



Strategic Plan
2021-2024





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A Message from the Chair

There has been no other time in recent history where palliative care has mattered more. The COVID-19 pandemic has exposed the strengths and weaknesses in our health care systems, including the provision of and access to palliative care for Canadians.

Strikingly, at the very time that strong palliative care skills were required, those having to provide it lacked the required knowledge, attitudes and skills.

It has become evident that what is required is leadership and an unwavering commitment to scale and spread proven innovations to achieve lasting improvements in health care practice, patient experience, health outcomes, value-for-money, and a better work experience for all health care providers.

At Pallium, we believe we are part of that solution. Together with our partners, we will create innovative ways to support knowledge to action and ensure our health care providers are prepared to face any challenge with confidence.

This three-year plan represents a bold step forward for Pallium and captures the input from our staff and partners throughout the palliative care community. The insight and expertise they shared has been invaluable and has helped shape our path forward.

I look ahead to a bright future for palliative care in Canada. Palliative care is everyone's business, and I am honoured to be on this journey with each of you.

Gérald Savoie
Chairman

A Message from the CEO

For over 20 years, Pallium Canada has had the privilege of helping to build palliative care capacity in thousands of communities across the country and in service to tens of thousands of health care professionals working in different settings and areas of care.

Pallium Canada's 3-Year strategic plan builds on this track record of success and represents an exciting new path forward.

As our organization has evolved to meet the growing needs of those we serve, so has our approach to knowledge transfer.

While our focus on supporting health care professionals, organizations and communities remains unchanged, our approach to spread and scale the palliative care approach is moving in an exciting new direction.

For starters, we are firm believers in the concept of lifelong learning and supporting learners from the time they are in school and throughout their professional career. Providing such support requires us to move beyond a single course transaction to becoming a trusted education partner that walks alongside health care providers and ensures they are equipped with the knowledge and information they require to perform at their best and ensure patients and families receive earlier, more effective palliative care.

The content we develop and curate must continually meet the ever-changing needs of our learners and the health systems in which they are employed. It must be learner-centric, customized, leverage new technologies, flexible in its delivery, and presented in multiple ways to increase accessibility and drive uptake.

continued

A Message from the CEO

This vision compels us to think beyond the boundaries of a classroom or an online course. We will continue to embrace new approaches such as targeted course adaptations, just-in-time learning, and micro credentialling, to name a few.

In addition to developing evidence-informed, accredited content that has been at the core of Pallium's value proposition, our support shall extend to better support learners to implement into practice the knowledge they have acquired and embrace a quality improvement approach as part of their work.

Our thought leadership will continue through a bold research agenda that, in part, will measure and demonstrate the impact of our work at a systems level.

This plan provides a road map for our ultimate destination where all health systems, organizations, and communities support a palliative care approach by ensuring all care providers acquire the skills and knowledge so that patients and families receive the best possible care. If we can accomplish this, it has the potential to serve as a model of excellence for other parts of health care.

I humbly ask that you join us as partners in making this vision a reality and to help us extend this mandate in service to more health care professionals, organizations and communities. After all, palliative care is everyone's business.

Jeffrey B. Moat
Chief Executive Officer

Major Accomplishments 2018/19 – 2020/21

- Pallium has grown its annual self-generated **revenues, courses, learners and total FT headcount** by 86% (+\$600k), 60% (+176), 43% (+2,313), and 50% (+5), respectively.
- Pallium undertook a complete **rebranding** of the organization, including a new visual identity system, a new website, and a revised brand positioning.
- Pallium's network of certified **LEAP Facilitators** (certified facilitators, associates, coaches, masters, paramedics) has grown by 349 to 939.
- Pallium continued its efforts to serve numerous Indigenous Communities with its LEAP course through collaborations with the Government of Nunavut, the Yellowhead Tribal Council (Edmonton, AB), First Nations of Quebec and Labrador Health and Social Services (Quebec, QC), Interlake Reserves Tribal Council (Fairford, MB) and with the Opaskwayak Cree Nation (Opaskwayak, MB).
- Pallium has authored or co-authored 7 **scientific papers** with an additional 6 paper to be submitted before end of March 2021.
- Pallium's ongoing investments in its **IT Ecosystem** include a complexity management system, a customer relationship management system and a business intelligence tool that serve to improve operational efficiency, support growth, provide a better online experience for learners and facilitators, and a secure platform that protects the data we manage.
- Pallium launched its first **LEAP Online** course on March 26, 2020, followed shortly by its first fully self-directed online course with BC Emergency Health Services in June 2020.
- In response to **COVID-19**, Pallium quickly created and launched a collection of resources to contribute toward health care professional preparedness. This include offering free access to LEAP Online modules to over 11,000 health care professionals. In addition, Pallium held 24 webinars (to date) with 14,000 having registered, 6,100 attended and over 16,000 YouTube views.

