



North Okanagan
Hospice Society

ANNUAL REPORT

April 1, 2019 - March 31, 2020

"Being residents and their families at a time of profound emotional stress provides me with an opportunity to give in a truly meaningful way and presents real world reminders of the uncertain reality surrounding human life. By normalizing death and dying, each day is deeply enriched and seen for the gift it truly is." - Charley, Volunteer since 2009



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



2019/20 was an interesting time for North Okanagan Hospice Society (NOHS). We had changes in our Leadership Team. We had ongoing contract

discussions with Interior Health Authority. A major change for NOHS was the decision to accommodate Medical Assistance in Dying at Hospice House. And then in March, COVID-19 arrived and seemingly overnight, the delivery of every program and service at Hospice was changed!

In periods of change and adversity, the strengths of Hospice shine through, and the silver linings become apparent. Strong governance; positive staff/volunteer/management relationships; well documented processes and protocols; and the capacity to adapt and change when required are indications of our solid foundation. Our staff, volunteers, community members and other stakeholders generously offered their support to incorporate changes and to ensure that our focus remained on providing quality end-of-life care. NOHS is proud of the work that our staff, volunteers and management does on a daily basis to maintain the strength of our organization.

The unwavering support of our staff and volunteers is integral to our success at Hospice. During periods of change in leadership this year, our staff members and volunteers stepped forward to ensure the continuity of quality care at Hospice House. We especially want to thank Jocelyn Adamson, RN for providing exceptional service to Hospice when she took over the Care Team Leader Designate role for an unexpected, extended period this year.

It is an honour to work with the Leadership Team at Hospice. We are focused on delivering quality end-of-life care every day. We also had a change in Financial Officer this year. Eileen Wang's transition into her role as Financial Officer ensured strong stewardship of the Society's resources. The coming year will be different for our tightly knit team because we will be saying goodbye to Elsie Swartz, Care Team Leader who has been guiding the care provided at Hospice House for 19 years. Her commitment to hospice palliative care, to our residents and their families, and to our staff and volunteers has been inspirational. We wish her well.

We are thankful to have the most dedicated volunteers. This year, our

gratitude for volunteers is tinged with sadness because, in March, all of our volunteers were asked to step away from their roles due to COVID-19 precautions. Every staff person at Hospice is supported by a volunteer. The loss of volunteer support was deeply felt by all staff. We look forward to having them return to Hospice when it is safe.

We are grateful to the Province of BC for the core funding provided to Hospice. We are also grateful to the residents of the communities of the North Okanagan who continue to support Hospice services with volunteer time and financial support.

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



When I look back on this past year, I think we will all agree that it was a year of unprecedented events. This was indeed a challenging year for North Okanagan Hospice Society!

In the unique year of the COVID-19 pandemic, NOHS continued to provide quality support and service to our clients and their families despite the restrictions the pandemic placed on the work of volunteers and family caregivers. I would like to acknowledge the sacrifices that our staff and their families made during this time. We thank them for their hard work and commitment. And, we will have an enhanced appreciation for our volunteers as they are permitted to return to their roles!

A major focus for the Board of Directors in the past year has been our work to negotiate a new contract with Interior Health Authority (IHA). A particularly difficult decision for the Board was how to respond to the Ministry of Health's directive that all government funded health facilities must accommodate the provision of Medical Assistance in Dying (MAiD). To maintain IHA funding, NOHS was given a deadline of July 1, 2020 to make that accommodation. Recognizing that maintaining operations is simply not sustainable without government funding, we concluded that we must consider the greater good of what Hospice does in the community and do whatever is necessary to continue the exceptional services and programs we are known for. We understand this will present new challenges for our staff and volunteers and we are committed to maintaining our values in a manner that respects individual values and beliefs.

On behalf of the Board of Directors, I would like to express our heartfelt thanks to the staff, volunteers and Leadership Team who continue to provide exceptional care to our clients through whatever challenges come our way. This is only possible through the compassion dedication and professionalism demonstrated by Ruth Edwards and her team on a daily basis.

We could not be more grateful for our donors and loyal supporters and we are thankful to Interior Health Authority and the government of British Columbia for their continued financial support of our hospice services.

