

# Annual Report

April 1, 2014 - March 31, 2015



North Okanagan  
*Hospice Society*



# Executive Director's Report



It has been an exciting year at Hospice. We connected with so many people during our 30th anniversary year—people who forged our history at Hospice. We are so thankful that these creative, dedicated and courageous individuals had the foresight to dream of building Hospice House. Through hard work and dedication, their dream became a reality, and today Hospice House is the pride of our community.

In 2014/15, we had two key strategic goals. First, we wanted to build on our outreach program by providing information about end-of-life issues such as caregiver support, navigating the healthcare system and providing end-of-life educational opportunities to healthcare providers and other professionals to increase their knowledge on end-of-life care. (See the REACH Program to the right of the President's Report and Practicum Experience: Learning "Hospice Palliative Care"). This community outreach focus will continue through 2015/16.

Secondly, we wanted to increase the usage of Hospice House. In 2013/14, we served 176 individuals and their families. Our occupancy rate that year was 71%. We have been working on healthcare system logistics with Interior Health to find ways to streamline admissions to Hospice House. This past year, we served 186 individuals and their families, and our occupancy rate was 79% which was a noticeable improvement. We are on target to serve approximately 200 people this year which is where we need to be to maximize the efficiency of our staffing model. We continue to work with dedicated Interior Health staff to ensure that residents of the North Okanagan have choice in their end-of-life care and that they can access our services when needed.

Our organizational Strategic Plan was renewed in November 2014. The Strategic Plan revealed additional goals for 2015–2017: to strengthen our finance department and evaluate our fundraising efforts to ensure they are earning an appropriate return on fundraising investment. In December, we welcomed Leslie Harvey as our Financial Officer. Leslie and our Financial Assistant are committed to streamlining the processing of financial data with the goal of increasing efficiency. Our next step is to refine our fundraising efforts to ensure cost-effectiveness. All fundraising efforts, specifically the special events, are being evaluated by our finance team. We will keep the community informed of any changes to our future fundraising. Our effective and efficient use of society resources remains a high priority and we will continue to be accountable to our stakeholders.

North Okanagan Hospice is very fortunate to have support from our dedicated donors and community supporters—thank you for your ongoing support. We are reliant on you to sustain our valuable work, and each year you come forward with offers to help. We are so thankful that you choose to support Hospice.

I want to express my sincere appreciation to our enthusiastic team of staff and volunteers. Their ongoing commitment to our work is commendable. Each of them brings their unique gifts of education, skill, experience and life lessons to their work at Hospice. The true impact of these gifts is best expressed by our clients as indicated by the following quote:

*Hospice House is a beautiful place to spend the rest of your life. I know our Mom was peaceful when she died and that was what we wished for. You are very special people doing a very special job and that is all anyone would wish for. Thank you.*

With your support, we will continue to provide respect, comfort and compassion in life's final journey. We look forward to another 30 years of delivering quality end-of-life care in the North Okanagan.

Respectfully submitted,

Ruth Edwards Executive Director

**A thank you** to the hospice volunteers who make a tremendous difference in the lives of our residents and their loved ones. Each of these very compassionate individuals help us every day by spending time with the residents and their family, providing pet, music and other alternative therapies, assisting in the office and much more. The work these volunteers do for us and the residents we serve is invaluable. Their dedication and selfless commitment enables us to fulfill our vision: Respect, comfort and compassion in life's final journey. Their acts of compassion both large and small, allow our residents comfort, and companionship that make the difference at a very critical point in their lives. To our Hospice volunteers, thank you!

Active Volunteers: 92	2014/15 Hours Contributed
Client One-on-One	7,041
Office Administration	2,283
Board of Directors	1,231
Facilitation: Training, Education, Meetings	891
Auxiliary Volunteers	814
Student Practicums	499
Garden	486
Fundraising	274
Bereavement Follow-Up & Memorials	258
<b>Total Volunteer Hours</b>	<b>13,777</b>

# President's Report



It is amazing to look back and think about the beginnings of the North Okanagan Hospice Society thirty one years ago. Committed members of this community had a vision and carried it forward. From the beginnings, to the building of Hospice House, through to the expansion of Hospice House, this community has ensured that end-of-life in the North Okanagan can be a journey filled with care and support.

