

"Coming to Hospice is like being with family."

- Hospice Resident



ANNUAL REPORT

April 1, 2020 - March 31, 2021



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.

HOSPICE HOUSE STATISTICS 2020-2021

In 2020, Interior Health Authority set 85% occupancy as the desired average occupancy rate for Hospice House. That threshold was met in 2020/21.

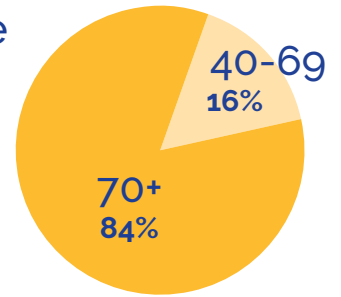
By increasing our occupancy rate at Hospice House, it would seem reasonable to think that we served more people in 2020/21. But that was not the case. We served 62 fewer people than the previous year, largely because the average length of stay increased.

Our average length of stay increased to 29 days, which means that people are residing at Hospice House much longer than previously. Some residents were with us for 5-8 months before a long term care facility was available to provide care that was better suited to their needs. We discharged only 13 residents to home or other facilities this year as compared with 29 the previous year. This continues to be a subject of discussion with our partners at Interior Health Authority.



136
people served

Age



DIAGNOSES



Cancer
69%



CHF & COPD
16%

Residents

Greater Vernon **80%**
Armstrong/Enderby **10%**
Lumby/Cherryville **10%**

Transferred from



Home
30%



Vernon Jubilee
Hospital
68%



13 people

Discharged to home or other facility

29 days

Average Length of Stay

85%

Occupancy Rate

EXECUTIVE DIRECTOR'S REPORT



We made it through 2020-2021! What a year it was with COVID-19 overlaid onto every other challenge that came our way last year. We are very proud to say that with hard work, diligent attention to COVID-19 protocols, and many, many extra hours of work (with our fingers crossed), we successfully got through without having a case of the virus at Hospice!

This past year, during the really troubling, scary days of the pandemic, the solid foundation of our organization, the dedication of our management, staff and volunteers, and the incredible support of our community came shining through. Our management, staff and volunteers showed their strength of character on every shift last year. We greatly appreciate their dedication and steadfast belief in our values, mission and vision.

It was a difficult year for volunteers at Hospice. We had to suspend volunteer services during the height of the pandemic. We are slowly reintegrating them back into roles at Hospice—different roles—but very important work that supports our care staff. We are grateful to our volunteers who have been so flexible in learning their new roles and our ever-changing pandemic protocols.

We especially owe a debt of gratitude to Karen Andrews, RN who rejoined our staff after a brief period of retirement in 2020. Karen stepped in to the critically important role of Interim Care Team Leader for a few months. Karen's humour, exceptional nursing skills and professionalism were well received by all staff, clients and their families. We are very thankful to have Karen as a valued team member.

Leslie Murphy, RN is our new Care Team Leader. Leslie comes to Hospice with many years of management and nursing experience. We are pleased to have Leslie join our team and I know that she will continue to ensure that we provide the best quality end of life care to those we serve.

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 encouragement, volunteer time and financial support.

This is my last Annual Report message. I am retiring this year after being with Hospice for 23 years in a number of roles: volunteer, accounting contractor, Financial Officer and finally Executive Director. It was a privilege to serve in each role. It has been an honour to work for Hospice with our talented team of management, staff, volunteers and Board of Directors. There are too many people to thank here, so I will speak with many of you personally over the next few months to share my thoughts and memories. I wish Hospice all the best in the coming years.

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,



Ruth Edwards, Executive Director

PRESIDENT'S REPORT



COVID, COVID, COVID. Are you tired of hearing this word? You probably are. As this report is being written, the pandemic is reaching new heights with the third, and hopefully, final wave. Despite the multitude of challenges, NOHS continued to provide quality end of life care this past year. Huge thanks are due to all of the staff and the leadership team for making this possible. Our volunteers are slowly making their way back. They were sorely missed! I believe that this next year will see a gradual return to a "normal" state of affairs.

Our relationship with IHA continues to evolve. The Board is endeavouring to move from one year contracts to a more stable, multiyear arrangement with adequate funding to allow a balanced budget. This work continues.

