



North Okanagan
Hospice Society

ANNUAL REPORT
April 1, 2015 - March 31, 2016

President's Report



Thirty two years ago, a number of dedicated community members began North Okanagan Hospice Society. Since then, this community has ensured that end of life journeys can be

filled with care and support, and for that we are forever thankful.

Under the leadership of Ruth Edwards, Executive Director, Hospice House provides first class palliative care and is known province-wide for its excellent end of life care. In the last year, the Leadership Team again reached out to the community through a broadly based, community focused Living Well/Dying Well program that saw workshops delivered in Vernon, Lumby and Armstrong.

North Okanagan Hospice Society could not function with such excellence without our many volunteers. Volunteers at Hospice House contribute thousands of hours each year and contribute to the running of the House in varied and critical ways.

The Board is responsible for the governance of the North Okanagan Hospice Society, and is made up of eight volunteers from all walks of life. They bring a broad range of expertise to the Board and share a strong commitment to end of life care in the North Okanagan.

A very important part of the Board's mandate is to plan for the future. The

Board is engaged in a strategic planning process focused on two broad goals: financial sustainability and working to enhance our relationship with the diverse cultural and other communities in the North Okanagan.

The first strategic goal of financial sustainability is critical. The "per bed" funding from Interior Health has not kept up with inflation over the years and additionally, Hospice House has ongoing capital requirements for such items as equipment and any necessary repairs to the aging house. There must be a focus on financial sustainability as the capital reserves are forecast to last only a few years.

The focus on diverse cultural and other communities is also important. There is a sense that some of the diverse communities in the North Okanagan may not be taking advantage of Hospice House and the other services of the North Okanagan Hospice Society. The Board will engage in research in this regard and will work with the leadership team on any gaps in service that may be found.

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

Respectfully submitted,

Jennifer Harry *President, NOHS*

A few words from our Staff



"To companion the dying and the bereaved means to be an active participant in their grief journeys. When you companion the dying and the bereaved instead of 'taking care of them,' you allow yourself to learn from their unique experiences. You let them teach you instead of the other way around."

Alan D. Wolfelt, PH.D.

This is our goal at hospice: to companion and learn from our residents. Awesome work, Everyone!

Elsie Swartz
Care Team Leader



We are so grateful for the continuum of care that all our support staff members provide. Our dedicated cooks, conscientious housekeepers and attentive maintenance staff continue to support all at hospice. Their ongoing contributions are instrumental in providing an environment of care and support to the residents and their families. Thank you.

Leigh Van Dyke
Client Support Services Manager



2015 – 2017 will be an exciting time as the REACH program (Resources, Education, and Advocacy to Champion Hospice palliative care) continues and grows. In partnership with UBC Okanagan, Interior Health, and community professionals, we are providing a variety of learning opportunities such as health care webinars, workshops, and in-services. New partnerships are being established with First Nations communities in our catchment area. Student practicums with LPN's, RNs, care aides and medical students are well attended. We continue to enhance our use of social media to increase advocacy and community awareness about hospice palliative end-of-life care events within our community.

Lorrienne Topf
Learning and Effectiveness Leader



Executive Director's Report



Another interesting year has come and gone at Hospice. A highlight for us was to be one of three finalists for the Greater Vernon Chamber Business Excellence Awards in the category of Non-Profit Excellence. We were thrilled to be a finalist!

One of the most rewarding aspects of my role as Executive Director is that I am often the person with whom family members share Hospice stories and experiences. For example, at Christmas this past year, I spoke with a family member whose brother died at Hospice House many years ago. He spoke with emotion as he remembered the care and compassion provided to his brother all those years ago. He said he can still see the faces of the staff and volunteers who cared for his brother. These stories encourage our staff to continue with their valuable work and the stories also demonstrate the positive impact that Hospice has had on our clients and their families.

