



**ANNUAL REPORT**  
April 1, 2017 - March 31, 2018



North Okanagan  
*Hospice Society*

# Executive Director's Report



Our goal each year is to meet or exceed the expectations of the residents of the North Okanagan. Hospices are said to have both a “soft front and a

strong back” and that one cannot exist without the other. Our “soft front” of care, empathy and compassion are provided against the backdrop of our “strong back” of solid organizational policies. It is our daily attention to both aspects of Hospice that ensure excellence in the delivery of our services.

The challenge faced by NOHS this year was Medical Assistance in Dying. Interior Health Authority has not mandated that Medical Assistance in Dying be conducted at our Hospice House, and for this we are thankful. Medical Assistance in Dying is a sensitive and polarizing issue with many layers of complexity. NOHS conducted a comprehensive review of Medical Assistance in Dying to better understand how it might impact our work. NOHS surveyed staff and volunteers for their thoughts on Medical Assistance in Dying. Healthcare professionals from around the province, with decades of palliative care experience, were interviewed to garner their broad range of insight on the issue. We examined many areas of risk and uncertainty. NOHS confirms that our staff will

continue to provide quality palliative care for all residents at Hospice House. If some of our residents wish to access Medical Assistance in Dying, we will support them in that decision, we will assist them in obtaining the required assessments and then transfer them to another location to have the procedure completed.

Our operational goal of increasing occupancy at Hospice House to 90% proved to be difficult. There were many systemic barriers to overcome, but with diligence and consistent communication with our partners at Interior Health, we were able to resolve logistical challenges. For the last reporting period of 2017/18 and the first reporting period of 2018/19, we were encouraged to see that our occupancy rate had increased once again to 89%.

We welcome new staff and volunteers to Hospice and wish our former colleagues all the best in their retirement or new ventures. We are confident, that wherever they go, a part of Hospice goes with them and that they will continue to advocate for quality end-of-life care in our community.

Our nurses, care aides, social worker, counsellor, housekeepers, cooks, maintenance staff, administrative staff and management demonstrate cooperative teamwork every day. Their dedication and

generous spirit are evident as they support our clients at end-of-life.

Our volunteers are truly amazing in their capacity to give their time and talent in service to those who are at end-of-life. These wonderful individuals are involved in every program and service that is offered by Hospice – we wouldn't be the same without them!

Province of BC funding (through Interior Health) provides our core funding. We are grateful for this major source of revenue and our cooperative partnership. We regret to inform you that our funding through BC Gaming was reduced this year, but we are thankful for the funding that we continue to receive. 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.

On behalf of the management, staff and volunteers at Hospice, thank you for your continued support of our work in providing respect, comfort and compassion in life's final journey.

Respectfully submitted,

A handwritten signature in black ink that reads "Ruth Edwards".

Ruth Edwards, Executive 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.*

# President's Report



The Board of Directors is pleased to report to members of the Society that, once again, the quality end-of-life care services and programs provided to residents of the North Okanagan are provided with the excellence we are noted for.

This achievement can only be met by the caring, professional, and dedicated staff and volunteers and the leadership of Ruth Edwards, Executive Director and her Leadership Team.

Each year brings new challenges to the Society and this year did not disappoint. In particular the Board of Directors recognizes the efforts of our staff and volunteers for their precautionary work in May to re-locate Hospice House residents and safeguard Hospice assets in case the creek flooded. The Board also recognizes the support and cooperation of Interior Health Authority staff members who were responsible for ensuring our clients' care was maintained during this difficult period.

This year, the Board considered the Medical Assisted in Dying legislation (MAiD) to determine the Society's role in MAiD. After many months of discussion, research, interviews, and consultation the Board decided that MAiD would not be performed at Hospice House but that Hospice would support the assessment procedures leading to MAiD.

This year, the Society was supported with donations, grants, and special events that generated over \$600,000 which represents 30% of the total revenue required for our palliative care services each and every year. Without these funds, the Society could not achieve its vision and mission for the residents of the North Okanagan. The Board and the Society are extremely grateful for the generosity of donors and fund-raising which support the mission of the Society. Thank you on behalf of the clients of Hospice and the people served by the community programs and educational opportunities.

I would like to thank the directors who serve as volunteers on the board for your time, dedication to the Society, and your leadership that ensures the Society remains the valuable asset that it is.

As the new fiscal year begins, the Board will be seeking a long term relationship with Interior Health to achieve sustainable funding and to strive for a Society-to-Interior Health relationship that strengthens the role of Hospice and palliative care in the North Okanagan.