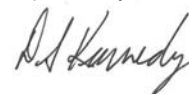
This year is also noteworthy for some significant upcoming changes. First, the Board made the decision to change our method of governance from Carver to the Complementary Model. Under the Carver model, the Board felt somewhat disconnected from the organization. In particular it had no input to the strategic plan or the budget. A few other differences will allow the talents of the Board to be more effectively utilized by the ED.

Secondly, Ruth Edwards retires this year after eleven years as the Executive Director. She leaves big shoes to be filled. We wish her the best in her well-deserved retirement!

A search for Ruth's replacement has taken place. An announcement in this regard will be made prior to the Annual General Meeting.

I would like to close by thanking all those who help this organization fulfill its Mission —You the members, staff, leadership team, volunteers, donors, fundraising organizers, IHA, Ministry of Health and the Board of Directors.

Respectfully submitted,



David Kennedy, President

THANK YOU TO OUR 2020/21 FUNDRAISING SPONSORS!

The traditional Hospice fundraising events were postponed or cancelled in 2020. However, we were successful in two mail/email solicitations to our donors and members: one solicitation was specifically related to the cost recovery of COVID-related expenses that we incurred at Hospice and the other was our annual Journeys Campaign in support of our grief programs. We appreciate the generosity of our donors with these two fundraisers as we transitioned to a 'socially distanced' form of fundraising.

In early 2021, we began to plan an on-line auction to support our work at Hospice. We are grateful to Guy Morazain for creating the on-line auction platform for the event. Additionally, the following sponsors provided a minimum of \$750 towards the cost of our fundraising events. Many local businesses, staff, volunteers and other community members donated items to the auction. It was a great success and raised \$13,000.

Thank you for making a difference in the lives of those who are at end-of-life.



Wealth Management
Dominion Securities

EILEEN WANG

Financial Officer



2020/2021 was a challenging year. Every day we learn new ways to fight this new disease, COVID-19. We have never before been

required to stop all travel and shut down all "non-essential" business and activity. But we all obeyed the commands to mask, wash, and social distance.

NOHS updated our visitation policies many times. New signs are everywhere. And this all reflects our focus and priority to protect our residents, volunteers, staff and client families. I feel grateful we have so many dedicated staff, volunteers and our leadership team. Because of this dedication, NOHS brings a unique home and service to this community.

We have been forced to alter fundraising processes and timing and make other critical changes. The pandemic response presented funding options

as compensation for lost revenue opportunities and increased costs. We have pursued these options successfully. My submission for COVID-19 funding from the federal government has helped cover revenue shortfalls we experienced during this time, and we will continue to research and pursue grants that become available to NOHS.

We had two successful fundraising events this year. Last August we sent fundraising letters to donors. And we recently completed an online auction that reached out to donors and participants solely by email and the internet. We will continue to consider these types of measures, where people interact via the distance of the internet. It is a pleasure to work with such a great team here at NOHS on all of these challenges over 2020/2021.

I work closely with the Executive Director and Leadership Team in planning strategy, financial management and organizational development. Together we focus directly on reporting, database administration, human resources, fundraising, and implementation to get it all done. Given the great performance of the NOHS team, I look forward to even greater things in the future.

PANDEMIC FUNDING

Canadian Emergency Wage Subsidy is a federal government program which NOHS was able to access in 2020. The program's goal was to support Canadian employers who saw a drop in revenue during the COVID-19 pandemic. NOHS saw a dramatic reduction in our revenue when physical distancing regulations forced the cancellation of a number of Hospice fundraisers. NOHS was eligible for this subsidy to cover part of our staff wages. We are grateful to the federal government for providing this much needed funding.

"I am really enjoying my new role of greeter. Apart from screening visitors for covid, the next most important function is to make people feel welcome. This is a terrible time to be grieving. Even though we like to think of Hospice as a home for all, it is still a medical institution and I feel we greeters help to soften its hard edges."