Major Accomplishments 2018/19 – 2020/21

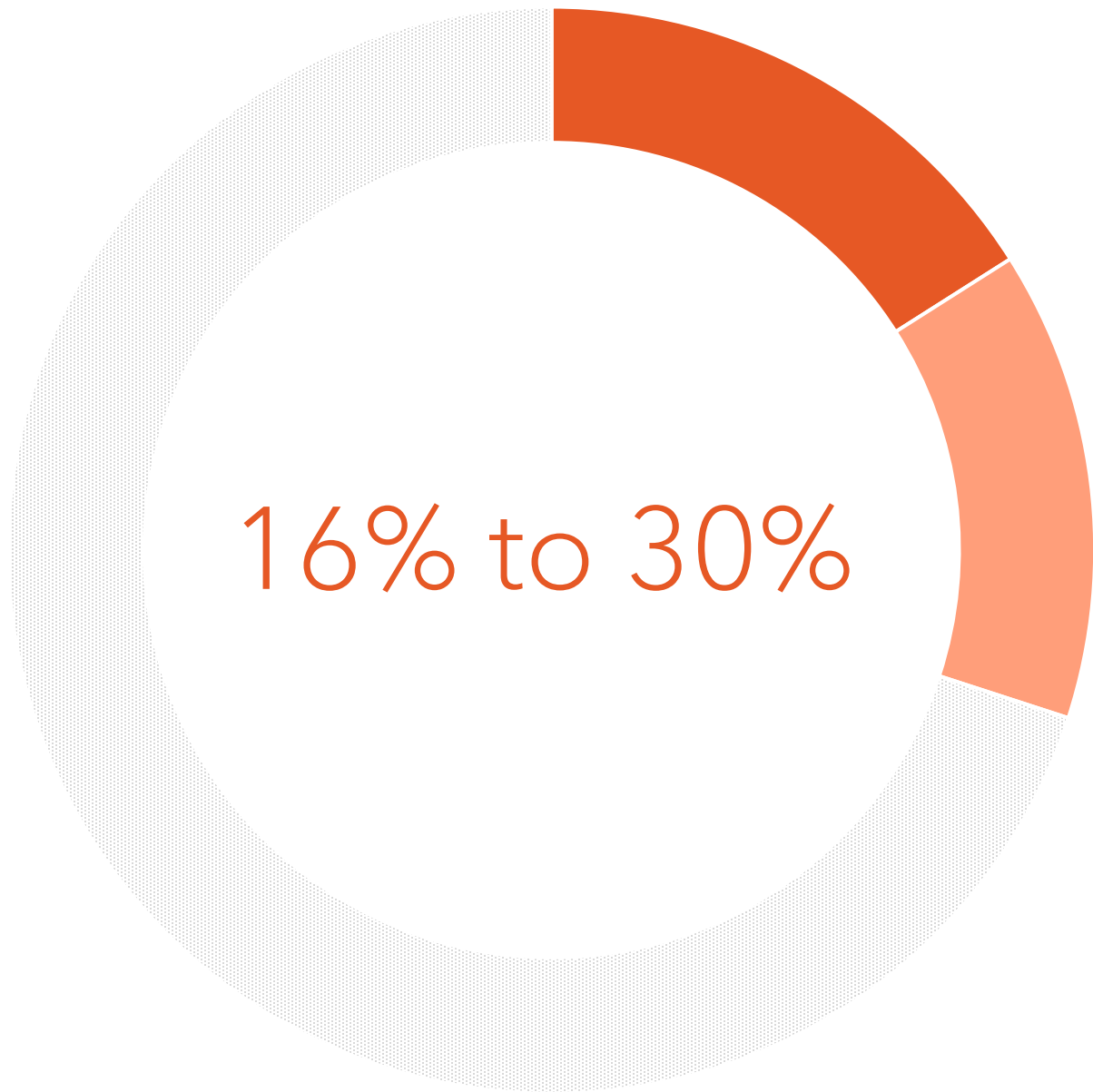
- A total of 9 **new LEAP courses** were launched to market, including LEAP Hospital, LEAP ED, LEAP Paramedic online, LEAP In-Depth, LEAP In-Depth online, LEAP LTC online, LEAP PSW, LEAP Home Care, LEAP Lung
- The Joshua Shadd-Pallium Canada research Hub at McMaster University, a partnership between Pallium and McMaster University's Department of Family Medicine, was created to undertake work to advance palliative care educational research and measure the impact of continuing professional development on the health care system.
- The **Canadian Palliative Care Atlas** was launched in 2019 to map out existing strengths, areas of excellence, and gaps across regions and provinces with respect to palliative care service availability. The Atlas will showcase a graphical representation of the status of palliative care in Canada and serve to advance a systems-thinking approach to the Canadian health care system by identifying several benchmarks of excellence and leadership. The Atlas will be the first of its kind in Canada.
- Pallium is attracting significant interest from **corporate partners** looking to invest in and leverage Pallium's key initiatives, programs, content and new knowledge. A total of 5 corporate partners have been secured to-date.
- Pallium received its **registered charitable status** (801479825RR0001) in 2020.
- Pallium secured a **5-year contribution agreement** with Health Canada to deliver the Palliative Care ECHO project, significantly contributing to the organization's financial sustainability.
- In 2020, Pallium was selected as the **Non-Profit of the Year**, an award that celebrates an Ottawa-based, not-for-profit organization that has demonstrated a meaningful, measurable and memorable impact on Ottawa's citizens and their quality of life.