Respectfully submitted,

Vyvian Burton, President, NOHS

HOSPICE HOUSE STATISTICS 2019-2020



Total Admissions
198 people*

DIAGNOSES



Cancer
77%

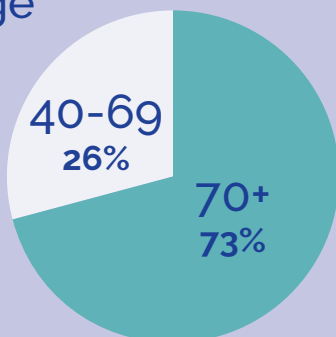


CHF & COPD
13%

Residents

Greater Vernon **78%**
Armstrong/Enderby **12%**
Lumby/Cherryville **6%**

Age



Transferred from



Home
21%



Vernon Jubilee
Hospital
77%



29 people

Discharges to home or other facility

18 days

Average Length of Stay*

78%

Occupancy Rate*

*Note: The number of people served this year increased, however our occupancy rate remained low because the average length of stay decreased to 18 days.



THANK YOU TO OUR 2019/20 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.



EILEEN WANG

Financial Officer



I am pleased to join the North Okanagan Hospice Society team as Financial Officer. It is a privilege to return to the

nonprofit sector, having worked in the private and nonprofit sectors in Alberta and BC. I have an interesting background in nursing, pharmacy, business and accounting in China, and in Canada, over a 25-year career. During this time I have raised a family and experienced times when several of my family have needed the

services of palliative and extended care. So, I appreciate the unique service the NOHS brings to this community.

The Financial Officer role is responsible for the financial stewardship of the Society. I am a member of the leadership team, providing specialized expertise and experience. I participate with the overall team in planning strategy, governance, and organizational development. I provide guidance to several financial support members within my team, and together we focus directly on accounting, database administration, human resource reports and implementation, and fundraising.

I have come at a unique time in NOHS history, given the stark reality of the COVID-19 emergency. NOHS has had to manage through changes in Interior Health policy and new procedures related to COVID-19. We have been forced to alter fundraising processes and timing and make other critical changes. My submission for COVID-19 funding from the federal government has helped cover funding changes we have experienced during this time, and we will continue to research any other new programs that become available to NOHS. It is a pleasure to work with such a great team here at NOHS on all of these challenges.

STATEMENT OF OPERATIONS

FOR THE YEAR ENDED MARCH 31, 2020

REVENUES

Interior Health Authority	\$1,274,355
Donations and Grants	223,061
Bequests	192,427
Special Events/Fundraising	309,276
Residential & Program Fees	145,987
Gaming Revenue	57,011
Investment Income	26,556
Other Income	460
Total Revenue	\$2,229,133

EXPENSES

Program Wage Costs	1,763,572
Amortization	145,824
Residential Program Expenses	107,961
Facility Expenses	91,657
Fundraising	168,430
Organizational Development	51,404
Administration	43,129
Advertising	1,939
Total Expenses	\$2,373,916
Excess (deficit) of revenue over expenses	(\$144,783)

STATEMENT OF FINANCIAL POSITION

AS AT MARCH 31, 2020

ASSETS

Current Assets

Cash	\$537,959
Short-term Investments	1,005,327
Accounts Receivable	29,540
	1,572,826

Capital Assets

Long Term Investments	2,145,563
	1,508,842
	3,654,405

Total Assets **\$5,227,231**

LIABILITIES

Current Liabilities

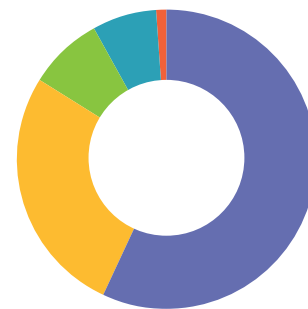
Accounts Payable	\$204,014
	204,014

Fund Balances

Invested in Capital Assets	\$2,145,563
Internally Restricted	2,465,000
Externally Restricted	117,787
Unrestricted	294,867
	5,023,217
Total Liabilities and Fund Balances	\$5,227,231

SOURCES OF REVENUE

- Interior Health Authority **57%**
- Fundraising Events & Donations **27%**
- Bequests **8%**
- Fees **7%**
- Investment & Endowments **1%**

