



North Okanagan
Hospice Society

ANNUAL REPORT

April 1, 2018 - March 31, 2019

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.

EXECUTIVE DIRECTOR'S REPORT



At North Okanagan Hospice Society, we will be celebrating our 35th anniversary this year.

For 35 years, we have exceeded community expectations. In an

interesting discussion this year about our ongoing success, we used a "house" analogy. What do you see when you look at a house? You see a white house, a blue door and bay windows for example. But what is rarely seen is the foundation. At Hospice, the house (the visible, valuable work performed by staff and volunteers) and the foundation (work of the Board, Executive Director and Leadership Team) are both important. It is our daily attention to both aspects of Hospice that ensure excellence in the delivery of our services.

A critical piece of our ongoing success is the high level of professionalism demonstrated by our nurses, care aides, psych social care worker, counsellor, housekeepers, cooks, maintenance staff, administrative staff and management. Year over year, they demonstrate cooperation, teamwork and dedication in caring for

those who are at end-of-life. We are truly blessed to have such a wonderful group of people at Hospice.

We had a number of volunteers leave Hospice House this year for health and family reasons. We thank them for their considerable gifts to Hospice and wish them well. Currently, we have 114 volunteers who are actively involved at Hospice House and we are grateful that they choose Hospice for their community service work. These volunteers provide welcome support in every aspect of Hospice House.

In May 2018, we had the Great Flood (Almost) at Hospice House. The BX Creek beside Hospice House rose very quickly and we were forced to temporarily relocate Hospice House residents to safety. Thankfully, the creek did not flood its banks, but Hospice House was empty for 3 weeks. During the relocation and the subsequent repatriation, staff, volunteers and community members gave generously of their time, muscle and talent to assist. What a terrific team!

We recognize the significant role played by Interior Health Authority (IHA) management and staff and the BC Nurses Union during the relocation and repatriation. We were comfortable in knowing that patient safety was at the forefront of every decision. We are so grateful to the Emergency Response Team at IHA who lead the processes with clear, concise communication and extremely well organized teamwork.

We are grateful to the Province of BC and Interior Health Authority for the core funding provided to Hospice. Considerable effort by the Board and management is being dedicated to the re-negotiation of our contract with Interior Health Authority this year. The negotiation process is very informative, cooperative and always respectful.

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". The signature is written in a cursive, flowing style.

Ruth Edwards, Executive Director

PRESIDENT'S REPORT



In the fall of 2019, North Okanagan Hospice Society will celebrate its 35th anniversary. As we approach this milestone, we look back with extreme gratitude on the tremendous community support we have received over the years.

It is the responsibility of the Board of Directors to ensure that NOHS is governed effectively. The residents of the North Okanagan are the "owners" to whom we report, therefore understanding the end-of-life needs of the communities we serve is crucial. Consultation with the community through the Board's "Ownership Linkage Committee" (OLC) is ongoing. These meetings with our owners inform and educate the Board about views on end-of-life care and drive strategic planning for NOHS. Recently the Board voted unanimously to change the name

of the "OLC" to the "Community Liaison Committee" to better reflect the work being conducted with our owners.

No two days are alike at Hospice House —every client and each family member comes with their own beliefs, opinions, and desires. The incredible staff and volunteers not only provide excellent medical care, they collaborate and problem solve to accommodate unique needs and circumstances to ensure that end-of-life experiences are respectful for all. To support the Board's understanding and connection with Hospice House, over the last year we invited staff members and volunteers to educate the Board about their work and experiences. We have been inspired, humbled and at times, moved to tears, as we listen to the love, compassion and care woven through the fabric of each individual's story about their role at Hospice. We are indeed fortunate and grateful to have so many dedicated people

providing exceptional end-of-life care to clients and support to their families.

The Board would especially like to acknowledge the tireless dedication of Ruth Edwards, NOHS Executive Director. The phrase "a soft front, and a strong back" characterizes Ruth's leadership. The integrity and professionalism of Ruth and her Leadership Team are central to the success of NOHS as they promote a culture of respect, comfort, and compassion.