The Board is made up of nine volunteers who are from all walks of life and who share a strong commitment to end-of-life care in the North Okanagan. The Board is responsible for all aspects of governance of the North Okanagan Hospice Society.

A very important part of the Board's mandate is to engage in planning for the future.

The Board has connected with the community in a number of meetings and surveys over the past years in order to determine North Okanagan community needs about end-of-life care and information to assist people in planning for end-of-life. Meetings have been conducted in Vernon, Lumby and Armstrong. People have been very generous in organizing meetings and very generous indeed with giving us feedback on their needs. The feedback and information will be very useful to the Board in its long-term future planning. It may not be possible to deal with some of the issues raised, such as transportation for those who do not live in Vernon and whose loved ones are in Hospice House. It will be possible to plan for many of the other issues raised however and we are grateful for the insight the community has given us.

Under the leadership of Ruth Edwards, Executive Director, Hospice House provides first class palliative care and is known province-wide for its excellent care and care team. The leadership team at Hospice House always reaches out to the community. In the last year, it reached out to the community through an amazing Living Well/Dying Well program that saw workshops delivered in Vernon, Lumby and Armstrong.

Volunteers at Hospice House contribute thousands of hours each year to the running of the House in all ways, from the gardens, to the kitchen, to working with the residents and in many other ways. Hospice House could not function as it does without these volunteers and the Society is extremely grateful for their contributions.

It is my privilege to serve as President of North Okanagan Hospice Society. I am inspired by the staff, volunteers, clients and the unbelievable support this community continues to deliver, year after year.

Respectfully submitted,

Jennifer Harry *President, NOHS*

*Thank you to Staff,*

*We are so proud of our staff for their compassion, professionalism, knowledge and creativity as they support the residents and their families in handling challenges during end of life.*

*Care Team Leader*

*We are entirely sincere. It is the goal of Hospice to provide comfort and a home-like atmosphere for final stage care, and I have truly felt part of this family. And although I cannot connect with every client and family who come to Hospice House, those I have shared their pain at a considerable time and our compassionate hugs have been a privilege of being part of the family.*



Our strategy is to develop our REACH program (**R**esources **E**ducation & **A**dvocacy to **C**hampion **H**ospice palliative care) to achieve our mandate of providing quality end-of-life care education and awareness in the community and improving the knowledge of end-of-life issues among caregivers and healthcare professionals. Components of the REACH program are listed below:

- **Research to Practice webinar series** NOHS partners with the Institute for Healthy Living and Chronic Disease Prevention at UBCO to provide free educational seminars four times per year facilitated by Canadian researchers and stakeholders.
- **Living Well/Dying Well series** With the assistance of specific funding from Interior Health Authority, we conducted workshops in Vernon, Lumby and Armstrong which were designed to improve and support people's ability to be more active in their own care.
- **Learning Network** NOHS hosts a webinar series designed to bring community professionals together to learn about end-of-life issues such as grief and loss.
- **Student practicum placements** Hospice House provides a learning environment for student practicum placements. Students include: LPNs RNs, social workers, care aides and medical residents.
- **Social media advocacy** NOHS is active on facebook, twitter and LinkedIn to ensure that we receive current information on end-of-life issues and to ensure that our information is shared with the community to boost awareness of end-of-life issues.

# Financial Report 2014 - 2015

## Statement Of Operations

For the year ended March 31, 2015

### Revenues

Interior Health Authority	\$1,174,660
Donations and Grants	\$247,159
Bequests	\$239,797
Special Events/Fundraising	\$203,701
Residential & Program Fees	\$114,102
Gaming Revenue	\$112,639
Investment Income	\$133,952
Other income	\$1,340
Loss on disposal of assets	<u>-\$12,135</u>
	\$2,215,215

### Expenses

Program Wage Costs	\$1,581,357
Amortization	\$160,132
Residential Program Expenses	\$96,147
Facility Expense	\$103,823
Fundraising	\$176,063
Organizational Development	\$77,639
Administration	\$40,015
Advertising	<u>\$6,613</u>
	\$2,241,789

**Excess of revenue over expenses** **-\$26,574**

## Statement of Financial Position

as at March 31, 2015

### Assets

#### Current Assets

Cash	\$564,076
Long-term investments maturing within 12 months	\$717,664
Accounts Receivable	<u>\$12,370</u>
	\$1,294,110

