1. Sample Completed Project Plan

Victoria Hospice Society

Pilot Project Plan

Project#: 

Author: Steering Committee
Creation Date: November 26, 2007
Last Updated: February 15, 2008
Version: Final copy
Definition of Twinning

Twinning is a professional and social collaboration between organizations in different countries to achieve mutual benefits through combined efforts and a common vision.

Victoria Hospice Twinning Vision

To achieve quality end of life care for all through shared resources, knowledge and expertise.

Note: The term “volunteers” in this document refers to project volunteers who might be Victoria Hospice paid and unpaid staff or others associated with this project.
Purpose

This pilot project will explore the mutual benefits to be achieved through the transfer and exchange of knowledge and expertise in end of life/palliative care between Victoria Hospice volunteers and an organization in another country.

The project adheres to Victoria Hospice’s Vision: “Quality End of Life Care for All”. It is further reflected in our Mission Statement: “To enhance the quality of life for those facing advanced illness, death, and bereavement through skilled and compassionate care, education, research and advocacy.” There are no national boundaries to these guiding principles. The skills that have been well honed within Victoria Hospice to meet the needs of our local community can help meet similar needs in palliative care centres in other parts of the world. And at the same time there are mutual benefits. There is an exchange of information and methodologies for dealing with physical, psychological, and spiritual issues surrounding palliative end of life care.

Victoria Hospice can benefit considerably by learning about alternative practices in end of life care and increase our understanding of different cultural overlays to the palliative end of life process while deepening our commitment to this important work.

Background

Palliative/ end of life care in many countries is almost non-existent. This results in unbearable suffering for patients who don’t have access to adequate care, medicines and equipment (see New York Times article – In India, a Quest to Ease the Pain of the Dying, September 11, 2007).

There is a long history of Victoria Hospice staff travelling to other countries to provide their expertise and experience in palliative/end of life care without formal support from our organization.

Victoria Hospice has shown peripheral support by providing material such as our text book, Medical Care of the Dying, but the opportunity to “twin” with an organization in a developing country that has similar goals for those needing palliative/end of life care is an idea that has been part of Victoria Hospice for some time.

We would not be the first hospice organization to “twin” with another palliative care centre in another part of the world. Nanaimo Hospice initiated a twinning project approximately 2 years ago with a palliative care program in Bhaktapur, a town located within the Kathmandu region of Nepal. Currently, this project has resulted in Bhaktapur Cancer Hospital receiving financial, practical, and human resources such as medication and staff training to support the ongoing advancement and sustainability of their palliative care program.

The Nanaimo-Bhaktapur project is driven by volunteer efforts and financially sustained through several fundraising activities within the Nanaimo community. Notably, the staff of Nanaimo Hospice and the palliative care community generously contribute money to support ongoing initiatives of the project. With a commitment of providing a minimum of approximately $400 per month raised by volunteers, the twin organization has been able to hire two full time nurses and a nurse’s aide, and purchase critically needed medication.

Nanaimo Hospice is prepared to support our endeavour by sharing written materials, practical experience and knowledge to help guide us.

Within Victoria Hospice an informal voluntary twinning steering committee has been formed consisting of a dedicated core group of six members, with sponsorship and oversight by the Executive Director to explore the viability and feasibility of creating a pilot project to twin with another palliative care organization elsewhere in the world. Other Victoria Hospice staff have expressed interest in the project and are wanting to support and contribute in various ways. Several members of the committee have prior international experience.
RECOMMENDATION

The Steering Committee is recommending to the management committee and the Society Board that Victoria Hospice support this proposal as it is described herein. The selection of the twin organization will be based on the criteria and by an on-site assessment of possible locations by Dr. Fraser Black who will be in India and Nepal on medical business not associated with Victoria Hospice nor paid by this organization.

Project Goals

1. To increase the knowledge and expertise of those involved in palliative end of life care within both organizations.
2. To develop cultural sensitivity to patients from different backgrounds.
3. To deepen the commitment to our vision of “Quality end of life for all”.
4. To live our values within another context that deepens their meaning.
5. To learn alternative methods for being present with patients and families.
6. To create opportunities for generosity to take place.