It is my privilege and honour to serve as President of the North Okanagan Hospice Society and I sincerely thank all those who continue to support NOHS with their generous gifts of time and financial support.

Respectfully submitted,

Vyvian Burton

Vyvian Burton, President, NOHS

HOSPICE HOUSE STATISTICS 2018-2019



Total Admissions
184 people

DIAGNOSES



Cancer
76%

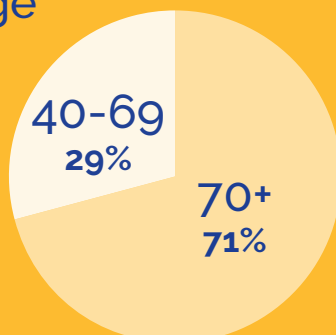


CHF & COPD
9%

Residents

Greater Vernon **80%**
Armstrong/Enderby **9%**
Lumby/Cherryville **7%**

Age



Transferred from



Home
33%



Vernon Jubilee Hospital
67%



21 people

Discharges to home or other facility

21 days

Average Length of Stay

84%

Occupancy Rate*

*Note: If the period which included the three-week evacuation is removed from this calculation, the occupancy rate increases to 87%.

"I get back from the residents and their families and friends much more than I give. It drives me to continue to volunteer. My objective every shift is to make a difference in at least one person's life, whether it be something as small as a smile or something larger such as sitting with a resident or family member/friend and offer comfort."

- Bob, Volunteer



LESLIE HARVEY

Financial Officer



This past year, we had the privilege of embarking on an asset management project with a Calgary-based company, Clear Vision Asset Management. Owner, Troy Sykes, generously donated his time and chose NOHS as his test site for asset management in the healthcare field. This project started with an onsite meeting and a review of all assets in the House. NOHS was commended on knowing the importance of our assets, having great documentation on the assets that we have in

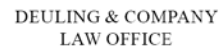
the House and budgeting for capital asset replacement. We continued to work with the assets, ranking the categories, defining levels of service and risk. This information can be tied back to the strategic plan and measured using key performance indicators. The project was accepted as an education component at the Canadian Asset Management Conference. I assisted Troy with this presentation. It was a great success and we received excellent feedback from attendees.

On an ongoing basis, fundraising continues to be an important part of our funding and we are grateful for the community support we receive every year. Our monthly donor program and our third party fundraisers continue to grow annually.

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

THANK YOU TO OUR 2018/19 DANCING WITH THE VERNON STARS EVENT SPONSORS!

We appreciate your generosity and support! Each of the following sponsors provided a minimum of \$750 towards the cost of our fundraising events. Thank you for making a difference in the lives of those who are at end-of-life.



STATEMENT OF OPERATIONS

FOR THE YEAR ENDED MARCH 31, 2019

REVENUES

Interior Health Authority	\$1,234,247
Donations and Grants	230,339
Bequests	450,193
Special Events/Fundraising	381,985
Residential & Program Fees	141,565
Gaming Revenue	80,549
Investment Income	108,606
Other income	1,800
Loss on disposal of assets	(2,216)
Total Revenue	\$2,627,068

EXPENSES

Program Wage Costs	\$1,693,208
Amortization	176,813
Residential Program Expenses	96,380
Facility Expense	94,719
Fundraising Wage and Event Costs	173,400
Organizational Development	77,658
Administration	40,170
Advertising	834
Total Expenses	\$2,353,182

Excess (deficit) of revenue over expenses **\$273,886**

STATEMENT OF FINANCIAL POSITION

AS AT MARCH 31, 2019

ASSETS

Current Assets

Cash	\$1,026,696
Short-term Investments	1,097,991
Accounts Receivable	41,033
	2,165,720
Capital Assets	2,223,651

Intangible Assets

Long Term Investments	1,012,083
	3,235,734

Total Assets **\$5,401,454**

LIABILITIES

Current Liabilities

Accounts Payable	\$192,454
Deferred Revenue	41,000
	\$233,454

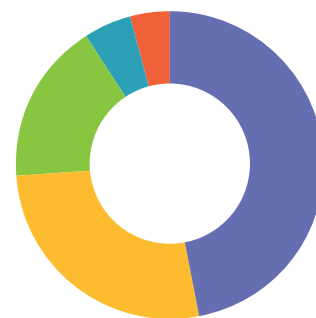
Fund Balances

Invested in Capital Assets	\$2,223,651
Internally Restricted	1,660,148
Externally Restricted	134,512
Unrestricted	1,149,689
	5,168,000