The true story that inspired Pallium Canada

In the mid 1990's, George, a middle-aged man with advanced cancer saw a family physician in a small rural town in Manitoba. It was the third physician he had visited. He was experiencing severe pain, and no one had been able to help. He knew he was terminally ill, was not afraid of dying, but was fearful of suffering in the time he had remaining.

Unfortunately, the physician, like the other doctors, had never received any palliative care education. He informed George that there was nothing more he could do. George was devastated. Unbeknownst to the physician, there was much more that could be done to alleviate George's pain and suffering. George took his wife by the hand and, as he left the clinic, turned, and said: "I hope one day doctors like you can better look after people like me".





Regrettably, scenes like this still play out across Canada. We are not equipped with sufficient palliative and end-of-life care; **only 16% to 30% of Canadians have access to specialist palliative care services and the palliative care approach needs to be further adopted among primary care providers.**

It was this story that inspired the creation of Pallium Canada, a social enterprise that equips health care professionals, organization and communities with the skills and knowledge to provide earlier, more effective and more compassionate palliative care to people like George.

Vision and Mission



Vision

Improving palliative care in Canada **is everyone's business:**

It's not just the responsibility of a small number of palliative care specialist physicians and nurses. Every community has the potential to transform our society into a skilled, informed and compassionate one with respect to palliative care. Whether you are a health care organization, health care professional, community leader, carer or influencer, you can help make this happen. We all have a role to play.



Mission

Pallium equips all health care professionals and communities with the knowledge and tools to provide palliative care for every Canadian.

Guiding Principles



These guiding principles represent the values that help lead Pallium and the behaviours we agree to live by in our work and as such are embodied by our staff and leadership.

1. **CATALYST FOR CHANGE:** Communicate a clear vision, be bold and persistent, stay focused and leverage long-term partnerships built on trust
2. **TOGETHER IN SERVICE:** Work collaboratively with others and ensure the needs and perspectives of all we serve are reflected in our work
3. **FLEXIBLE, RESPONSIVE, REFLECTIVE:** Meet the unique and changing needs of our clients, respond to opportunities and challenges as they arise and apply new knowledge to new situations
4. **ACCOUNTABLE:** Communicate and justify for how our actions align with expectations
5. **TRANSPARENT:** Ensure information about our activities and impact is accurate, complete and made available in a timely way
6. **CULTURE:** Foster an organizational culture that enhances both individual creativity and the value of teamwork
7. **EXCEED EXPECTATIONS:** Overdeliver on the expectations of our clients, stakeholders and funders
8. **RECOGNIZE EXCELLENCE:** Celebrate success and recognize the accomplishments of others

- Strong board governance
- Strong financial stewardship
- Engaged partners, facilitators, and stakeholders
- Healthy workplace culture
- Strong client focus

Key Success Factors



To evolve Pallium's knowledge transfer strategy to support continuous, targeted learning that is learner-centric, informed by research, and empowered by technology that spreads and scales the palliative care approach and is a recognized model for building health care and community capacity in Canada and abroad.

