



THE SALVATION ARMY AGAPÉ HOSPICE

Strategic Business Plan

2023-2027

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I. EXECUTIVE SUMMARY

The Salvation Army Agapé Hospice is governed by The Salvation Army which is an international Christian Church. Its message is based on the Bible; its ministry is motivated by love for God and the needs of humanity.

Agapé Hospice is a freestanding 20 bed palliative care facility located in the northwest part of Calgary's central core. Since its inception in 1992, our Interdisciplinary Care Team, including Physicians, Registered Nurses, Resident Attendants, Social Worker, Spiritual Care, and Volunteers, has provided care for over 6,500 residents in the final stages of life. This care is supported by administrative, food services, maintenance, and contracted staff.

Agapé staff provide high quality care that is individualized to meet the physical, spiritual, social, and emotional care needs of our residents and their loved ones. Residents are encouraged to continue enjoying their personal interests and their care plan is individualized to meet their personal goals.

VISION

We are an innovative partner, mobilized to share hope wherever there is hardship, building communities that are just and know the love of Jesus.

MISSION STATEMENT

The Salvation Army exists to share the love of Jesus Christ, meet human needs and be a transforming influence in the communities of our world.

VALUES

Hope We give hope through the power of the gospel of Christ.

Service We reach out to support others without discrimination.

Dignity We respect and value others, recognizing everyone's worth.

Stewardship We responsibly manage the resources entrusted to us.

COMMITMENT STATEMENT

Led by The Salvation Army values, the community at The Salvation Army Agapé Hospice extends compassionate, holistic care and support to those experiencing the end of life journey. We do this using the following principles:

Respect We acknowledge the values and diversity of all individuals and foster inclusivity.

Compassion We seek to genuinely understand, feel and identify with the needs of others.

Integrity We serve consistently in an ethical manner with fairness, honesty and impartiality.

Accountability We take personal responsibility to respect the expectations and commitments to all stakeholders.

Excellence We are in pursuit of excellence – being the best at what we do and a model for others to emulate.

II. BACKGROUND & HISTORY

Planning for the establishment of a hospice began in the mid 1980's and in the early 1990's resulted in the conversion of The Salvation Army Sunset Lodge (1937) for senior citizens to the present Agapé Hospice. It offered 3 beds and had the distinction of being the first facility of its kind in Calgary. The original intent was to provide a place of care for those with HIV/AIDS. Further developments led to a broader mission to care for those dying of any illness.

Since that time, with the support of many generous Pioneers and Patrons such as the William Herron Family Charitable Foundation and Mr. Donald Jolin, Agapé Hospice has expanded to 2 wings and now has a 20 bed capacity.

The Salvation Army Agapé Hospice has been an innovative leader in providing hospice palliative care to over 6,500 residents and their loved ones. As an integral partner in the continuum of health care in Alberta, Agapé has played a significant role in the development of the hospice and palliative care program within Alberta Health Services.

Today, Agapé continues to lead the way in hospice and palliative care and education, and its Interdisciplinary Team is sensitive to the needs of the terminally ill and their families, ensuring unconditional love and support 24 hours a day, 7 days a week. In 2021, Agapé recognized a need and provided training for staff and physicians to provide care to palliative residents who require epidural/intrathecal care.

FUNDING

Operating Budget for Fiscal Year 2022-2023 - \$5 Million

Alberta Health Services – 70%

The Salvation Army (Red Shield, Grants, Interest, Internal Income) – 5%

Donations – 25%

Opportunities for professional development for our staff are provided in recognition of the increasing acuity of care required for residents admitted to hospice. Staff education is also structured to meet best practice requirements as directed by Alberta Health & Wellness, Accreditation Canada, The Salvation Army Accreditation, and Occupational Health & Safety.

III. ORGANIZATIONAL STRUCTURE

Agapé Hospice is owned and operated by The Salvation Army, however it is a contracted service for Alberta Health Services which provides 70% of the funding. The Executive Team is accountable to The Salvation Army and to Alberta Health Services for the stewardship and management of its finances, organizational structure, operations, and staffing for the facility. Information provided below outlines the day-to-day operations of the facility. A formal organizational chart is included in "Appendix A - Organizational Chart."

EXECUTIVE TEAM

Executive Director – reports to The Salvation Army Area Commander at the Divisional Headquarters in Edmonton.

Nursing Lead – reports to the Executive Director and is responsible for managing and supervising all clinical and professional staff, programs and services, acts as a liaison with AHS and works closely with the Medical Director to ensure excellence in resident/family care.

Medical Director of Care – reports to the Executive Director and is responsible for managing and supervising medical and physician support for the Agapé team in providing high quality resident/family care. The Medical Director also acts as a liaison with AHS.

Human Relations Manager – reports to the Executive Director and is responsible for the overall operations of the Human Relations Department, its program, and functions, as well as managing and supervision of food services and contracted services for laundry and housekeeping.

Spiritual & Bereavement Care Coordinator – reports to the Executive Director and is responsible for supporting residents, families and staff in their spiritual journey during the end of life experience.

Education & Clinical Projects Coordinator – reports to the Executive Director. Responsibilities include: delegated authority and charge of operations, in the absence of the Executive Director; organization, development, and management of the Social Work program; attends meetings; provides leadership in the development and management of education and clinical projects; coordinates clinical policy review and development; oversees the accreditation process; pandemic planning; provides back-up management functions on the floor in the absence of the Nursing Lead.

INTERDISCIPLINARY TEAM – CLINICAL & NON-CLINICAL

(includes full time, part time, and casual)

Registered Nurses, Resident Attendants/Health Care Aides, and Unit Clerks – report to the Nursing Lead.

