



STRATEGIC PLAN
2025 – 2030

Honouring every moment of life.





These are exciting times for Mariposa House Hospice, as we enter this next period of our service to the community with a clear sense of purpose supported by our mission and expressed by a new vision to guide us to 2030.

In 2016, we embarked on a process to build and open a new hospice of five beds to meet the growing demand for palliative and hospice care in our region. With the leadership, hard work and support of scores of people, and with the financial support of the Ontario government, we successfully opened Mariposa House Hospice in February 2021.

Since then, we have served over 450 individuals and have touched the lives of more than 2,000 family members and friends. We are now ready to embark on the next stage of our development and service.

We present our new strategic plan that builds on the strengths of our mission, core values, and service to community, clinical care excellence, and collaboration, while responding to and adapting to the changing needs of our community.

Our plan lays out an ambitious course of action that will guide us to 2030. The direction we have set would not have been possible without the carefully considered input of our staff, volunteers, donors, other interested stakeholders, and the commitment of our Senior Leadership Team and our Board of Directors.

We are enthusiastic about achieving our strategic plan for your community hospice, striving to ensure we can continue to provide the utmost care and compassion to the individuals and families in our region in need of our services.



John Mayo
Chair, Board of Directors



Ted Markle
Executive Director



MISSION

Our mission, vision and core values define who we are, what we will do, and what we believe in. They not only help provide focus every day for the delivery of our programs and services to the community – they also provide a compass as we accomplish our plan. Our mission is:

To provide exemplary end of life palliative care, honouring every moment of life with compassion, dignity, and respect in a homelike setting.

Mariposa House Hospice is the only residential hospice in our community. It is important that people not only recognize our excellent clinical care but also our charitable purpose and understand what it means.

Our focus is on providing exemplary end of life care. Everyone is welcome. The service we provide relieves stress for family members and caregivers, allowing them to have a more positive end-of-life experience, which in turn positively affects their grief journey.

We establish goals of care with the resident and family to ensure that the care is guided by their needs and priorities.

This focus distinguishes Mariposa House Hospice in providing the utmost care and compassion for those needing palliative and hospice care.

VISION

A Vision Statement describes the longer-term outcomes and impact that we wish to achieve, in alignment with our mission and values. Our vision is:

By 2030, we will double our residential capacity to meet the growing needs of our region, while continuing to provide the highest standard of palliative care. Working collaboratively with our partners, we will strive to ensure hospice access to all residents in our region.

Mariposa House Hospice will work together with individuals, partners and stakeholders to grow and continue service in a special place that is inclusive, supportive, and “honours every moment of life”.

We believe that doubling our capacity over the next few years will meet community demands as population in our area increases, demographics shift to an aging population, and awareness of our services increases over time.



VALUES

Our vision will be achieved by remaining true to the following core values and encouraging our staff and volunteers to embrace and demonstrate them daily in our everyday decisions and actions.

Compassion We are empathetic. We pay attention. We listen. We care.

Connection We engage our partners, donors and community to provide the best possible support.

Respect We treat everyone with dignity and create trusting, enduring relationships with residents, families, caregivers, colleagues, stakeholders, and partners.

Teamwork We pitch in when needed. We resolve conflict constructively. We value different perspectives while we work together towards common goals. We strive to constantly improve and hold ourselves accountable.

CORE SERVICES

Our hospice offers the following four core services that we consider to be fundamental to achieving our mission:

- **Resident Suites** – a home-like setting available 24/7 to the people of Severn, Orillia, Oro-Medonte, Ramara, and Chippewas of Rama First Nation.
- **Resident and Family Supports** – family space, kitchen and dining areas, a spa room with therapeutic bathtub, outdoor gardens with a BBQ area and walking trails
- **Compassionate Clinical Care** – resident service that enhances quality of life and death by addressing physical, emotional and spiritual needs
- **Grief and Bereavement Support** – in-house grief and bereavement support to family members and friends of our residents. Whether anticipating the death of a loved one or having recently experienced a loss, MHH offers a holistic approach to supporting individuals and families

CORE COMPETENCIES

Through this planning process, we identified the attributes and strengths that we want our staff, volunteers, donors and the community to associate with our hospice and that we strive to maintain. These inherent qualities will help us achieve this strategic plan.