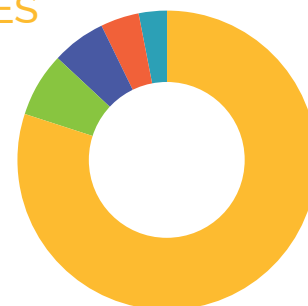


REVENUE NOTES

- We are grateful for the ongoing financial support of the Province of BC which includes funding from Interior Health Authority (IHA), Ministry of Health and Community Gaming Grants.
RISK: IHA funding falls short of the operating costs of Hospice House. NOHS continues negotiations with IHA for sustainable core funding.
RISK: Community Gaming Grants were reduced to \$41,000 in 2019. Our revenue sources do not align with gaming grant eligibility criteria, and therefore we are not eligible for Community Gaming Grants in 2020/21. This grant funding previously supported our grief and volunteer programs. These programs are now funded with NOHS reserves.
- We are so thankful for the thoughtful members of our community who kindly name Hospice as a beneficiary in their wills and investments.
RISK: Bequest amounts vary greatly from year to year. This year we were fortunate to receive bequests. The Board of Directors decides how these bequests are invested and used – typically for the long-term financial security of the organization.
- Approximately \$600,000 in annual fundraising is required to sustain our programs and services. For several years, our major fundraisers were Dancing with the Vernon Stars and the Journeys Campaign. The Journeys Campaign (a direct solicitation) continues to be an efficient and effective way to fundraise.
RISK: Fundraising is increasingly competitive and expensive. The organization of Dancing with the Vernon Stars has become very expensive, and we are investigating more efficient ways to fundraise in future.
- 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

- Wage Costs **80%**
- Fundraising Event Expenses **7%**
- Program Expenses **6%**
- Organizational Development & Administration **4%**
- Facility Costs **3%**



OPERATIONAL EXPENSE NOTES

- Paid staff members include: management, care staff, support staff and administrative/finance staff. Total wage costs are approximately \$1.8M per year or 80% of total costs. Wage costs have increased 11.5% since 2016.
- Care staff and support staff are members of the BC Nurses Union (BCNU). Our Collective Agreement with the BCNU expires in June 2020.
NOHS commits to sustainable, responsible wages by conducting annual wage evaluations and comparisons.
- Operational costs such as utilities, repairs, groceries, telephone, technology and medical supplies are monitored closely to ensure that we are efficiently using all available resources.
RISK: NOHS relies on Interior Health Authority (IHA) to fund our staff costs and operational costs for Hospice House. IHA funding does not reflect the actual cost of providing services at Hospice House.



84
active volunteers



10,956*
volunteer hours



Client
One-on-One
5,580

Facilitation: Training,
Education, Meetings

540

Board of
Directors
933



Office
Administration
1,863



Garden & Yard
543

Student
Practicums
418

Auxiliary
Volunteers
416



Fundraising
383

Bereavement Follow-Up
& Memorials
280

TANYA STILBORN

Support Services Leader



Support Services is Compassion in Action

We are proud to have such a caring team of staff and volunteers who make our residents stay as comfortable and peaceful as possible. I not only have the pleasure of working alongside a very talented and dedicated Leadership Team but I also get to manage an exceptional group of people which includes our professionally trained volunteers, our cooks, our cleaning staff and our maintenance employees.

Volunteers are ordinary people with extraordinary hearts. They offer the gift of their time to teach, to grow, to help, to inspire, to build and to learn. They expect no pay yet the value of their work knows no limits. They've known the unexpected joy of a simple hug. They've planted tiny seeds of love in countless lives. They reach out and take a hand and together make a difference that lasts a lifetime. They have offered their time and assistance at numerous fundraising events to help us reach our financial goals. Whether they work in the House or in our community, their caring hearts, welcoming smiles and thoughtful words are cherished by everyone.

In addition to our volunteer program, we have exceptional cooks who take great pride in every plate that they prepare which is made with quality ingredients and love. For our residents and families, knowing that food has been prepared with such care and close attention to detail, brings tremendous comfort and peace of mind.

Our housekeeping team works tirelessly to keep all areas of our Hospice home spotlessly clean. With an "excellent" rating given from our guests, we know that we are providing the safest and most pleasant environment that we can for everyone.

Our maintenance staff are outstanding in their work to keep our building in excellent condition. They can be found anywhere from the office, to the boiler room, fixing equipment or cleaning our parking lot. No job is too big or too small to ensure that our house operations run smoothly.

The wealth of knowledge, experience, and enthusiasm that all of these talented and committed people bring to our Hospice contributes to an overall team effort to ensure our residents and their families receive the specialized care they need. A very special thank you to all for their service!

"I was able to spend the night at Hospice with my sister when she passed. A nurse came in to check on her in the middle of the night. She paused in the dark before leaving and in a soft and kind voice said, 'This must be very difficult for you.' At that moment it felt like someone really understood and I didn't feel so alone. That is what inspired me to volunteer."

