

# Strategic Planning at Roger Neilson House



After a decade meeting the palliative care needs of children and youth and assisting families and caregivers in Eastern Ontario, the Board of Directors and management of Roger Neilson House began a process of renewal. The 10 year anniversary was an opportunity to reflect on the contribution the House has made in the community and to celebrate its accomplishments. But it was also a time to formally assess the organization to determine its strengths and weaknesses and the opportunities and challenges going forward.

The RNH Board of Directors established a steering committee to guide a strategic planning process. The process began with key informant interviews conducted with 28 individuals from within RNH, CHEO—OCTC, and community organizations to gather information about the wider environment and emerging trends and policy directions that influence the work of RNH. Through this process, challenges and issues that the organization faces in preparing for the future were identified. A five page Discussion Guide was prepared and circulated widely to prepare for an engagement process. The following questions framed the discussions:

- *The landscape is changing, needs are growing and becoming more complex; how will RNH need to respond to these changes?*
- *In the next decade there may be changes in the way pediatric palliative care is provided; what are the opportunities?*

Seven facilitated sessions were held with the Family Advisory Committee, the Board of Directors, family members, volunteers, staff and physicians. Individual interviews were held on request and written submissions were received.

Four themes were developed for agreement or further discussion, with a clear understanding of the opportunities ahead and the strategic considerations for each, as well as the anticipated outcomes of each in order to monitor and measure the implementation of the plan. From these themes were developed four concise strategic directions:

- *Working in partnership to meet the needs of children and families;*
- *One strong team;*
- *Excellence and leadership; and*
- *Sustainable funding.*

From this thorough and forward-looking analysis, the Vision and Mission of Roger Neilson House became clear.

## The Vision:

- *We enrich the quality of lives, no matter how short.*

## The Mission:

- *We meet the unique palliative care needs of newborns, children, youth, and their families. We lead by advocating, by advancing clinical care and family support, and by learning through research and sharing knowledge.*

With a well-understood road map firmly in hand, the Board of Directors and management of Roger Neilson House are prepared to steer the organization into the next decade and keep it on its path in an uncertain future.

We wish to thank everyone involved with helping Roger Neilson House set our course for the next ten years. Your input was invaluable.

## Vision

We enrich the quality of lives, no matter how short.

## Mission

We meet the unique palliative care needs of newborns, children, youth, and their families. We lead by advocating, by advancing clinical care and family support, and by learning through research and sharing knowledge.

## Strategic Directions

### Working in partnership

Roger Neilson House works with partners to provide a comprehensive continuum of pediatric palliative care services focussed on the needs of the child and family, so that families have access to the services they need in a timely way.

### One Strong Team

Roger Neilson House is one strong team of staff and volunteers that is nurtured, strengthened, and supported.

### Excellence and Leadership

Roger Neilson House is known for its excellence and leadership in pediatric palliative care.

### Sustainable Funding

Roger Neilson House requires sustainable funding to support the growing and changing needs in pediatric palliative care.

## Values

Roger Neilson was well known for his generosity, humanity, sense of humour, compassion, and love of children. These values, as well as the following, will govern our daily work with families, community, and each other:

- Respect
- Family-focused care
- Collaboration
- Innovation
- Excellence
- Learning
- Celebration