#### Capital Assets

\$2,743,650

\$2,743,650

\$31,196

\$1,472,394

\$4,247,240

**Total Assets** **\$5,541,350**

### Liabilities

#### Current liabilities

Accounts payable	\$129,385
Deferred Revenue	<u>\$99,380</u>
	\$228,765

#### Fund Balances

Invested in Capital Assets	\$2,774,846
Internally Restricted	\$1,309,905
Externally Restricted	\$233,750
Unrestricted	<u>\$994,084</u>
	\$5,312,585

**Total Liabilities and Fund Balances** **\$5,541,350**

## Sources of Revenue

- Interior Health Authority **53%**
- Events & Donations **19%**
- Bequests **11%**
- Grants **6%**
- Investment **6%**
- Fees: **5%**

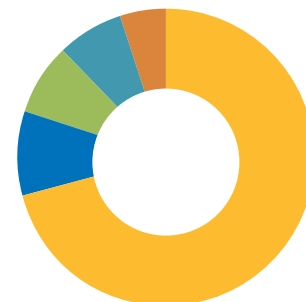


### REVENUE NOTES

- NOHS is grateful for the ongoing financial support of the Province of BC (Interior Health Authority and Community Gaming Grants).  
Risk: We appreciate funding provided by Interior Health, but it does not cover the entire cost of operating Hospice House. The risk in this funding structure is that the shortfall in revenue must be covered by fundraising. We endeavour to mitigate this risk by engaging IHA in ongoing discussions about funding.
- Fundraising sustains our programs and services. NOHS organizes three major fundraisers: Hike for Hospice, Dancing with the Vernon Stars and the Journeys Campaign. Each of these fundraisers raises funds as well as awareness of end-of-life care issues in our community.  
Risk: Fundraising is becoming increasingly competitive and expensive. In our relatively small catchment area, we compete with other worthy charities for limited charitable donations and event proceeds. Creativity in event management, focused attention on donor appreciation and evaluation of fundraising costs are tools used to mitigate this risk.
- We are so thankful to the kind and thoughtful members of our community who remember Hospice in their wills. Bequests are invested to generate annual interest income which is used to repair or replace equipment and building infrastructure and to provide seed funding for new programs.
- Grant writing is an important source of funding for NOHS. Private and public foundations and other organizations generously provide grants which fund medical equipment or research into innovative programming.
- Residents at Hospice House pay a daily fee and other nominal fees are charged for counselling.

## Operational Expenses

- Wages **71%**
- Residential & Facility **9%**
- Fundraising: **8%**
- Amortization **7%**
- Organization Development & Administration **5%**



### OPERATIONAL EXPENSE NOTES

- Wages for approximately 60 staff include: management, care staff, support staff and administrative staff. NOHS care and support staff members are covered under a collective agreement with the BC Nurses Union. Wage evaluations are conducted annually for all non-union staff. Unionized staff member wages are negotiated with the BCNU.
- Residential & Facility costs include maintenance for the building & grounds, utilities, medical supplies, housekeeping supplies and groceries.
- Fundraising expenses include event expenses, marketing and those management and staff wages allocated to fundraising.
- Organization Development & Administration expenses include staff professional development, board governance, insurance, property tax and office expenses.

This summary financial information does not contain all the disclosures required by the financial reporting framework applied in the preparation of the audited financial statements, and that reading the summary financial information is not a substitute for reading the audited financial statements. For a copy of our audited financial statements, please contact our office at 250.503.1800.



## Practicum Experience: Learning “Hospice Palliative Care”

North Okanagan Hospice Society has a long history of providing learning opportunities to nurses, care aides, social workers and medical students. A practicum is an opportunity for students to learn and gain “real world” experience in the field. At Hospice, a practicum is an opportunity to learn about high quality, whole-person care that is delivered by a team with the goal of improving the quality of living and dying.

K, a nurse at Hospice, says she hopes that when nursing students do their practicums at Hospice they learn to slow down, and realize the value of making eye contact and asking questions. They can begin to look at the person as a whole person, not just in terms of their disease or their symptoms. This philosophy is at the core of hospice palliative care. K explains that, “Here at Hospice we teach the students and staff to look at the whole person – not just the physical needs but also their psychological, social, spiritual and practical needs. We support each of our families in their journey and help them prepare for end-of-life.”