In closing thank you to all the staff, volunteers, donors and fundraisers for your continued support of Hospice House.

Respectfully submitted,

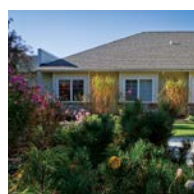
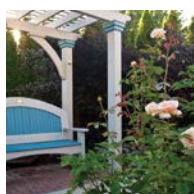
Randy Hoffman, *President, NOHS*

## Hospice House Statistics 2017/2018

Total Admissions	170 people
Age 70+	70%
Age 40 - 69	30%
Cancer diagnoses	80%
CHF and COPD diagnoses	9%
Greater Vernon Residents	78%
Armstrong/Enderby Residents	10%
Lumby/Cherryville Residents	6%
Transferred from Vernon Jubilee Hospital	69%
Transferred from home	29%
Discharges to home or other facility	12 people
Average Length of Stay	21 days
Occupancy Rate	81%

## Active Volunteers: 112 2017/18 Hours Contributed

Client One-on-One	6,410
Office Administration	2,105
Board of Directors	843
Facilitation: Training, Education, Meetings	217
Auxiliary Volunteers	587
Student Practicums	719
Garden & Yard	437
Fundraising	494
Bereavement Follow-Up & Memorials	264
<b>Total Volunteer Hours</b>	<b>12,076</b>





# Thank you to our Event Sponsors!

We appreciate your generosity and support! Each of the following sponsors provided a minimum of \$1,000 towards the cost of our fundraising events. Thank you for making a difference in the lives of those who are at end-of-life.



## Living Well/Dying Well Community Program

We were grateful to take part in the Go Wish Workshop. It was informative and valuable and time well spent in discussing our advance care planning. We had important conversations about what we needed to think about and prepare for regarding our end of life care and what we need to share with each other and our kids. Thank you to Hospice for offering this excellent session.

--Workshop participants

## Financial Report 2017 - 2018



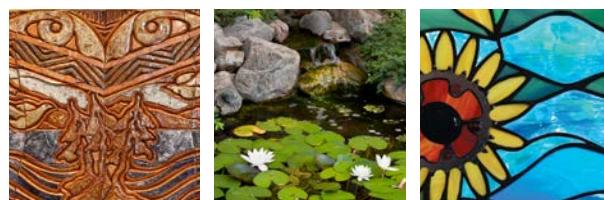
This year, our focus in the finance department was to implement the cost saving ideas and suggestions brought forward by management and staff last year. With the support of staff, volunteers and management, the implementation of these changes went very smoothly.

Fundraising continues to be an integral part of our funding. We are grateful to the residents of the North Okanagan for their generosity. With tremendous community support, commitment and enthusiasm, our two major fundraisers - Dancing with the Vernon Stars (September 28, 2018) and the Journeys Campaign direct mail solicitation (September - December) will be big successes again this year.

We launched a new fundraiser this year. We encouraged monthly donors to sign up for our Canada 150 campaign to support our outreach programs in celebration of Canada's 150th birthday. Monthly donations are an easy way for donors to manage charitable contributions and the monthly donations assist Hospice in stabilizing cash flow. We are confident that this monthly donor program will grow.

As always, our effective and efficient use of Society resources remains of utmost importance and we continue to be accountable to our stakeholders.

Leslie Harvey, *Financial Officer*



# Statement Of Operations

For the year ended March 31, 2018

## Revenues

Interior Health Authority	\$1,225,482
Donations and Grants	163,708
Bequests	6,554
Special Events/Fundraising	351,704
Residential & Program Fees	133,273
Gaming Revenue	113,462
Investment Income	104,668
Other income	<u>1,055</u>
<b>Total Revenue</b>	<b>\$2,099,906</b>

## Expenses

Program Wage Costs	\$1,605,480
Amortization	174,535
Residential Program Expenses	86,053
Facility Expense	92,401
Fundraising	171,547
Organizational Development	52,083
Administration	40,231
Advertising	<u>3,000</u>
<b>Total Expenses</b>	<b>\$2,225,330</b>