Janet Armstrong

STATEMENT OF OPERATIONS

FOR THE YEAR ENDED MARCH 31, 2021

REVENUE

Interior Health Authority	\$1,405,932
Donations and Grants	321,796
Bequests	27,587
Special Events/Fundraising	133,029
Residential & Program Fees	131,368
Gaming Revenue	9,131
Investment Income	252,057
Other income	48,314
Loss on disposal of assets	(15,020)
Government Assistance	612,282
Total Revenue	\$2,926,476

EXPENSES

Program Wage Costs	\$2,042,366
Amortization	147,852
Residential Program Expenses	175,759
Facility Expense	95,236
Fundraising	92,551
Organizational Development & Administration	94,173
Administration	46,206
Advertising	2,539
Total Expenses	\$2,696,682

Excess (deficit) of revenue over expenses \$229,794

STATEMENT OF FINANCIAL POSITION

AS AT MARCH 31, 2021

ASSETS

Current Assets

Cash	\$805,895
Short-term investments	1,733,138
Accounts Receivable	89,079
Prepaid Expenses	2,658
	<u>\$2,630,770</u>

Capital Assets **2,051,112**

Long Term Investments 943,076

\$2,994,188

Total Assets \$5,624,958

LIABILITIES

Current liabilities

Accounts Payable	\$46,814
Payroll Liabilities	323,133
Deferred Revenue	2,000
	<u>\$371,947</u>

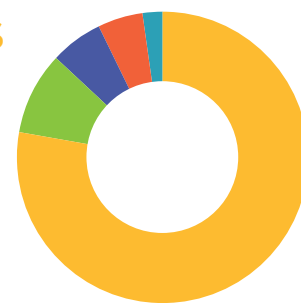
Fund Balances

Invested in Capital Assets	\$2,051,112
Internally Restricted	2,465,000
Externally Restricted	61,973
Unrestricted	674,926
	<u>\$5,253,011</u>

Total Liabilities and Fund Balances \$5,624,958

OPERATIONAL EXPENSES

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

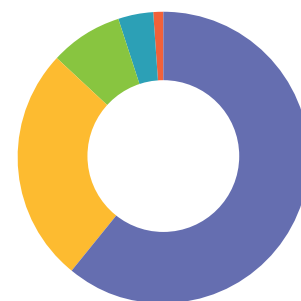


OPERATIONAL EXPENSE NOTES

- Paid staff members include: management, care staff, support staff and administrative/finance staff. Total wage costs are approximately \$2.04M per year or 80% of total costs.
- Care staff and support staff are members of the BC Nurses Union (BCNU). Our Collective Agreement with the BCNU expired in June 2020. Collective bargaining is expected to begin in the fall of 2021.
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 (IHA) to fund our staff costs and the operational costs for Hospice House. IHA funding does not reflect the actual cost of providing services at Hospice House. This is the focus of our ongoing negotiations with IHA.

SOURCES OF REVENUE

- Interior Health Authority **61%**
- Fundraising Events & Donations **26%**
- Investment & Endowments **8%**
- Fees **4%**
- Bequests **1%**



REVENUE NOTES

- We are grateful for the ongoing financial support of the Province of BC which includes funding from Interior Health Authority and the Ministry of Health.
RISK: Interior Health funding falls short of the operating costs of Hospice House. NOHS continues to negotiate with IHA for sustainable core funding.
- We are so thankful to the thoughtful members of our community who kindly name NOHS as a beneficiary in their wills and investments.
RISK: Bequest amounts vary greatly from year to year.
- We were successful in fundraising last year, albeit at a reduced level. The Journeys Campaign (a direct solicitation) continues to be an efficient and effective way to fundraise. The COVID Solicitation also generated funds in a cost effective manner.
RISK: Fundraising was difficult in 2020/21 due to pandemic restrictions, specifically physical distancing. NOHS mitigated the risk by conducting a second mail solicitation to generate funds to offset COVID expenses. The ability to fundraise fully may not be possible until 2022 resulting in a significant shortfall in revenues in the 2021/22 fiscal year.
- NOHS was successful in applying to IHA for cost recovery funds for wound care and palliative care supplies. This generated \$47K.
- In March 2020, NOHS reserve funds were negatively impacted by the downturn in the financial markets. This year, the markets recovered and resulted in NOHS showing a \$214K increase in investment values.
RISK: NOHS investment are conservatively managed, however they are subject to swings in the financial markets.
- NOHS was eligible for the Canada Emergency Wage Subsidy (CEWS) which supported organizations experiencing significant downturns in revenue (loss of fundraising) while keeping staff employed. In total, NOHS successfully applied for \$612K.
RISK: CEWS funding is temporary and ends in September 2021

LESLIE MURPHY RN, BSCN
Care Team Leader



I am the new face at North Okanagan Hospice Society in the role of Care Team Leader. I would like to take this opportunity to thank everyone for such a warm welcome.