Total Liabilities and Fund Balances **\$5,401,454**

SOURCES OF REVENUE

- Interior Health Authority **47%**
- Fundraising Events & Donations **27%**
- Bequests **17%**
- Fees **5%**
- Investment & Endowments **4%**

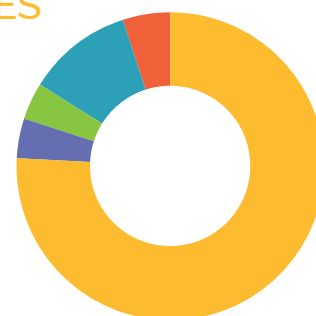


REVENUE NOTES

- We are 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 falls short of the operating costs of Hospice House.
- NOHS/IHA negotiations for sustainable core funding continue.
RISK: Community Gaming Grants were reduced to \$41,000 from \$95,000 two years ago. Our funding model does not align with gaming grant criteria and we anticipate a further reduction in future years.
- 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. This year we were fortunate to receive a large bequest. The Board of Directors will decide how this bequest is to be invested for the future benefit of the Society.
- 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 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.
- 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

- Total Wages **76%**
- Residential Program Expenses **4%**
- Fundraising Event Expenses **4%**
- Facility & Amortization Costs **11%**
- Organizational Development & Administration **5%**



OPERATIONAL EXPENSE NOTES

- Paid staff members include: management, care staff, support staff and administrative/finance staff. Total wage costs, including fundraising wages, are approximately \$1.8M per year or 76% of total costs. Wage costs have increased 8.3% since 2015.
- 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.
RISK: IHA funding has fallen out of alignment with the actual costs of providing palliative care services at Hospice House. This is the focus of our ongoing negotiations with IHA.

CLARA DYCK

Education and Resource Leader



I am part way through my first year of working at North Okanagan Hospice Society. It has been a pleasure to work here. The walking alongside folks near the end of their life is a privilege and I have truly learned that the staff and volunteers at NOHS are our greatest asset.

EDUCATION: Our REACH Initiative (Resources, Education and Advocacy to Champion Hospice palliative care) continues to be effective in influencing palliative care. Our continued partnership with UBC Okanagan and the Institute for Healthy Living and Chronic Disease Prevention (IHLCDP) has been a pleasure to step into. We have co-hosted webinars

on relevant topics to the care we provide at NOHS. These include: cultural sensitivity, cannabis in palliative care and access to palliative care for marginalized people. Under the REACH Initiative, NOHS also extends the scope of end of life care out to the community, through workshops and hosting on-line webinars that are open to the public and professional members of our community.

RESEARCH: We are successfully wrapping up our third (3rd) year of partnership with the NavCARE (Navigation, Connecting, Accessing, Resourcing and Engaging) study with plans to develop this into a regular volunteer based community program. NavCARE matches an older adult who is experiencing a life limiting illness with a specially trained hospice palliative care volunteer. NavCARE aims to promote quality of life, foster independence and facilitate community connections using a culturally safe approach to care. The experience for the volunteers and clients is life changing. Volunteers acknowledged it as meaningful to be "walking alongside someone who's going to be in decline to

the end." It was also reflected that, "I don't feel like I navigated. I feel like I was there to support as a friend." A client offered the following:

"...Well, she just made me feel good about myself. And to know there was somebody out there that cared. I could phone her if I needed anything. I didn't too often but I did a couple times... I don't like asking for help. And it's just wonderful to have her around."

CLINICAL CARE: At NOHS, we are looking towards the future of hospice palliative care in the North Okanagan. Part of preparing for the future is to mentor and support students today. We continue to host practicums for medical students, registered nurses, licensed practical nurses and health care aids. During practicums we provide an opportunity for students to learn the joys and sorrow that we experience when we provide high quality care to folks and their family at the end of their life. Processing these experiences prepares these students to provide high quality end of life care in their own future practice.