**Excess (deficit) of revenue over expenses** **( \$125,424 )**

# Statement of Financial Position

as at March 31, 2018

## Assets

### Current Assets

Cash	\$581,963
Short-term investments	774,235
Accounts Receivable	<u>28,663</u>

1,384,861

2,375,737

**Long Term Investments** 1,358,812

3,734,549

**Total Assets** **\$5,119,410**

## Liabilities

### Current liabilities

Accounts payable	\$154,296
Deferred Revenue	<u>71,000</u>
	\$225,296

**Fund Balances**

Invested in Capital Assets \$2,375,737

Internally Restricted 1,256,096

Externally Restricted 159,115

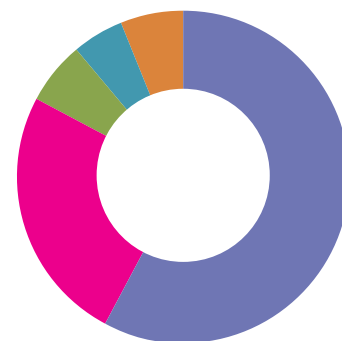
Unrestricted 1,103,166

\$4,894,114

**Total Liabilities and Fund Balances** **\$5,119,410**

# Sources of Revenue

- Interior Health Authority **58%**
- Events & Donations **25%**
- Grants **6%**
- Fees **6%**
- Investment **5%**



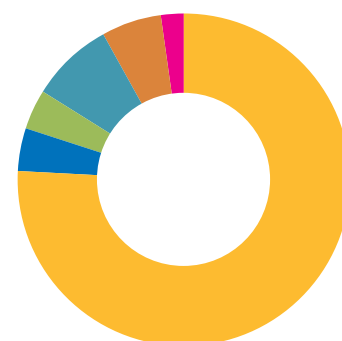
## REVENUE NOTES

- NOHS is grateful for the ongoing financial support of the Province of BC which includes funding from Interior Health Authority, Ministry of Health and Community Gaming Grants.  
*RISK:* Interior Health funding continues to fall short of the operating costs of Hospice House. NOHS continues to negotiate with IHA for sustainable core funding.  
*RISK:* Community Gaming Grants were reduced by \$24,000 for the 2018/19 period. NOHS must research other sources of funding to replace this previously stable source of funding for our volunteer and grief and bereavement programs.
- Approximately \$600,000 in annual fundraising is required to sustain our programs and services. Our two major fundraisers, Dancing with the Vernon Stars and the Journeys Campaign, continue to grow in success. We've introduced a new fundraiser to encourage monthly donors. 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 only conservative amounts are budgeted for operational funding.
- Grant writing is an important component of revenue.  
*RISK:* Grants for ongoing programs are difficult to source. Grants are best suited for capital purchases or seed funding.
- 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

(excluding amortization)

- Wages **76%**
- Facility Costs **4%**
- Organization Development & Administration **4%**
- Program Expenses **8%**
- Fundraising Event Expenses **6%**
- Other **2%**



## OPERATIONAL EXPENSE NOTES

- Paid staff members include: management, care staff, support staff and administrative/finance staff.
- Care staff and support staff are members of the BC Nurses Union (BCNU). Our Collective Agreement with the BCNU is effective until June 2020.
- NOHS commits to a sustainable wage structure by conducting annual wage evaluations and comparisons.
- Approximately 76% of the Society's costs are staff wages.
- RISK:* Given the proportion of wage costs to total costs, meaningful cost savings are achieved only through reductions to wages or staffing levels. Sustainable, core funding from government is required.

# A few words from our Staff

## Lorrienne Topf

Learning and Effectiveness Leader



The North Okanagan Hospice Society (NOHS) advocates for all aspects of hospice, palliative care. NOHS supports education, research, and clinical care for those facing the end of their lives. Our staff and volunteers are dedicated and passionate as they serve the dying and those who love them.

**Education:** Our REACH program (Resources, Education, and Advocacy to Champion Hospice palliative care) continues to grow and flourish. The REACH program is designed to engage, inform, and educate the public and professional care givers with the goal to improve palliative, end-of-life, and bereavement care. NOHS reaches out to the public and clinical staff through educational events such as community events, on-line webinars, professional development workshops, and in-house in-services.

**Research:** We are entering our second (2nd) year of partnership with the NavCare (Navigation, Connecting, Accessing, Resourcing, and Engaging) study. We have matched our specially trained hospice volunteers with older adults living in the community with a serious illness with the hope to improve quality-of-life. Early benefits of the study have indicated a reduction in social isolation, networking to resources, and facilitation of improved relations with families.