Over the past month I have had the opportunity to get to know the staff at NOHS, many whom have worked here for years. I have learned that the dedicated staff employed here are passionate about the care that they provide to their patients and families. The knowledge and expertise of the palliative care approach that they wrap around their clients and families is exceptional.

Providing front line care during a pandemic has been a unique challenge. The fear and unknowns of the virus, along with ever-changing information has kept us all on our toes and demonstrated the resiliency of the staff and team. Ensuring the safety of our staff, volunteers and patients throughout the pandemic has been paramount.

I am honoured to be a part of the team that is known for providing exceptional end of life care to the residents of our community and surrounding areas. This position has allowed me a closer work relationship with the patients, families and care team staff and I hope to continue to lead, grow and develop the team over the coming years.

“Thank you so much to the Leadership Team for your appreciation and generosity. The years with my Hospice family have been some of the most rewarding and wonderful years of my life.”



Long term staff member

CLARA DYCK RN, MSN, CHPCN (C)
Education and Resource Leader



This year has been characterized by shifts at our Hospice. Some shifts were seismic and other shifts were very slight. Through these shifts, no matter the size, I am proud to say we kept our eyes firmly fixed on our vision, 'respect, comfort and compassion on life's final journey'.

Education and Community: This year we shifted our REACH Initiative program (Resources, Education and Advocacy to Champion Hospice palliative care) to a strictly online presence. We continue to partner with UBC Okanagan and the Institute for Healthy Living and Chronic Disease Prevention (IHLCDP) in co-hosting a webinar series which shares cutting edge research related to end of life care. This webinar series is only online and we saw attendance grow due to popularity of this format.

We also went to an online format for our 'Living Well/Dying Well' workshops this spring. We partnered with BC Centre for Palliative Care Workshop to pilot a series on Advance Care Planning for people with early dementia and their caregivers. We were able to support this population during the COVID-19 pandemic in a safe way.

Our Nav-CARE Program continued this year and the Nav-CARE Team was able to shift smoothly to virtual or phone support for their Nav-CARE Clients in the last year. "Hat's off" to our Nav-CARE Volunteers for creatively and safely supporting their Nav-CARE community client during this past year!

Additionally, we were successful in pushing our online presence in a more assertive direction with our monthly REACH Initiative Newsletter. We were able to actively grow our readership this year!

Education and Clinical Care: Part of providing 'respect, comfort and compassion' is ongoing education for our staff and volunteers.

This year we focused our education around safety protocols for COVID-19. We had many discussions with staff and volunteers about how we can continue to provide comfort and compassion in the midst of a pandemic and how best to support the people and families in our care, while keeping staff and volunteers safe.

We experienced the retirement of long time staff and so we absorbed generational knowledge, technical expertise and knowledge and oral history from them to pass it down to our newest volunteers and staff members.

A big thank you to our newly retired staff for generously sharing their knowledge, allowing this shift to the next generation happen smoothly and seamlessly.

“Being able to volunteer is a privilege. I feel especially privileged to volunteer at Hospice House. I have nothing but admiration for the staff, residents and families who have had to navigate such difficult circumstances during this pandemic.”



Louise Yako

TANYA STILBORN

Support Services Leader



The quality of care we provide is paramount to us. Over the past year, the pandemic changed how we delivered our service, how we

worked together and how we lived our lives. It has been like nothing we have ever experienced. Despite all of the challenges that we faced, our staff continually provided exemplary care to those we serve. They do it because they are dedicated professionals who have a passion for this work and who care deeply for the people who seek help from our hospice.