North Okanagan Hospice Society's operational goal to increase our community engagement continues through outreach programs. Workshops and information sessions on end-of-life issues such as caregiver support and navigating the healthcare system have been very well received in Armstrong, Vernon and Lumby. Education provided through webinars and practicum placements for healthcare providers and other health professionals increase their knowledge on end-of-life care which can be used in their future professions in any healthcare setting. Our webinars are conducted in partnership with UBC-O and attract a national audience. The practicum placements are in partnership with UBC-O, Okanagan College, Vancouver Community College and Pro-Care.

We've had success with another operational goal: increasing the usage of Hospice House. This year, we increased our occupancy to 81% which is 10% greater than two years ago. We continue to work with Interior

Health management and staff to resolve the systemic issues such as accessing hospice services on weekends. Over the next couple of years, we hope to have our occupancy rate at 92% which will maximize staff and other resources.

We are thankful for core funding from the Province of BC through Interior Health and BC Gaming. In addition, we are thankful for grant funding for community outreach programs from the BC Centre for Palliative Care and the Sovereign Order of St John. We are so grateful for our donors and community supporters who come forward year after year to offer their support through volunteerism, sponsorship and donations.

Our most sincere appreciation and thanks goes out to our dedicated team of staff and volunteers. They put empathy and compassion into practice every day. Each of them is able to bring strength in the moment that it is required. It is a privilege to work alongside people who choose this work - they show compassion for hundreds of people every year and have exceptional skill at finding out what is going to be the best care possible for each client. The true impact of these gifts is best expressed by our clients as indicated by the following quote:

My granddaughter and I said our good-byes. The nurse confirmed she had passed. She was where she wanted to be at the end and I am so thankful that she was transferred into your caring hands just the day before. Hospice remains near and dear to my heart and always will. You are a God-send to our community. Thank you all for what you do every day. And yes, my butterfly visits me every day. She is free - no more pain - no more struggling for breath - no more meds - just peace. My love to you all.

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

Active Volunteers: 104	2015/16 Hours Contributed
Client One-on-One	6,537
Office Administration	2,273
Board of Directors	1,193
Facilitation: Training, Education, Meetings	585
Auxiliary Volunteers	607
Student Practicums	1,626
Garden & Yard	851
Fundraising	220
Bereavement Follow-Up & Memorials	414
Total Volunteer Hours	14,306

Volunteer Support



Our volunteers give of themselves, bringing with them their life experiences, skills, compassion, intellect and humor and ask for nothing in return; yet they receive friendship, appreciation and personal satisfaction. They volunteer for many different reasons but for whatever reason they volunteer, providing support, skills, and abilities to give our residents and their families hope, strength and the courage to face another day. They do not ask for accolades, giving their time generously without any expectation of reward. Yet they receive the reward of comradeship with other volunteers who they may never have met otherwise. Margaret Mead said "never doubt that a group of thoughtful citizens can change the world". Hospice volunteers create that change, one family at a time.

Leigh Van Dyke,
Client Support Services Manager

Hospice House Statistics 2015/2016

According to the Canadian Hospice Palliative Care Association: for each person who benefits directly from end-of-life care and knowledge, another five people benefit indirectly (including family, friends, colleagues and healthcare providers).

Hospice House Residents	204 people
Age 70+	66%
Age 40 - 69	34%
Cancer Diagnoses	75%
CHF and COPD Diagnoses	6%
Greater Vernon Residents	75%
Armstrong/Enderby Residents	12%
Lumby/Cherryville Residents	8%
Transferred from Vernon Jubilee Hospital	75%
Transferred from Home	21%
Discharges to Home or Other Facility	17 people
Average Length of Stay	20 days
Occupancy Rate	81%
Memorial Participants	150 people
One-on-One Counselling Clients	171 people
Grief and Bereavement Group Clients	17 people
Holiday Transitions Participants	20 people
Celebrate-A-Life Participants	200 people
Workshop Participants	174 people
Webinar Participants	400 people

Financial Report 2015 - 2016



We've experienced some changes in the finance department this year. We replaced contracted positions with one staff position to streamline processes. We also included all managers in the budget preparation process. This has resulted in a heightened understanding by all staff of the organization's financial operations and the need to steward our resources responsibly.