- Cheryl, Volunteer since 2017

*Volunteer hours are significantly less this year because volunteers were asked to step away from their roles due to COVID-19.

CLARA DYCK

Education and Resource Leader



The other day, someone asked me, "Who holds the Heart of Hospice?" That stopped me in the middle of our conversation. Who does hold the Heart of Hospice? Then I thought, "Me, I do." Then I thought, our staff hold the Heart of Hospice with their tears and laughter. Our volunteers hold the Heart of Hospice, in the cups of tea provided, the dishes washed, the loved ones comforted. We all hold the Heart of Hospice. And

I am so thankful. We make this place move by the beat of our hearts, the smile on our face, the tears in our eyes.

Education and Community: Our goal is to extend the Heart of Hospice out to our community. The NOHS mission statement is "quality end-of-life-care for all in the North Okanagan community". One way we offer this care to "all in the North Okanagan" is through our REACH Initiative program (Resources, Education and Advocacy to Champion Hospice palliative care). We partner with UBC Okanagan and the Institute for Healthy Living and Chronic Disease Prevention (IHLCDP) in co-hosting a webinar series. This series highlights leading research in end-of-life care and contributes to the excellence of end-of-life care under our roof, in our community and across Canada. Our listeners are tuning in from BC to Ontario!

We also had the pleasure of moving our Nav-CARE Program (Navigation, Connecting, Accessing, Resourcing and Engaging) from the research phase into our regular programming! Nav-CARE matches an older adult who is experiencing a life limiting illness with a specially trained hospice palliative care volunteer. Nav-CARE aims to promote quality of life, foster independence and facilitate community connections using a culturally safe approach to care. It is really an upstream approach to end-of-life care. When people begin to experience change related to illness, they are matched up with a Nav-CARE volunteer. This Nav-CARE volunteer (who Holds the Heart of Hospice) will walk alongside the person, navigate the new parts of illness with them and 'make life more livable'. This is a one-on-one way to move the Heart of Hospice into our community.

Clinical Care: Our Care staff and volunteers share the Heart of Hospice, not only with our residents and families, but with students. Fall 2019 we held practicums for medical students, registered nurses, licensed practical nurses and health care aids. Many of these students were 'home grown' Vernonites! We are so happy to share the Heart of Hospice with our own community through teaching and mentoring community members. These students have grown up in Vernon. They live in Vernon and raise their families here. During their practicum here they learn that death is a natural part of life. They see and experience dying people cared for in a respectful, inclusive and culturally sensitive environment. This has a lasting impact on our practicum students. It shapes their perspective and approach to care for the dying and this is how we move the Heart of Hospice into our Community.

"The group participation was helpful and made me realize I am not the only one that feels a certain way in dealing with emotions."

- Workshop participant

ELSIE SWARTZ

Care Team Leader



The COVID-19 pandemic has changed so many things for hospice staff that their typical day is hardly recognizable. The staff and residents deeply feel the loss of their colleagues and the

volunteers who are temporarily unable to work due to COVID-19 precautions.

The amount of personal protective gear and social distancing required has changed the face of caring in all health care settings, including hospice. The daily government COVID-19 directives and changes to previous directives is unbelievably hard to keep up with.

Despite having to forego vacations, needing to change routines both at home and at work, constantly needing to change how they look at things and absorb new directives, our staff have not let the pandemic affect their attitudes or their caring. They come to work every day because they care about the residents and their loved ones. When they have a few minutes to spare they continue to take residents for a walk in the gardens or help a resident that loved gardening plant a flower or listen to a resident reminisce as they always have.

