



THE GINA SPENCE  
PROGRAM

# 2024 - 2027 STRATEGIC PLAN

## MISSION

The Gina Spence Program's mission is to bridge critical gaps in grief and loss support within our community by fostering resilience, healing, and hope.

## VISION

A Bermuda where no one has to face grief alone, and every individual has access to the resources and support they need to heal and thrive.

## CORE VALUES

- Compassion
- Integrity
- Collaboration
- Resilience
- Impact



## IMPACT:

Expand grief and loss programs and services that build awareness and resilience across the community

### Objectives:

- Deliver three core programs to raise awareness and treat grief and loss
- Improve outcomes measurement, reporting and storytelling
- Conduct outreach to establish relationships and partnerships that improve referrals
- Strengthen relationships with key stakeholders to enhance service delivery

## GOVERNANCE:

Develop a leading Board of Directors with a strong and sustainable leadership pipeline

### Objectives:

- Ensure Board is fully trained in nonprofit Board governance best practices
- Implement Risk Management Plan
- Create Board Succession and Recruitment Plan
- Ensure proper governance structure and protections
- Enhance Governance and Risk management policies and procedures in compliance with BNSC standards

## BRAND:

Develop a work environment that drives efficient and effective operations and supports quality service delivery

### Objectives:

- Ensure Board is fully trained in nonprofit Board governance best practices
- Implement Risk Management Plan
- Create Board Succession and Recruitment Plan
- Ensure proper governance structure and protections
- Enhance Governance and Risk management policies and procedures in compliance with BNSC standards

## REVENUE:

Manage finances and fund development with the highest standards that place sustainability at the center of our decision making.

### Objectives:

- Establish a Board Fund Development Committee
- Draft and implement a robust fund development plan with diversified revenue streams
- Develop a multi-year budget to work towards funding competitive salaries and desired organisation structure
- Explore process and viability for obtaining insurance reimbursement
- Strengthen Financial Management policies and procedures in compliance with BNSC standards

## PEOPLE/CULTURE

Build an organizational culture that fosters staff satisfaction, continuous improvement and growth

### Objectives:

- Build fit for purpose organizational structure and compensation that includes professionals with the requisite clinical qualifications
- Build a positive workplace culture of continuous improvement and professional development
- Enhance volunteer recruitment and retention strategy
- Enhance HR and PQI policies and procedures in compliance with BNSC standards

## OPERATIONS:

Develop a work environment that drives efficient and effective operations and supports quality service delivery

### Objectives:

- Conduct review of platforms and technology needed to support organizational efficiency and regulatory compliance (PIPA)
- Complete PROPEL programme to build towards BNSC accreditation
- Ensure adequate IT support
- Enhance service environment health and safety and client rights policies and procedures in compliance with BNSC standards