We did not conduct the Hike for Hospice this year since we are re-evaluating the event to be sure that we are obtaining an appropriate return on fundraising investment. This is part of our effort to gain greater cost-effectiveness in fundraising. Our two very successful fundraisers will continue: Dancing with the Vernon Stars event (September 30) and the Journeys Campaign direct mail fundraiser (September – December). 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.

Leslie Harvey, *Financial Officer*



Knights of Columbus, Armstrong January 2016



Greater Vernon Chamber of Commerce Excellence Award Nomination February 2016



Salt Fowler Team April 2016



Enderby Lions May 2016

North Okanagan Hospice Society thanks the following sponsors for their support of our fundraising events in 2015/16. Their contributions are integral to the success of our fundraising efforts. We are very grateful that they choose to support end-of-life care in our community.

A&M RV Rental

Alternatives Funeral & Cremation Services

Beachcomber Home & Leisure

Black Press Group

Catherine Gardens

Clark Robinson, Chartered Professional Accountants

Fanny's Furniture

Godard Construction

H&L Glass

Hayden Fitness

Kal Tire

Kekuli Bay Cabinetry

Louisa Cochrane Personal Real Estate Corp.

M&K Ready Mix

Michitsh Systems Inc.

MJO Wine Tours

New Horizon Productions

Nixon Wenger LLP

Nolan's Pharmasave

Norval Event Rentals

Protocol Technologies

Pure Granite Rocks

Red Bird Acupuncture

Royal Lepage

Schubert Centre

Sproing Creative

Stephanie Tambellini Design Studio

Summit Financial Planners, Greg & Dorothy Mussenden

Sun FM

Vernon Morning Star

VantageOne Credit Union

Wayside Press

We Care Home Health Services

White House Mortgages

Statement Of Operations

For the year ended March 31, 2016

Revenues

Interior Health Authority	\$1,182,307
Donations and Grants	266,913
Bequests	15,077
Special Events/Fundraising	254,844
Residential & Program Fees	120,538
Gaming Revenue	105,645
Investment Income	65,470
Other income	1,140
Loss on disposal of assets	<u>(2,302)</u>
	\$2,009,632

Expenses

Program Wage Costs	\$1,614,101
Amortization	164,669
Residential Program Expenses	88,725
Facility Expense	109,913
Fundraising	141,803
Organizational Development	80,974
Administration	38,419
Advertising	<u>4,349</u>
	\$2,242,953

Excess (deficit) of revenue over expenses **(\$233,321)**

Statement of Financial Position

as at March 31, 2016

Assets

Current Assets

Cash	\$504,784
Short-term Investments	599,722
Accounts Receivable	<u>15,864</u>
	1,120,370

Capital Assets 2,664,085

Long Term Investments 1,538,297

4,202,382

Total Assets **\$5,322,752**

Liabilities

Current Liabilities

Accounts Payable	\$148,488
Deferred Revenue	<u>95,000</u>
	243,488

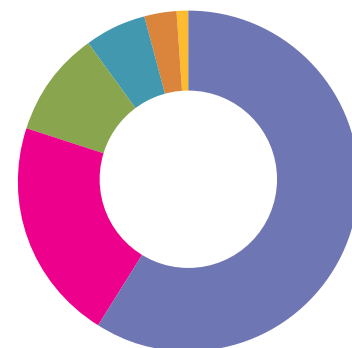
Fund Balances

Invested in Capital Assets	2,664,085
Internally Restricted	1,297,854
Externally Restricted	189,801
Unrestricted	<u>927,524</u>
	5,079,264

Total Liabilities and Fund Balances **\$5,322,752**

Sources of Revenue

- Interior Health Authority **59%**
- Events & Donations **21%**
- Grants **10%**
- Fees: **6%**
- Investment **3%**
- Bequests **1%**