Scope

A three year contractual agreement will be established between Victoria Hospice Society and a health care organization in another country. The Victoria Hospice twinning steering committee will, through its approved budget, offer time-limited financial resources, equipment, educational material and expertise to our partner based on their requests. The agreement will include a mutually agreed upon cancellation clause in the formal agreement and the project will be evaluated by both parties at agreed upon intervals with a final evaluation, after the contract period has expired (see Sample Agency Agreement).

The project primarily relies upon volunteers to design, organize, manage and support the project with assistance from Victoria Hospice for monitoring finances. Based on established criteria, we will collaborate with a health care organization in another country interested in expanding their resources and open to receiving support and expertise for the delivery of palliative and end-of-life care in their community.

VHS will not finance time off work, travel or other expenses incurred for VHS personnel. These costs and others will be covered by fundraising or by grant applications to national and international organizations.

Nanaimo Hospice realized that a visit to their twin organization was essential to develop relationships, assess first hand conditions and to provide a focus on activities, and to provide hands-on help. $4000 was established as a travel fund which allowed staff to travel to the site.

Benefits

1. Learning different ways of dealing with pain and suffering.
2. Learning about the dying process in different cultures.
3. Learning alternative and complementary approaches to the relieving of suffering.
4. Enhancing Victoria Hospice’s image in the community, serve to develop new partnerships with community members and inspire different sectors of donors in the community.
5. Extending work related experience for staff.
6. Furthering our commitment to our values of Respect, Compassion, Integrity, Commitment, Collaboration, and Excellence into practical action oriented ways.
7. Drawing on resources and skills of former VHS employees interested in channeling time and energy towards this project and initiative.
8. Renewing energy, experience and passion in staff by being part of a broader purpose.
9. Helping to bring attention to the need for access to palliative care for every citizen of the world.
10. Sharing experiences to further develop educational/ teaching resources for Victoria Hospice and the twin organization.
CRITERIA FOR SELECTION OF TWIN ORGANIZATION

To ensure successful twinning the following criteria has been developed:

1. A palliative/end of life organization in a developing country that has expressed an interest in being a twinned for the purpose of enhancing palliative care.
2. The potential twinned organization has similar goals and objectives to Victoria Hospice.
3. There are individuals or groups willing to champion the project in both organizations.
4. Working knowledge of English is necessary as VHS lacks the ability to correspond in other languages.
5. Stable political climate to help safeguard the viability of the project over its lifetime.
6. Previous contact and work with the organization by VHS staff or people known to VHS.
7. An ability to identify mutual learning and knowledge transfer opportunities that will further enhance each organization.

Major Deliverables

1. Creation of a twinning project steering committee.
2. Identified project sponsor (Victoria Hospice Executive Director) who will report activities to the Board and the management committee.
3. Criteria for selecting an organization.
4. Established scope, activities, deliverables, risks and issues related to services offered to meet the partnering organization’s needs.
5. Respective responsibilities in achieving the project’s goals.
6. Contract between both parties that identify individual organization and mutual requirements.
7. Friendship Agreement.
8. Fundraising processes.
9. Communication links with all stakeholders.
10. Evaluation process for the project.
11. Financial and time commitments of Victoria Hospice and partner organization.

Stakeholders

- Victoria Hospice Society Board of Directors
- Victoria Hospice Foundation Board of Directors
- Wayne Peterson, VHS Executive Director & Project Sponsor
- Victoria Hospice paid and unpaid staff (volunteers)
- Interested former staff (e.g. retired) and community partner staff (e.g., HCCN)
- Twin organization
- Potential donors from the community
- International Association of Hospice Palliative Care

Driver Constraints

1. Potential limited resources: people and time
2. Potential lack of understanding and support by stakeholders
3. Communication challenges within VHS, between members of the steering committee, staff or between VHS and the twinning organization in the developing country.
Milestones

The high-level project milestones are:

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Target Date / Completion Date</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish Steering committee</td>
<td>December 2007</td>
<td>Dr. Fraser Black –Advisor Susan/ Marjorie/ Lorea/ Wayne/ Lucie/Caelin/</td>
</tr>
<tr>
<td>Complete Project Charter</td>
<td>January 2008</td>
<td>Steering Committee</td>
</tr>
<tr>
<td>Establish reporting mechanism to management</td>
<td>January</td>
<td>Wayne</td>
</tr>
<tr>
<td>Criteria for selecting twinned organization</td>
<td>January</td>
<td>Steering Committee</td>
</tr>
<tr>
<td>Present Project Charter to VHS management and Board for approval</td>
<td>February</td>
<td>Wayne</td>
</tr>
<tr>
<td>Finalize 2008/9 Twining Project Budget</td>
<td>March</td>
<td>Wayne</td>
</tr>
<tr>
<td>Choose twin organization</td>
<td>March</td>
<td>Steering Committee / Fraser</td>
</tr>
<tr>
<td>Sign Friendship Agreement</td>
<td>May</td>
<td>Board President &amp; Exe. Director</td>
</tr>
<tr>
<td>Completion of detailed needs assessment of Twin</td>
<td>June</td>
<td>Steering Committee</td>
</tr>
<tr>
<td>Develop Business Plan including fundraising strategy</td>
<td>July</td>
<td>Steering Committee</td>
</tr>
<tr>
<td>Sign Agency agreement</td>
<td>July</td>
<td>ED and Twin Org. rep.</td>
</tr>
<tr>
<td>Approval of Business Plan by VHS Board</td>
<td>September</td>
<td>Wayne</td>
</tr>
<tr>
<td>Begin fundraising efforts</td>
<td>September</td>
<td>All</td>
</tr>
<tr>
<td>Begin transfer of resources to twin organization</td>
<td>Fall 2008</td>
<td>Project Manager</td>
</tr>
<tr>
<td>Evaluation of project</td>
<td>Spring/Summer 2009</td>
<td>Steering Committee</td>
</tr>
<tr>
<td>Recommendations to Board for involvement beyond contracted period.</td>
<td>February 2011</td>
<td>Steering Committee</td>
</tr>
</tbody>
</table>

Funding

Within its 2007 budget Victoria Hospice provided $5000 to help structure and support the development of creating a pilot process with the understanding that once the project plan was completed it would require approval from management committee and the Board.

It is proposed that Victoria Hospice will match donations up to $400 per month over a three-year pilot period once agreements have been signed with the “twinned” organization. The maximum contribution by Victoria Hospice will be $4800 a year for 3 years. A yearly review will be conducted and a final review will be carried out after the three-year period to assess the results.

Funds will be sent to the twin organization on a quarterly basis with a monitoring process of funds in place.
Fund Raising

- The Victoria Hospice Twinning Steering Committee will work with the Victoria Hospice and Palliative Care Foundation to ensure that the twinning project will secure funding in ways and from sources that will not jeopardize funding for existing VHS activities.

- It is expected that financial contributions will originate from voluntary monthly donations using post-dated cheques.

- And from efforts such as dinners, silent auctions, car washes, teas, presentation of slide shows of “Twin Partner” organization and country.

- VHS finance department will manage contributions relating to the twinning project to ensure financial integrity and accountability.

- Fund raising projects will be delegated to and carried out by volunteers.

- Fundraising projects will be overseen by the steering committee.

- Donations from the public interested in supporting Victoria Hospice’s desire to teach and learn more about palliative end of life care services through this form of partnership.

- Grants from Educational, Charitable or Health care clinics or organizations,

- Joint ventures with established organizations, e.g. that already have a high profile in the community.

USE OF FUNDS

Eighty percent (80%) of the 2008 funds raised will be used to directly support operations in the twin organization.

The remaining twenty percent (20%), if required, will be allocated to administrative and communication support by Victoria Hospice and if funds permit, supplementary travel costs to the site by volunteers to directly help the twin organization, establish stronger partnership ties and assess progress.

Because of limited funds it is expected that the budget will accommodate 2 or 3 individuals who will do at least one on-site visit for the purposes described above. All others interested in visiting the twin organization will be responsible for their own travel and associated costs.

Financial agreements will be developed jointly with the twin organization and signed by authorized persons. Any deviation from the agreement must be made in writing and agreed to by both parties.

For the Twin Organization funds might be used to:

- Purchase and deliver medical supplies and other related materials
- Hire local staff
- Train local staff
- Pay travel costs for staff from the twin organization to train at VHS
- Support special or unexpected projects
- Meet other identified needs
- Funds to support travel of staff member(s) to appropriate centers in their own region for training
For Victoria Hospice staff and volunteers funds might be used to:

- Develop or co-develop curriculum development/educational materials with the twinned organization.
- Provide cultural sensitivity training and other educational materials to support palliative care in the twin country. Cross-cultural training through the Center for Intercultural Communication at UBC, a minimum of $250.00 per person plus possible travel expenses to Vancouver or offer the training to interested staff member at Victoria Hospice by having a trainer come here.
- Supplement travel costs to support palliative care in twinning organization country for a designated limited period. Staff would work under a pre-arranged budget, mutually agreed upon by both organizations.
- Educate steering committee members on the legalities and intricacies of handling and receiving donations and goods and how to safely and efficiently manage donations, money transfers, visa forms, etc.
- Victoria Hospice staff/volunteers would work as volunteers at the twinning organization without pay from either Victoria Hospice or the twinned organization.