ELSIE SWARTZ

Care Team Leader



The following quote from the CHPCA Norms of Practice, 2013 is a description of the hospice palliative care journey:

"When people become ill or frail, their lives change dramatically. They may experience a wide range of issues, including manifestations of the disease (e.g., symptoms, functional and psychological changes), changes in roles and relationships, and losses of opportunity, income and financial security.

(The goal of Hospice Palliative Care is) to relieve suffering and improve quality of life. Caregivers must be able to identify and respond to all the complex issues individuals and families may face. If one or more issues are missed, they can compound one another, leading to distress.

While each of these issues and its associated expectations, needs, hopes and fears can be challenging and stressful, they are also opportunities for growth. People may face personal issues they had not recognized before. They may find new approaches to activities of daily living and their roles and relationships. They may develop a new understanding of life, the future, death and dying in order for them to adapt, continue living and find opportunities for growth and meaning in living and dying.

For many years, hospice palliative care has focused on helping individuals and their families address these issues in the last few weeks of life. More recently, the palliative approach to care is being applied throughout the illness trajectory to help relieve suffering, improve the quality of life, engage people in their care, potentially prolong life and strive for a comfortable death."

"When I am assisting individuals and families through the dying process, I am also showing them how to continue living. For me being able to make it okay to laugh about something or to lend a shoulder to cry on is always moving. I can't nourish their bodies back to health, but I can help to soothe their souls."

- Lindsay, Cook



STUDENT EXPERIENCE OF LEARNING AT HOSPICE HOUSE

Hospice House is an excellent practicum experience for health care students. Students learn to focus on the patient's complex issues that are affecting their lives and not just the symptoms of the disease. We have the opportunity to educate students to apply palliative care philosophy for their patients' care throughout the illness trajectory.

"Everyone wants the best for their clients and is willing to go above and beyond to make it happen."

- Third Year UBC Medical Student

"Had the most amazing experience here, the staff was excellent and the residents were wonderful. Best practicum experience so far."

- Okanagan College Health Care Aide Student

"Everyone was very welcoming and it was incredibly helpful to learn more about what the hospice does, so that I can better counsel my future patients."

- Third Year UBC Medical Student

"Love would reign in our world if everyone gave of themselves to a person in need, every day. I firmly believe we are meant to help each other." - Donna, Volunteer

TANYA STILBORN

Support Services Leader



One of the greatest benefits of working with hospice is the heart-centered focus of the people who make up the hospice team which includes all of our staff and volunteers. We provide the quality of time that our residents and their loved ones have together so that they can focus on love, care and respect as life is nearing the end – and we are the perfect teachers and guides for that journey.

In the Support Services Department, which is made up of the cooks, maintenance workers, housekeepers and 114 volunteers, we strive to ensure that those in our care get the most out of every day. From the delicious homemade food we prepare daily to ensuring our environment is warm, inviting, clean and comfortable. That our gardens are beautiful at every glance and soft, soothing music is played by local musicians. We follow up with the bereaved and host candle light remembrance services and we create opportunities for memories and moments of joy.

Our volunteers are out in the community organizing our used book corner at Bookland and they are at fundraisers, events, festivals and information fairs to share the important message that we are the hidden gem in the North Okanagan that is changing people's lives daily through our expertise and leadership, caring and compassion.

This is our calling and we wouldn't have it any other way.