- **Skilled, Diverse Staff and Volunteers Committed to Our Mission, Vision And Values**
- **Uniqueness Of Culture** - Mariposa House Hospice is mission and values driven.
- **Capacity To Deliver Excellent Clinical Care and Related Programs**
- **Reputation** - Mariposa House Hospice is trusted and has a strong positive image across the region.
- **Strong Fiscal Management**



STRATEGIC PRIORITIES AND SUPPORTING ACTIVITIES

Strategic priorities are the specific initiatives that will achieve our strategic plan objectives, in alignment with our mission and vision. They are as follows:

1. Ensure Financial Resilience and Sustainability

Mariposa House Hospice operations are approximately 50% funded by Ontario Health and rely on philanthropic contributions, family support, and fundraising to cover the remaining costs.

The following activities will support this strategic priority:

- We will focus on growing our philanthropy program to incorporate a capital campaign, annual giving, and planned legacy giving.
- During the next five years, we will embark on a capital campaign to raise the monies needed to expand our facility to accommodate a total of ten hospice beds.
- We will look to government to increase their funding support to an appropriate level to ensure we can continue to provide care to residents, their families and caregivers.

2. Expand Scale and Scope of Programs

Along with aging comes a greater incidence of chronic and serious illnesses, with cancer and cardiovascular diseases being the leading cause of death in our region. As hospitals struggle with bed capacity, they are turning to hospices to help provide palliative and end-of-life hospice care.

It is anticipated that the current population of Simcoe/Muskoka of approximately 600,000 residents will grow to almost 700,000 over the next 5 to 7 years. Mariposa House Hospice is the only residential facility in our catchment area and increasing our bed capacity and collaboration with other partners is essential to providing increasing support to this growing population.

The following activities will support this strategic priority:

- We will expand the number of beds at Mariposa House Hospice. We will initially add a sixth bed during 2025-2026 with the goal of increasing to ten beds by 2030.
- We will add space and explore a variety of options to host family members and/or caregivers when visiting.
- We will seek opportunities to collaborate with regional partners in exploring how we can expand the capacity of palliative care programs in our community.

3. Community Awareness

We have received regular feedback and questions from the community suggesting a lack of awareness and understanding of “who does what” in palliative and hospice care in our region. There is a desire to better understand Mariposa House Hospice’s scope of services and how to access those services.

The following activities will support this strategic priority:

- Through increased data collection and surveys, and better understanding our catchment area, we will identify the best ways to raise awareness in our community.
- We will improve and ensure regular communication with families of residents who have passed, those who have expressed a possible future need for care in our hospice, donors, the medical and related professional community, staff and volunteers to build a greater sense of community and opportunity for involvement with Mariposa House Hospice.
- We will ensure that all staff and volunteers can explain what we do at Mariposa House Hospice, as well as what other organizations in our region offer related to palliative and hospice care.

4. People and Culture

Mariposa House Hospice requires excellent human resources in both our staff and volunteers to deliver our mission and vision, and to achieve the outcomes in this plan. Our organization must share a common “culture” of beliefs, values and attitudes, and express those beliefs through policies, practices and processes to ensure consistency in quality, service and involvement.

The following activities will support this strategic priority:

- We will aspire to become the Employer of Choice in health care in our region.
- We will undertake a review of our policies, practices and procedures incorporating a “best practice” approach with the goal of maintaining a high level of staff and volunteer recruitment and retention.
- We will continue to ensure the necessary tools and resources are in place for skill training and professional development ensuring a consistency of service and quality of care.
- We will continue to focus on recruiting strong Board and Committee members and invest in their development to ensure the best practices in good governance.
- We will continue to invest in volunteer development and recognition ensuring we have the necessary volunteer support to our programs and services.

5. External Leadership

As our hospice grows over the next five years, it is important that we take advantage of the knowledge we have learned since opening, along with our expertise, and use it collectively to contribute leadership to various roles within our Couchiching Ontario Health Team (COHT) and as a member of Hospice Palliative Care Ontario (HPCO), a network of hospices and organizations in Ontario providing palliative care and resources.

6. Standards and Accreditation

The provincial palliative care framework developed in 2021 was seen as a positive step in the development of the relationship between hospitals and hospices and other partners in the health care sector. Hospices get additional points for “readiness” related to the adjudication process for funding. As we improve our data collection and analysis to in turn improve our services and operations, this will increase our “readiness”. When our time and resources permit, this will provide us the ability to pursue accreditation at an appropriate time.

ADJUSTING THE STRATEGIC PLAN AS THE FUTURE UNFOLDS

Over the next five years, we will need to pay attention to unforeseen opportunities and challenges that may come our way. We will monitor the strategic plan in light of any future developments and make adjustments as necessary, always in keeping with our mission, vision and core values.

We will update our 2025-2030 strategic plan annually, or as appropriate.