Physicians – report to the Medical Director of Care.

Volunteer Program Coordinator – reports to the Executive Director and is responsible for managing *Volunteers* and ensuring resources are in place for the volunteer programs. This position also provides Reception and administrative support.

Social Worker – reports to the Education & Clinical Projects Coordinator.

Food Services Coordinator – reports to the Human Relations Manager and supervises the *Cooks* and *Dietary Aides*.

Maintenance Workers – report to the Executive Director.

Human Relations, Payroll & Benefits Administrator – reports to the Human Relations Manager.

Administrative Assistant – reports to the Education & Clinical Projects Coordinator.

Executive Assistant – reports to the Executive Director.

CONTRACTED SERVICES

Bereavement Coordinator

Gardener(s)

Housekeeping – contracted from Sodexo.

Internet Technician

Laundry – contracted from Sodexo.

Marshalls Pharmacy and *Clinical Pharmacist* – provides all pharmaceuticals for residents at Agapé. The Clinical Pharmacist attends Rounds as a member of the Interdisciplinary Team.

IV. STRATEGIC ACTION PLAN: 2023-2027

GOAL 1: TO FOSTER HOLISTIC WELL-BEING

Hospice Palliative Care is holistic in its approach. We are committed to supporting well-being for residents, families, and staff including the spiritual, psychosocial and physical. Our mission is clear - Led by Christian values, the community at The Salvation Army Agapé Hospice extends compassionate, holistic care and support to those experiencing the end of life journey.

Objectives for residents and families:

- Being present and meeting residents and their loved ones where they are at and helping with self-exploration in areas including but not limited to spirituality, uncertainty, emotional distress, conflict, suffering, trauma, loss and grief

Strategies:

- Continue to increase volunteerism for additional resident needs and interactive/group activities including providing aesthetic peaceful surroundings

Objectives for staff:

- Sustain a supportive environment that promotes staff well-being

Strategies:

- Develop a process for supporting staff experiencing compassion fatigue, vicarious trauma, and personal loss
 - Sensitivity, coping skills, and trauma informed care
 - Supportive conversations
- Explore enhanced staff appreciation activities
 - Empower the staff to explore special events/celebrations/milestones
 - Gratitude boards
 - Encourage and support the staff to connect and support colleagues from other hospices

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GOAL 2: TO MODEL LEADING PRACTICE & ONGOING QUALITY IMPROVEMENT

We are consistently striving to meet the priorities identified by our residents and their loved ones. We do this by respecting the unique needs that are presented to us daily and responding to rapidly changing conditions with compassion.

Objectives:

- Meet the needs of residents from diverse backgrounds

Strategies:

- Utilize internal and external community resources to optimize the support of residents and families

- Increase knowledge and expertise for staff through ongoing professional development
 - Strategies:*
 - Continue to update orientation/compulsory education to align with current legislation and accreditation standards
 - Continue to update tracking system to ensure consistency
 - Utilize technology to improve availability of learning modules
 - Incorporate latest evidence-based practice
 - Provide coaching and mentoring opportunities, including performance reviews and peer support

- Evaluate and identify areas of organizational improvement
 - Strategies:*
 - Improve operations to increase safe practice
 - Incorporate technological advancements
 - Agapé website
 - Wi-Fi
 - Netcare
 - Electronic access to policies and procedures
 - Access to current drug information
 - Maintain and establish measurable performance indicators
 - Continued work with Clinical Quality Improvement (CQI) engaging staff in small QI studies to improve care and nursing efficiency such as Plan, Do, Study, Act (PDSA) studies
 - Infection Tracking
 - Incident Trend Reporting
 - Pressure Ulcer Prevention and Tracking
 - Resident and Family Satisfaction Surveys
 - Chart Audits
 - Ongoing evaluation of medical supplies and distribution

- Maximize our service delivery through community partnerships
 - Strategies:*
 - On-going support of residents with epidural/intrathecal pain management through annual education and certification/re-certification
 - Explore external stakeholder opportunities
 - Educational Opportunities
 - Spiritual Guidance
 - Financial Support

- Meet all governing bodies and legislative requirements and achieve best practice
 - Strategies:*
 - Meet and maintain Accreditation Canada Standards
 - Meet and maintain Continuing Care Health Services Standards (CCHSS)
 - Meet and maintain The Salvation Army Accreditation Standards
 - Ongoing review and update of policies and procedures

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GOAL 3: TO CULTIVATE A HEALTHY AND SAFE ENVIRONMENT

Staff recognize and act on health and safety issues and model respect for others and for our environment.

Objectives:

- Risk Management

Strategies:

- Risk Assessments for all workers
- Safety Deficiencies Report (reviewed quarterly)
- Regular Joint Health & Safety Committee Meetings and communications
- Employee Management Advisory Committee and outcomes

- Safety and Care Related Issues

Strategies:

- Compulsory Health & Safety training provided at Orientation and annually thereafter
- Ongoing implementation of recommendations from the Joint Health & Safety and CQI Committees
- Continued updates for the ergonomically safe Back Care Program (“It’s Your Move”)
- Enhance understanding of IP&C practices with staff and families
- Hand washing audits

ENVIRONMENTAL SCAN

The number of adult hospice beds in Calgary has increased from the few initially provided by Agapé twenty-five years ago to 114 beds today. Funding for hospice beds across the province is provided by Alberta Health Services. Calgary is seen to have more hospice beds per population than other parts of the province so it is unlikely that there will be an increase in funded beds for the next five years.

APPENDIX A



The Salvation Army Agapé Hospice Organizational Chart September 2023