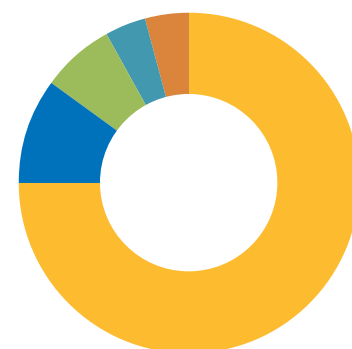


REVENUE NOTES

- NOHS is grateful for the ongoing financial support of the Province of BC which includes Interior Health Authority funding and Community Gaming Grants. *RISK:* Interior Health funding does not cover the cost of operating Hospice House. The shortfall is covered by fundraising. We endeavour to mitigate this risk by engaging IHA in ongoing discussions about funding.
- Fundraising is required to sustain our programs and services. NOHS organizes two major fundraisers: Dancing with the Vernon Stars and the Journeys Campaign. The benefit of these fundraisers is two-fold: raising funds and raising awareness of end-of-life care issues in our community. We attribute the financial success of these fundraisers to ongoing community support through sponsorship, event participation and gifts-in-kind. *RISK:* Fundraising is 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 through bequests. *RISK:* Bequest amounts vary greatly from year to year and therefore cannot be conservatively considered operational funding. Bequests are typically invested to generate interest income which is used for equipment and building infrastructure needs and to provide seed funding for new programs.
- Grant writing is becoming an important source of funding for NOHS. The Sovereign Order of St John and the Royal Canadian Legion are examples of two organizations which provided grant funding for innovative programming and equipment replacement.
- Residents at Hospice House pay a daily fee as mandated by the Ministry of Health. This fee and other nominal fees for counselling services are ongoing sources of revenue for NOHS.

Operational Expenses

- Wages **75%**
- Residential & Facility **10%**
- Amortization **7%**
- Fundraising: **4%**
- Organization Development & Administration **4%**



OPERATIONAL EXPENSE NOTES

- Wages include: management, care staff, support staff and administrative/finance staff. Care staff and support staff are members of the BC Nurses Union (BCNU). Unionized staff member wages are negotiated with the BCNU.
- NOHS commits to a sustainable wage structure by conducting annual wage evaluations and comparisons.
- Residential & Facility costs include maintenance for the building & grounds, utilities, medical supplies, housekeeping supplies and groceries.
- Fundraising expenses include event expenses.
- 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.



Thank you to the Royal Canadian Legion Poppy Fund for their generous support in the purchase of a bladder scanner.

Staff members (L-R):
Susan, Wes and Karen



Thank you to the Mr. and Mrs. P.A. Woodward's Foundation for their generous support in the purchase of two new bed frames.

Staff members (L-R):
Tammy, Barbara and Kim

Congratulations to Nolan's Pharmasave!

North Okanagan Hospice Society was pleased to nominate Nolan's Pharmasave for the 2016 Greater Vernon Chamber, Business Excellence Awards. We were thrilled when Nolan's won the Customer Service Award and the Business of the Year Award!

PHARMASAVE®

Nolan's Pharmacy

Nolan's has been an invaluable partner to Hospice. They have provided palliative pharmaceutical services for Hospice House residents since 2001. Nolan's sensitively and knowledgeably supports our residents on their end-of-life journey. The pharmacists at Nolan's have taken advanced training in palliative pharmaceuticals so that they can assist Hospice staff in managing the acute pain and symptom needs of residents.

Nolan's pharmacists generously attend weekly rounds at Hospice House to provide their pharmaceutical expertise. On a daily basis, they advocate strongly with for our clients who require immediate admission to the program or who have specialized medication requirements.

The pharmacists at Nolan's provide this pharmaceutical support and each of our residents at Hospice House has greatly benefited from Nolan's knowledge, experience, advocacy and dedication.