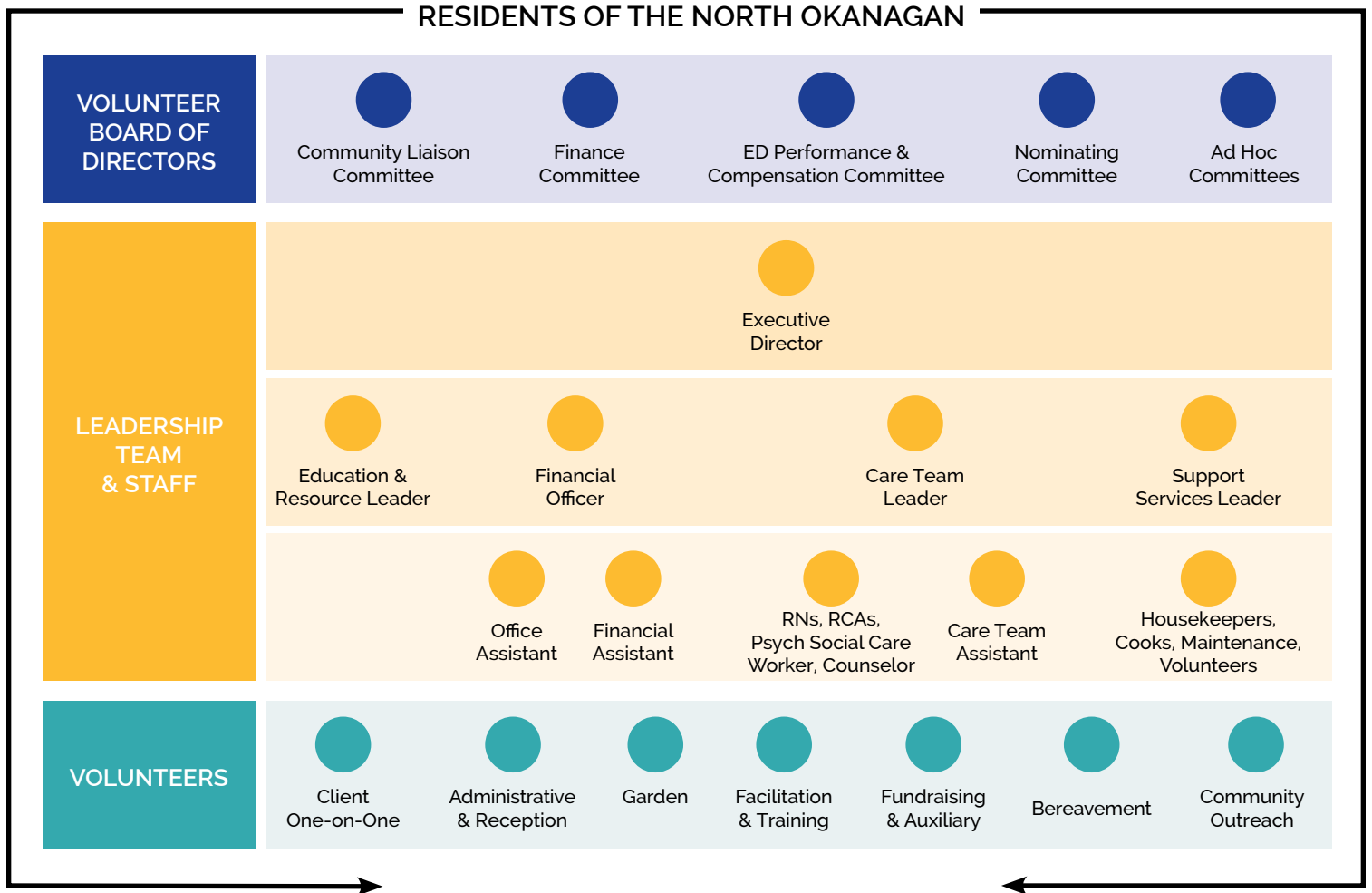
Caring is the essence of their work at hospice regardless of what is happening in the world around us. Hospice remains the quiet and peaceful oasis thanks to every one of the staff that work at hospice.

I have had the privilege of working alongside the hospice staff for 19 years. It has been an honor and a privilege. As this will be my last annual report I want to share that I will deeply miss this work, the staff, the volunteers and the people we serve.

We have faced many challenges as an organization over the years, including potential flooding that resulted in an evacuation of our building for approximately a month. During that month staff continued to serve our clients in another location where their care was restricted for various reasons. Again, the staffs' unswerving depth of care of those they served remained strong and inspired the workers at that facility.

There is a peace in leaving, knowing that this great work is available to the North Okanagan community that not even a flood nor a pandemic can stop.

ORGANIZATIONAL STRUCTURE



Front row (from left): Randy Hoffman, Past President and Treasurer; David Kennedy, Vice President; Kim Taylor, Director

Back row (from left): Cheryl Kaminsky, Director; Paul Landry, Director; Ruth Edwards, Executive Director; Garry Pruden, Director; Vyvian Burton, President; Kent Burnham, Director

Inset photo: Diane Rhenisch, 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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 B.C. Incorporation No. S-19593