**NavCare program:** *The experience of volunteering has changed my life completely. This is another program which demonstrates the need for volunteers. We have a very large number of people who require services and our systems are getting so complicated, most don't know which way to turn, to find what they are looking for. Every opportunity that arises, I take a moment to share my experiences with others, hoping that this will open up a door for them.*

--NavCare Volunteer

**Clinical Care:** Part of our work at NOHS is planning for the future and ensuring quality end-of-life care is available to all. Our student practicums for medical students, registered nurses, licensed practical nurses and health care aids provide an opportunity for students to learn the type of skilled and compassionate care necessary to ensure quality care.

*As I write this, my time is coming to close as I retire from my position as the Learning and Effectiveness Leader. It has been an honour and a privilege to work in such an incredible, compassionate and caring environment with staff and volunteers who strive for excellence in the care that is provided and received.*

--Lorrienne, Learning and Effectiveness Leader

## Tanya Stilborn

Support Services Leader



When we reflect on the work we have accomplished over the past year, we think of it as a time of gratitude, reflection and transition.

We feel a deep sense of privilege and honour when a family chooses to entrust the care for their loved one with us. We know that an organization is only as good as its people and for us, it is the collective and individual efforts of each member of our team, including our staff and volunteers that make us special.

If our walls could talk, they would reveal the comfort, care, laughter, compassion and tears that are given every day by the special people who care to make a difference during one of the most difficult journeys in life.

Thirty four years ago we started off with a handful of volunteers and one community client. Currently we have 112 active volunteers and 60 staff who have served 170 clients this year. In addition to the renowned expertise provided by our employees, our volunteers also make each and every moment special in their selfless donation of time and talents. They are an integral part of what hospice stands for and we simply could not provide the excellence in care, compassion, and support if it were not for their resounding impact. In 2017/18, our amazing team of volunteers supported our operations by logging 12,075.25 hours.

The warmth of our Hospice House is filled with love, laughter and generosity because of so many who give so much of themselves to make it a special place. Thank you to our dedicated staff, volunteers, donors and supporters who continue to help us to thrive as a pillar in the community with a stellar reputation for committed, compassionate care and leadership in quality end-of-life care.

# Elsie Swartz

Care Team Leader



Hospice palliative care practicum placements at Hospice House provide nursing and care aide students with a deeper understanding of patients' needs. The skills learned in hospice palliative care can be applied in any clinical setting and will benefit their patients throughout their careers.

Below are statements from a nursing practicum student and her NOHS preceptor. These statements provide insight into the care provided at Hospice House and the commitment of Hospice staff to their work at Hospice and their profession:

I have learned a lot as a student and as an individual in my practicum placement at NOHS. Palliative nursing has been the most humbling learning experience I've had so far in my nurse training. It is a privilege to be able to care for someone while they are dying and it is much more than what a textbook or skills lab can teach you. Sometimes patients just need their hand held and someone to talk to.

I will always remember how kind, warm and welcoming everyone at NOHS has been. I was made to feel so welcomed.

--Thompson Rivers University,  
3rd year RN student

After reading the student's comments (above), I understand why I like working with students. They keep me on my toes with all of their questions. I hope I make a positive impact on our up and coming nurses. They will be caring for us and our families.

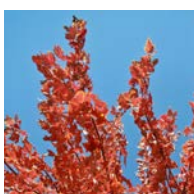
--NOHS RN, Preceptor



## BC Hospice Palliative Care Association

North Okanagan Hospice Society is proud to be a member of BC Hospice Palliative Care Association (BCHPCA) and the Canadian Hospice Palliative Care Association. Ruth Edwards, Executive Director at NOHS has served on the BCHPCA Board of Directors for the past 4 years and currently serves one of the Vice Presidents.

BCHPCA is a not-for-profit which has been representing individuals and organizations committed to promoting and delivering hospice/palliative care to British Columbians since 1986. BCHPCA members provide a broad range of services to British Columbians who are dying and to their loved ones who are grieving; BCHPCA Members provide these services in all regions of the Province.