Thank you to our amazing volunteers who have supported us through this difficult time. The value of volunteers has always been prominent within our organization. Still the importance of their work was emphasized when COVID-19 restrictions were put into place and for a time they were no longer able to be on-site with us. We fully appreciate the lasting impact they have and they were deeply missed. We want to recognize and thank them for their continued awe-inspiring acts of kindness and then their willingness to return when we needed them most.

I want to thank our senior management team for their guidance and leadership which kept our doors open and our frontline staff, volunteers, residents and visitors supported and safe. We all came together to deal with the initially unknown and eventually adjusted to new ways of having to deliver our care, keeping our residents as comfortable as possible.

Finally, I want to express my deep gratitude to Ruth Edwards, our retiring Executive Director, for her wise counsel, enduring commitment to our mission and her passion for hospice palliative care. The heart of our success is due in part to her tireless efforts to make us the successful organization we are today and I wish her all the very best in her upcoming retirement.

VOLUNTEERS

In April 2020, our volunteers were asked to suspend their valuable work at Hospice House due to the pandemic. Some volunteers were allowed to return in July 2020, but many have yet to return to their previous roles. We are heartened by the dedication of our volunteers who continue to support Hospice with their generous gifts of time, encouragement and willingness to help out in whatever way possible.

2020 was a year of change for our volunteers. We had 21 volunteer retire and another 8 resign for personal reasons. We have 19 volunteer recruits waiting to take our comprehensive training later this year.