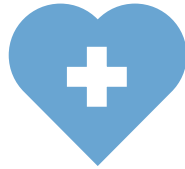


Strategic Intent

Strategic Objectives



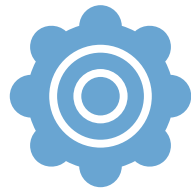
Achieving Financial Sustainability



Building Healthcare and Community Capacity



Advancing Research and Thought Leadership in Palliative Care



Delivering Operational Excellence

Achieving Financial Sustainability

Achieve financial and mission-related results that ensure Pallium meets the needs of its beneficiaries in the long term and in a sustainable manner.

PRIORITIES:

1.1 **Improve financial resiliency** to withstand and recover from temporary financial disruptions by diversifying sources of revenue, managing a growing financial reserve and mitigating risks.

1.2 **Build product and market share** by analyzing market opportunities and competing services, launching targeted marketing campaigns in support of business development activities, strengthening existing client relationships, and fostering product innovation.

1.3 **Identify, solicit, foster and steward major financial prospects and donors** to build a pipeline of on-going financial support for Pallium's mission.

Strategic Objective #1



Building Healthcare and Community Capacity

Optimize finite resources by empowering more people to provide better palliative care, thereby extending capability across health and social care systems to better meet patient and family needs.

PRIORITIES:

2.1 Accelerate the integration of palliative care in Canadian healthcare systems by equipping and empowering health care providers and the public with the knowledge and tools to support earlier, person-centered palliative care.

2.2 Optimize working relationships with key stakeholders to align and collaborate on capacity building initiatives and minimize duplication of effort.

2.3 Build a learning journey that meets learner, system, and patient needs.

2.4 Support targeted product development and innovation by understanding client needs to prioritize high impact projects, find product-market fit, and quickly scale the most promising initiatives.

2.5 Scale community capacity by promoting, scaling, and evaluating the impact of resources that empower communities with knowledge and best practices to provide and support more compassionate care.

Strategic Objective #2



Advancing Research and Thought Leadership in Palliative Care

Leverage Pallium's network, talents, passion and expertise to share insights, best practices, and innovations that challenge the status quo, and influence, inspire and advance the palliative care approach.

PRIORITIES:

3.1 Ensure research and strategic initiatives remain a source of influence that shapes the palliative care and health care sectors.

3.2 Prioritize research needs within the context of palliative care education and capacity building efforts.

3.3 Recognize and reinforce innovation, and best practice, and strengthen the profile and influences of individual contributors and the palliative care sector as a whole.

3.4 Influence palliative care policy by profiling research/impact success stories and sharing evidence and promising practices with decisionmakers and key influencers.

Strategic Objective #3



Delivering Operational Excellence

Embrace best practices and tools to create sustainable improvement within Pallium, including creating an organizational culture that will allow Pallium to deliver valuable products and services for those it serves to achieve long-term sustainable growth.

PRIORITIES:

4.1 **Build a strong organizational culture** by improving staff communications, supporting training and development, practicing flexibility, encouraging staff innovations and recognizing and rewarding valuable contributions.

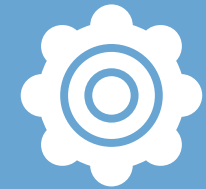
4.2 **Streamline core processes and measure performance** to enable improved efficiency, performance and organizational flexibility and responsiveness.

4.3 **Evolve and adapt IT ecosystem** to meet future learner, partner and organizational needs.

4.4 **Enhance board performance and effectiveness** through continued intentional adoption of good governance practices.

4.5 **Strike an Ambassador Advisory Council** that effectively supplements the board's skills and abilities to help guide the organization toward its stated mission.

Strategic Objective #4





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