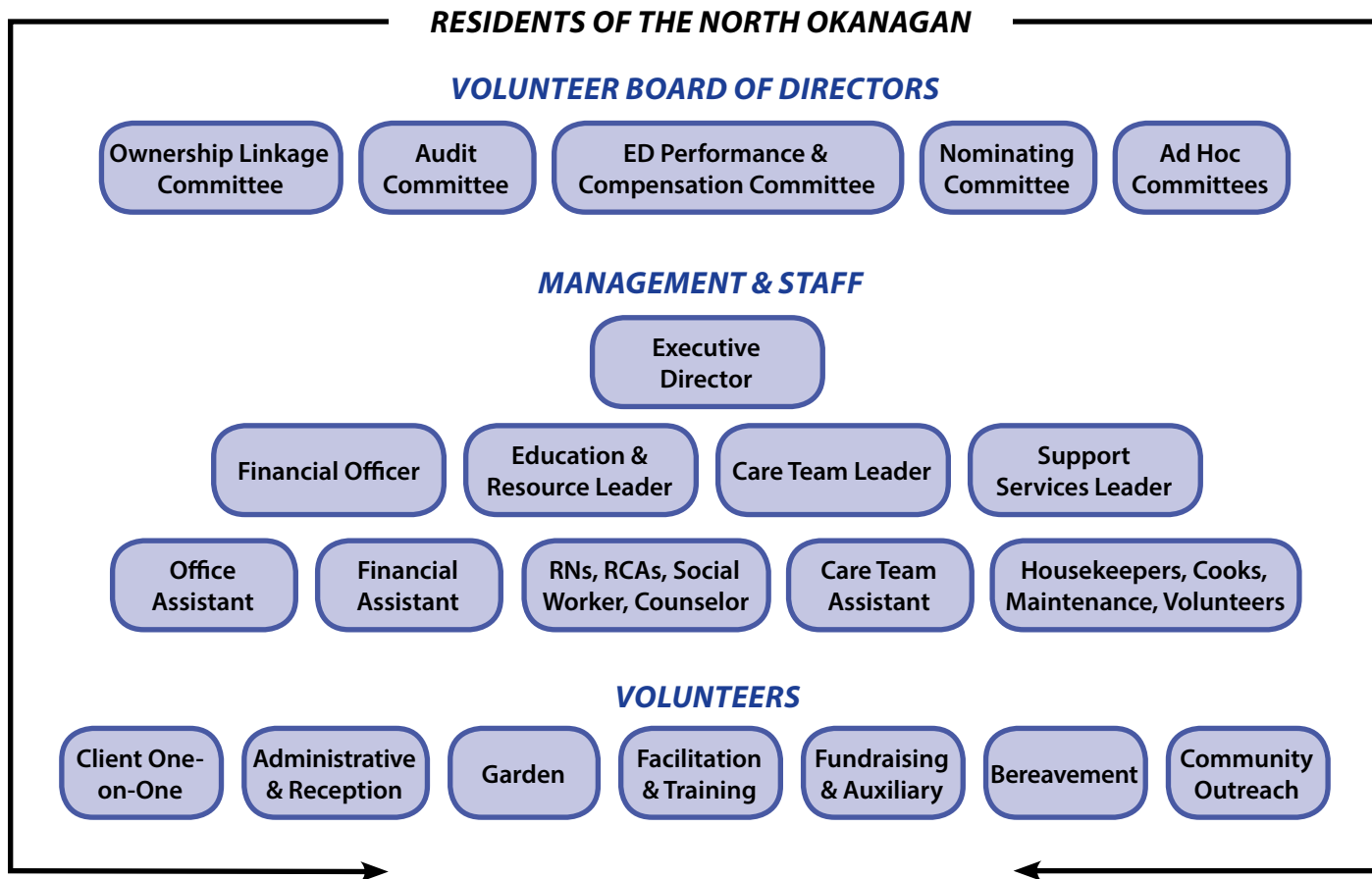
Words cannot express my gratitude towards the entire staff and volunteers at Hospice House. The level of care that my husband received was beyond excellent. All of the staff and volunteers are so compassionate and caring. Hospice became my temporary home, and I was always made to feel welcomed. You not only cared for my husband, but also made sure that I was cared for as well.

--Family member

We want to thank you for the fantastic care you gave our Dad during his time at Hospice House. It truly was a comfort to know he received the best care possible in his remaining days with all of us.

--Family member

# North Okanagan Hospice Society Organizational Structure



## 2017-2018 Board of Directors

**Seated (L – R):** Karen Fenske, *Director*; Vyvian Burton, *Vice President*; David Kennedy, *Director*; Tracy Knight, *Director*; Diane Rhenisch, *Director*

**Back row (L – R):** Jack Falk, *Treasurer*; Randy Hoffman, *President*; Jennifer Harry, *Past President*; Ruth Edwards, *Executive Director*; David MacBain, *Secretary*; Jaron Chasca, *Director*; Cheryl Kaminsky, *Director*



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)

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