114
volunteers



12,702.50
volunteer hours



Client
One-on-One

5,824

Facilitation: Training,
Education, Meetings

658



Office
Administration

2,079

Board of
Directors

803



Garden & Yard

712

Student
Practicums

1,321

Auxiliary
Volunteers

575



Fundraising

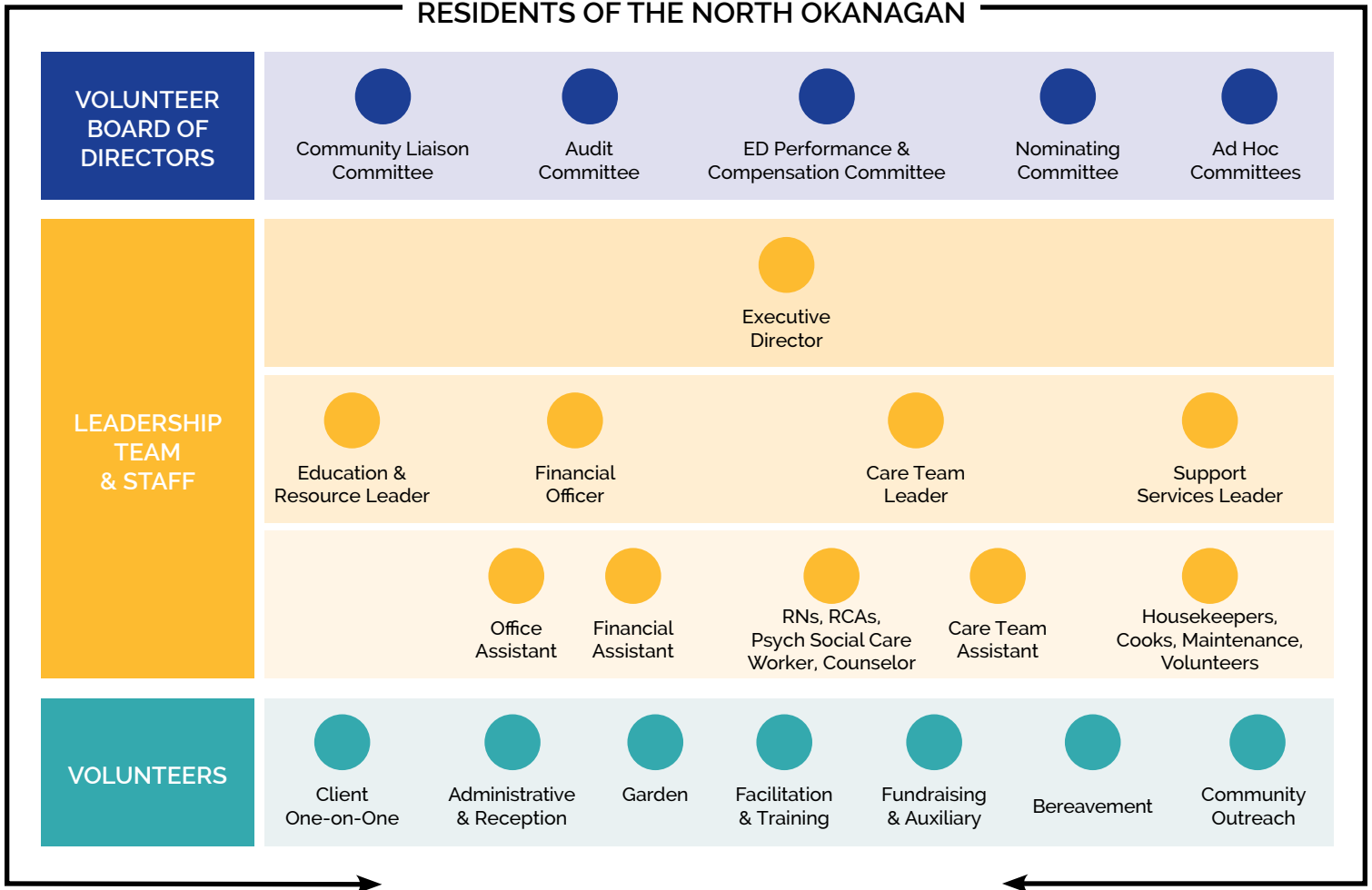
383

Bereavement Follow-Up
& Memorials

347

ORGANIZATIONAL STRUCTURE

RESIDENTS OF THE NORTH OKANAGAN



2018-2019 BOARD OF DIRECTORS

Front row (from left): Diane Rhenisch, Director; David Kennedy, Vice President; Cheryl Kaminsky, Director; Vyvian Burton, President

Back row (from left): Randy Hoffman, Past President and Treasurer; Garry Pruden, Director; Ruth Edwards, Executive Director; Dave MacBain, Secretary; Jaron Chasca, Director

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



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