10
board members



41
active volunteers

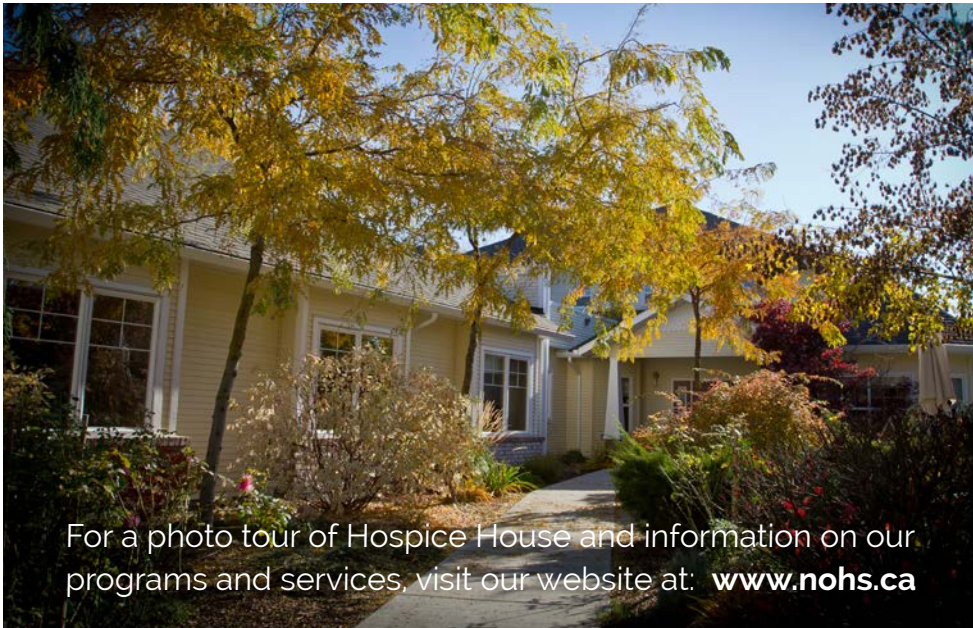
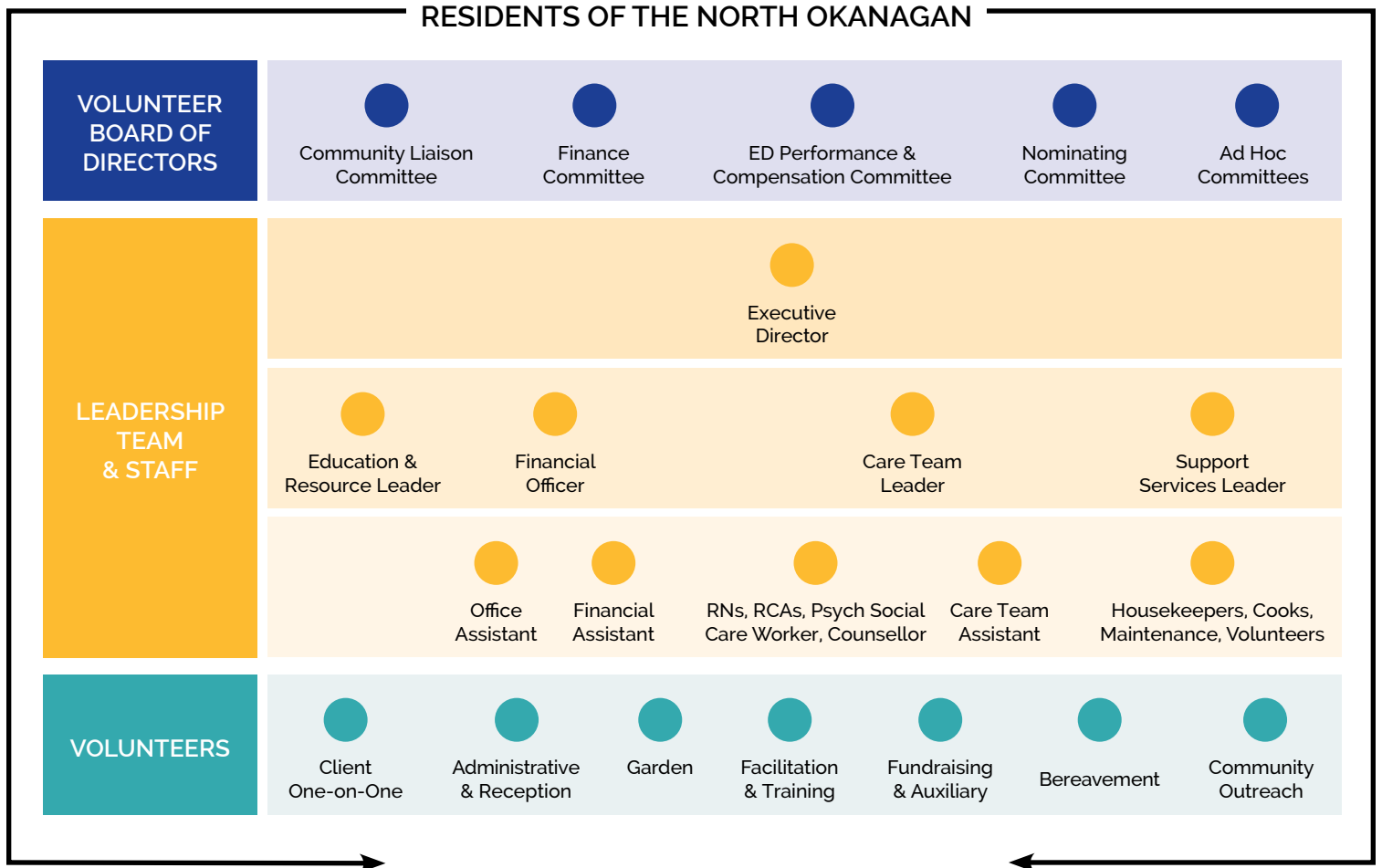


42
volunteers on hiatus

VOLUNTEER ACTIVITY

	2020/21	2019/20
Client One-on-One (including Kitchen support)	0	5,580
Kitchen Support (no one-on-one client support)	462	included in the above
Office Administration	1,477	1,863
Board of Directors	1,231	933
Facilitation: Training, Education, Meetings	198	540
Auxiliary Volunteers	68	416
Student Practicums	75	418
Garden and Yard	588	543
Fundraising	0	383
Bereavement Follow-Up & Memorials	51	280
Total Volunteer Hours	4,150	10,956

ORGANIZATIONAL STRUCTURE



2020-2021 BOARD OF DIRECTORS

- David Kennedy, President
- Paul Landry, Vice President
- Vyvian Burton, Past President
- James Schneider, Treasurer
- Bruce Shepherd, Secretary
- Kent Burnham, Director
- Bob Gardner, Director
- Cheryl Kaminsky, Director
- Garry Pruden, Director
- Kim Taylor, Director