OTHER COSTS

Contractors
Contractors are not required as part of this pilot project.

Equipment
A reputable computer company will likely be needed to provide technical equipment, installation and servicing of equipment in twinning country.

It may be necessary to purchase equipment to assist with communication on a one-time basis, such as computer, fax machine, telephone service for the twin organization. Also a one time purchase of a digital camera to transfer picture information back to Victoria Hospice twin for viewing of project changes and ongoing communication. The approximate cost for this one time expenditure: $1000.

Communications
Telephone calls through a system, which is traceable, printable and will allow for accountability for expenses. Estimates – $200.00 per year.

Shipping
Shipping companies will be needed to ship equipment and supplies.

Future Travel Requirements
On-site visits to be decided upon by mutual agreement between VHS, the steering committee, and twinning organization and the budget available to support travel.

FUTURE MEETINGS

1. Non-paid bi-weekly meetings once project is underway. As the project progresses meetings may be held to discuss, or present special reports from staff members who have been working with the twin project committee members in some way or have traveled to twin country and want to present a report.

2. Meetings may also involve using larger rooms for presentations to allow for larger groups to attend. Fees not likely to be involved.

3. Catering expenses may be involved for a special presentation of the "Twinning project" or for fundraising, but not anticipated for regular meetings. If catering was used possible budgeting could be approximately $500.00 or less for the year.
OTHER POSSIBLE FUTURE EXPENSES

Honorariums for outstanding support from person(s) supporting project, without salary. $500.00 maximum per year.

Roles and Responsibilities
The following descriptions define the general roles and responsibilities of the resources to support this project.

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsor</td>
<td>To ensure that the project is being executed as designed and within the parameters set by the management committee and the Board.</td>
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<tr>
<td></td>
<td>Reports on progress to the Board.</td>
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<td></td>
<td>Provides updates to the management committee.</td>
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<td></td>
<td>Facilitates/resolves issues that arise within the steering committee.</td>
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<tr>
<td>Steering Committee</td>
<td>Plans and controls all project activities.</td>
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<tr>
<td></td>
<td>Provides expert advice to the Project Manager (and Team Leaders).</td>
</tr>
<tr>
<td></td>
<td>Identifies resources.</td>
</tr>
<tr>
<td>Project Manager</td>
<td>Coordinates the delivery of materials.</td>
</tr>
<tr>
<td></td>
<td>Acquires resources.</td>
</tr>
<tr>
<td></td>
<td>Completes the assigned tasks at the scheduled time as indicated in the project plan.</td>
</tr>
<tr>
<td></td>
<td>Communicates status and project information to sponsor, committees, and project stakeholders on a regular basis as agreed.</td>
</tr>
<tr>
<td></td>
<td>Ensures all project tasks and deliverables conform to quality management standards where they exist and are appropriate to the project.</td>
</tr>
<tr>
<td>Team Leaders</td>
<td>Responsible for delivery of products within sub-project or component.</td>
</tr>
<tr>
<td></td>
<td>Identifies resource requirements</td>
</tr>
<tr>
<td></td>
<td>Completes the assigned tasks at the scheduled time as indicated in the project plan.</td>
</tr>
<tr>
<td></td>
<td>Manages issues, decisions, changes, and problems to resolution at the sub-project level.</td>
</tr>
<tr>
<td></td>
<td>Collects status from team and communicates to project manager on a regular basis as agreed.</td>
</tr>
<tr>
<td></td>
<td>Participates in management of project.</td>
</tr>
</tbody>
</table>
**Project Control**

1. The Project Manager will provide a status report after each meeting of the steering committee, or after any significant event or occurrence affecting the twinning project.

2. Communication regarding the twin organization will be via email, phone calls, or face-to-face meetings. Information will be shared either promptly with other committee members or staff via email if urgent or weekly, if non urgent at the steering committee meetings. The idea and spirit of communication, is that all staff members will be kept up to date on any significant progress or communication regarding the project.