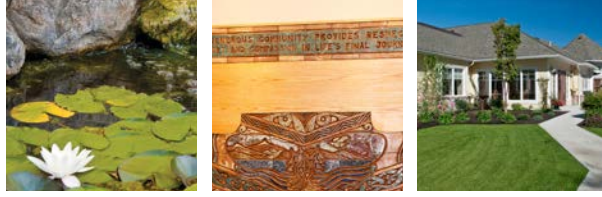
THANK YOU Vernon Home Building Centre!

The owners, management and staff at Vernon Home Building Centre have generously supported Hospice since 2006. For the past 10 years, they conducted the annual Ladies Charity Golf Tournament at Spallumcheen Golf Course with proceeds benefitting Hospice. During this period, they donated \$257,049 to Hospice in support of programs and services.



We are sad to say that Vernon Home Building Centre decided that 2016 was the last year that they would organize the golf tournament. However, they have graciously agreed to stay on as supporters and advisors as Hospice takes over conducting the golf tournament in 2017.

We thank Vernon Home Building Centre for their generous 10 year commitment to Hospice. We are looking forward to the 2017 golf tournament and encourage you to follow our progress on facebook. If you are interested in participating on the organizing committee, please contact Leslie Harvey, 250.503.1800.



BC Centre for Palliative Care Seed Grant Funding

living *well* ❖ dying *well*: **Active Decision Making**

The purpose of this project is to develop, implement and evaluate a series of workshops designed to support an upstream Palliative Approach to care. Workshops will be tailored to the community, taking into account whether the community is urban or rural, and whether computer literacy and computer access are issues.

Workshop Series A | **Caregiver Support: A Family Caregiver (FCG) Decision Guide**

- Introduce the Palliative Approach to Care concept
- Introduce the guide as a support for FCGs affected by life-limiting illnesses
- FCGs will recognize the guide as a resource that supports them in decision making
- FCGs will work “hands on” with the guide

Workshop Series B | **Advance Care Planning (ACP): A Hands On Approach**

- Introduce the concept of ACP
- Facilitated group work utilizing “Go Wish” as a tool to:
- Promote discussion about ACP and identification of a substitute decision-maker
- Engage in a process of personal values clarification and prioritization
- Prepare for earlier conversations with family, friends, and healthcare providers

Sovereign Order of St. John Grant Funding

First Nations Engagement Project

The purpose of this project is to build on our relationship with First Nations peoples in the North Okanagan as it relates to providing end-of-life care.

Joint workshops for First Nations healthcare providers and family caregivers:

- **An Introduction to North Okanagan Hospice Society:** programs, services, eligibility for services, holistic principles of pain and symptom management
- **An Introduction to Palliative Care:** benefits and accessibility of supportive care, benefits of early intervention with palliative care, advance care planning, roles of Interior Health authority, first Nations Health Authority and Indian Affairs in the provision of health services to First Nations

Workshops for First Nations healthcare providers:

- Supporting healthcare workers whose clients frequently include family members: Education on supporting an early approach to palliative care, information on supporting death in the home, pain and symptom management, grief and bereavement support, and the death saturation effect resulting from numerous personal losses



Eligibility for Hospice House Services

Please note that referrals for admission are considered on an individual basis and will be dependent on bed availability and care requirements

- They have a palliative diagnosis (6 months or less to live)
- They have a doctor who will support them at Hospice House in Vernon
- They are registered with the Palliative Care Benefits Program
- Their goal of care is comfort-focused, not cure-focused
- They are currently in hospital, in their own home or community facility

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



2016 Board of Directors

Seated (L – R): Vyvian Burton, *Director*; Jennifer Harry, *Board President*

Standing (L-R): Jaron Chasca, *Director*; Guy Morazain, *Director*; Ruth Edwards, *Executive Director*; Jerry Oglow, *Board Secretary*; Randy Hoffman, *Board Vice President and Treasurer*; David MacBain, *Director*



Missing: Dr. David Kennedy, *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

For a virtual tour of Hospice House and information on our programs and services, visit our website at: www.nohs.ca

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Email: info@nohs.ca



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