoing training, professional development, and team building that supports recruitment, retention, and builds a positive and trusting team culture. Provide fair and sustainable remuneration and comprehensive staff supports that enable team members to thrive professionally and personally.
- II. Support volunteers with excellent training and fulfilling work experiences.
- III. Maintain accreditation by Hospice Palliative Care Ontario.
- IV. Regularly review and update Hospice Peterborough's policies and procedures, including governance, financial, operational policies and procedures, and cyber security risks.
- V. Enhance and improve our data collection and impact measurement to better communicate the value and outcomes of our programs and services to our community.

Strategic Priority 4: Financial Sustainability

Hospice Peterborough is grateful for the generosity of our community which makes it possible to fund a significant portion of our operational budget and serve those in need. As stewards of this trust, we are committed to transparent fiscal management and thoughtful resource development to ensure that every dollar received is used with integrity to deliver compassionate, high-quality care and expand our reach to serve more individuals and families in our community.

Objectives:

- I. Continue to nurture strong relationships with donors and funders and maintain a strong community profile through active communication and engagement, with attention to wealth transfer trends and cultivating donor relationships.
- II. Continue to evaluate fundraising and fund development activities to ensure they are

effective at meeting resource development goals and are in line with best practices.

- III. Grow the Legacy Fund, with a goal of reaching \$5 million, to support long-term sustainability.
- IV. Continue to refine financial efficiency and sustainability in response to potential economic uncertainty.

Implementing the Strategic Plan

Hospice Peterborough is excited to launch this updated strategic plan for the organization. To ensure its successful implementation, The Board of Directors commits to the following actions:

1. Support management with the creation of annual operational plans that identify annual goals, tactics, key measures, and roles and responsibilities.
2. Monitor and measure effectiveness of the operational plan at least semi-annually.
3. Continue to communicate progress to stakeholders on an annual basis.
4. Complete an annual review of the strategic plan. Amend objectives and strategies if needed and ensure these are reflected in annual operational plans and budgets. In 2029, the Board will conduct a thorough review of the plan and decide if a new strategic plan is required or if the timelines for the current plan should be extended.

Appendix: Overview of the Planning Process

Review Process Overview

Setting out with the goal of updating our 2021-2025 Strategic Plan, Hospice Peterborough engaged Board members and the management team in a collaborative process. It was decided that Hospice Peterborough's core strategic priorities remained appropriate. The strategic objectives relating to those priorities were then updated by the Board following a thorough review process.

The strategic planning review process was conducted in late 2025 and included the following key activities:

Environmental Scan and Context Setting

Participants reviewed current environmental factors impacting Hospice Peterborough. Input from the staff team was reviewed as part of this exercise.

Retreat Sessions

Two strategic planning retreats were held with participation from Board members, the Executive Director, and the management team. The sessions focused on:

- Identifying goals and objectives for the updated Strategic Plan
- Reviewing and updating Hospice Peterborough's Mission, Vision, and Values
- Small and full group discussions to build consensus on objectives within each strategic priority area