3. All agreements and communication with the twin organization will be created, documented in written form, complete with date and time of communication.

4. All agreements with the twin organization will be created in written legal form, following the VHS Constitution and by-laws and made in duplicate, following the policy of the Canadian Income Tax Act, adhering to guidelines of the Canada Revenue Agency, Societies Act of B.C. as well as the spirit and philosophy of the Hospice Palliative Care Association and the Victoria Hospice Society.

5. Regular communication will be initiated and facilitated by the members of the Victoria Hospice Steering Committee and the twin, before, during and after formal mutual agreements have been created and signed by both parties. It will be decided by the steering committee who will be communicating with whom and what will be communicated to the twin with the idea of moving forward with clear, organized, friendly communications.

6. Known barriers to communication will be discussed with the twinning organization, before twinning agreements are signed and will also be taken into account during communications with any of the twin organization staff members.

7. If communication becomes difficult with any committee or staff member for any reason, the issue is to be brought to the VHS Sponsor to ensure that there is resolution. The spirit or tone of communication is one of caring, clarity, support and friendship.

8. Cultural barriers will be identified and discussed as they arise, in the spirit of friendship and mutual learning by both parties.

9. Meeting dates will be promptly emailed to committee members and staff.

10. Any Victoria Hospice staff that wish to take time off from their work at Victoria Hospice must do so in accordance to the organization’s vacation policies.

11. Staff that have travelled to the twin organization for work exchange will be required to give a report or presentation to the Steering Committee with invitations to management and board members. The report will be given within one month of returning from the work exchange project.

12. Written documentation of the results of the trip will also be required. The written report will be distributed to committee members, management committee and VHS board members as well as the twin organization. Pictures will be useful for explanation and informing all people who are supporting the Twinning project.

13. Communication to the public and media regarding the VHS Twinning project proposal will be facilitated by Victoria Hospice’s communication coordinator or by an appointed committee member, with information first screened by the VHS sponsor.
Risk Assessment

Potential risks include loss of money, time, and health, misunderstandings between cultural groups, and unknown risks due to political strife or natural disaster.

1. Loss of substantial amount of money
2. Loss of time
3. Loss of health
4. Misunderstandings between cultural groups
5. Change of commitment from either party
6. Unknown risks due to political strife or natural disaster
7. Unpredictability of funding

<table>
<thead>
<tr>
<th>Number</th>
<th>Risk Event or Assumption</th>
<th>Impact if Occurs (L,M,H)</th>
<th>Likelihood of Occurrence (L,M,H)</th>
<th>Mitigation Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.</td>
<td>Loss of time</td>
<td>High</td>
<td>Medium</td>
<td>Ongoing assessment of the plan.</td>
</tr>
<tr>
<td>3.</td>
<td>Loss of health</td>
<td>High</td>
<td>Low</td>
<td>Continual assessment of health concerns</td>
</tr>
<tr>
<td>4.</td>
<td>Misunderstanding between cultural groups</td>
<td>High</td>
<td>High</td>
<td>Clear and sensitive communication between partners. Communication plan to deal with conflict.</td>
</tr>
<tr>
<td>5.</td>
<td>Change of commitment from either party</td>
<td>High</td>
<td>Low to Medium</td>
<td>Readiness assessment. Frequent communication, support and assessment of concerns as they arise.</td>
</tr>
<tr>
<td>6.</td>
<td>Unknown risks due to political strife or natural disaster</td>
<td>Medium to High</td>
<td>Medium to High</td>
<td>Be alert to potential problems. Impact would depend on extent of problem. Exercise safe judgment</td>
</tr>
<tr>
<td>7.</td>
<td>Unpredictability of funding</td>
<td>High</td>
<td>Low</td>
<td>High interest and Nanaimo model demonstrates continued support and interest.</td>
</tr>
</tbody>
</table>
**Project Review and Completion Criteria**

The project will be deemed successful if:

- All parties are satisfied with the interaction
- The mutually agreed upon objectives and goals were met
- We learned something of value that can be applied in both locations
- Priority tasks are completed
- The project evaluation is positive
- All donated resources have been accounted for
- Both parties are satisfied that the contract has been fulfilled

The project will be deemed complete when:

- The contract period has ended, or
- Withdrawal from the project as allowed within the contract