M, a care aide at Hospice, explains that the care aide practicum placement is typically short so she focuses on communication skills and psych-social aspects of whole person care – skills that care aides may not learn in other practicum placements. “The students realize quickly that the pace at Hospice is slower, less task oriented and more focused on client care,” says M. “We are able to provide more client care at Hospice because we are not rushed. There is time to sit with clients, talk with them, or stay with them

in their rooms when they cry, all of which are so important at end-of-life.” M teaches the students to look for opportunities to communicate with the residents and their family and friends.

When asked to describe what whole-person care looks like at Hospice, K recalls a special moment she shared with a family. “A family was grieving the death of their mother and grandmother. The daughter and grandkids were participating in the butterfly ceremony immediately following the grandmother’s death. I sat down and talked with the children. I asked them to tell me something that they will remember about their Grandma. The little boy said that Grandma always came to watch them ride and it was really fun to have her there. The little girl started to talk about Grandma’s gingerbread houses at Christmas. I told the little girl that I saw one of Grandma’s gingerbread houses at Hospice this year and it was covered in candies one day and the next day there were hardly any left. The boy said – ‘we ate a few’, and then chuckled. And then the mother chuckled too remembering the moment.”

In retelling the story, K emphasizes that it is the time that staff members take with families during those difficult moments that can transform that moment into a warm memory. “It is this approach to care that sets the tone for the House”, she explains. When students first come to Hospice they are “all amazed at how peaceful it is here.” At the beginning of their practicums, K describes students as being uncomfortable and nervous because they don’t know what to

expect. Similarly, M says that the students she has worked with are at first nervous about working at Hospice House but then are surprised at how comforting and homey the atmosphere is. “They are pleasantly surprised at the positive, light and bright environment.”

At end of practicum placements, students report that they are incredibly grateful to have had the opportunity to work in such a collaborative team environment. A team environment where, “everyone’s opinion is valued – the nurses, the care aides, social workers, the students – everyone works together to provide holistic care,” says K, and M agrees. “Students speak often about the team environment at Hospice House. At Hospice, all care staff members are included in developing the care plan and are respected for their opinions and their knowledge. These students leave their practicum with a greatly changed perspective on what an end-of-life experience can be.”

Both K and M realize that they cannot possibly teach students everything that there is to know about hospice palliative care during a student practicum. However, M’s hope is that, regardless of their future healthcare career path, each of the students will leave Hospice with a better understanding of the importance of compassion and respect in end-of-life care. “They will be better caregivers for it,” asserts K.

# North Okanagan Hospice Society Organizational Structure

## RESIDENTS OF THE NORTH OKANAGAN

### BOARD OF DIRECTORS

Ownership  
Linkage  
Committee

Audit  
Committee

ED Performance  
& Compensation  
Committee

Nominating  
Committee

Ad Hoc  
Committees

### EXECUTIVE DIRECTOR

### MANAGEMENT & STAFF

Learning &  
Effectiveness Leader

Financial Officer

Care Team Leader

Client Support  
Services Manager

Administrative  
Coordinator

Financial Assistant

RNs, RCAs, Social Worker,  
Counselor

Housekeepers, Cooks,  
Maintenance, Volunteers

### VOLUNTEERS

Client One-  
on-One

Administrative  
and Reception

Board of  
Directors

Garden

Facilitation  
and Training

Fundraising &  
Auxiliary

Bereavement



### 2015 Board of Directors

**Seated (L – R):** Vyvian Burton, Director; Gregory Adams, Treasurer; Edith Hockley, Vice President

**Standing (L-R):** Jerry Oglow, Director; Ruth Edwards, Executive Director; Jaron Chasca, Director; Jennifer Harry, President; Randy Hoffman, Director; Diane Weaver, Secretary; Guy Morazain, Director

**Vision:** *Respect, comfort and compassion in life's final journey.*

**Mission Statement:** *North Okanagan Hospice Society exists so there will be: Quality end-of-life care for all in the North Okanagan community at a cost that demonstrates good stewardship.*



North Okanagan  
*Hospice Society*

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For a virtual tour of Hospice House and information on our programs and services, visit our website at: [www.nohs.ca](http://www.nohs.ca)

Charitable Reg. No. 108170648RR0001  
B.C. Incorporation No. S-19593