

Annual Report

April 1, 2021 - March 31, 2022



North Okanagan
Hospice Society



Executive Director's Report



On my first day of starting this role, I experienced the dedication of our incredible team. It was

August, during the wildfires, and the smoke was causing issues with our filtration system. Alarms were ringing. Eventually, they were silenced and what remained was the warmth and movement of 'digging in' that I came to witness often in 2021-2022.

A few months later, severe flooding in BC had care facilities in our region being evacuated, and clients displaced. We were lucky to be unaffected. Those affected included other Hospice Societies and our hearts went out to those in our hospice community that had to pause services.

Of course, it was also a year of overcoming the evolving challenges of COVID-19—new Public Health orders impacted our staff, and the ever-changing virus had our staff and their families falling ill. As always, our staff continued 'digging in'. They worked extra shifts, longer shifts and overtime. They showed up and they smiled. Volunteers returned and fit themselves snugly in the fabric of our care.

Now that some of this is behind us, for now, it seems an important time to recommit to our important work, to remind ourselves why we chose a career in health care, and, in particular, why we decided to work at such a special facility. As our fatigued healthcare colleagues in other organizations also ask themselves these important questions and consider making changes that allow them to spend more time doing the work they love, we hope North Okanagan Hospice Society stands out in their minds. We are, more than ever, an oasis striving to deliver the highest quality end-of-life care.

A key priority in our new, five-year strategic framework is nurturing the passion and expertise of our team so we can continue to attract and retain outstanding caregivers and demonstrate our leadership in palliative

care. This strategy also calls for a client centred approach to serving the community beyond our doors and in the many ways they may need support through a palliative care service hub.

If you haven't read it yet, I invite you to learn more about how we're working toward a bright future and building sustainable revenue streams in our *2022-2026 Strategic Framework*. We are fortunate, at North Okanagan Hospice Society, to be just small and just established enough to be so responsive, resilient and tenacious.

I want to thank our committed and courageous board for all the ways they've supported the development of our aspirational strategic plan and provided guidance as we navigated a governance change as well as the renewal of the BC Nurses Union collective agreement. The board has also shown immense support as we navigate creating a robust, future-minded contract with Interior Health. This is such a key partnership for us, and we're grateful for their collaboration and contribution.

We also give thanks to the government of Canada and the province of BC for the grants that support our work.

Last, I can't say thank you enough to the leadership team for their help over the last ten months, and I'm so pleased to welcome two members to that team: Jen Pace, financial officer; and Kevin Rothwell, fund development and communications officer. The experience and expertise these two staff members bring to NOHS will be critical for our sustainable stewardship in the coming years.

Thank you, everyone, for being such passionate supporters of North Okanagan Hospice Society.

Respectfully submitted,

Lisa Matthews,
Executive Director



President's Report

Wow, what a year!

It is an understatement to say that North Okanagan Hospice Society has experienced

several transformational changes since our last AGM in 2021.

As most of you know, we hired a new Executive Director, Lisa Matthews, in August 2021. Lisa hit the ground running, tackling existing and emerging challenges with vigor, determination, skill and imagination. This often involved striking a delicate balance between meeting the day-to-day demands of delivering the highest quality palliative care to our residents while simultaneously exploring every strategic opportunity available to enhance our support for the community on a sustainable basis. Milestones achieved include a five-year contract with the BC Nurses Union that enables NOHS to compete for medical talent and support staff in a very tight labour market, and the development of a visionary long-term strategic plan that aims to move us forward in terms of improved and more

broadly-based sustainable palliative care services in the North Okanagan.

The second major initiative in the last year involved a significant change in our governance model, which has provided a more collaborative approach between the Board and our Executive Director and enhances Board engagement at a strategic level. The Board and its related committees have taken on new purpose and energy while maintaining a traditional but important oversight role.

The last year has also been one of rebuilding as we begin to see the light at the end of the COVID-19 tunnel. We have been able to fill key vacancies at both the leadership and operational levels and we are rebuilding our invaluable volunteer ranks. The one area that remains a challenge is sustainable funding as we move forward. Our fundraising continued to be negatively impacted, particularly in terms of events, while our operating costs continued to rise. We are very grateful for our historical relationship with, and financial support from, the Interior Health Authority but it is critically important we have access

to long-term funding with the IHA that supports a bright, confident and enduring future for the NOHS.

In closing, I want to thank Executive Director, Lisa Matthews, our leadership team, our incredible staff and volunteers and my fellow Board Members for all they do to provide quality end-of-life care and grief and bereavement support to many individuals and families in our community. Our staff and volunteers are a very dedicated group, and it is through their hard work and commitment that NOHS continues to offer such an essential service for residents in the North Okanagan. I am also very thankful for the amazing support the community gives to NOHS. It is this support that enables NOHS to continue to offer the services we do in support of all residents of the North Okanagan.

Respectfully submitted,

Paul Landry,
President

We had a client and his family, who were worried and fearful about going home, and they were supported and empowered over three months by staff. He realized, in this time, that going home was what his wish was, and we were able to guide him gently to meet his goal. This client was taken from a place of fear with a dire prognosis, and he bounced back, and he was able to go home confident, and able to continue his journey, his way.

Upon discharge, this client stated:

"I wouldn't have been able to do this without the staff here...I wouldn't have gotten through this extremely hard time in our life, without your help."



Hospice Client

Our Vision

Leading through innovation to provide expert compassionate care respecting individual choice.

Our Mission

We empower, educate and support people with a life-limiting illness including those who are affected by and caring for their loved ones.



"Each volunteer shift, family members share that they see the sincere depth of care for our clients that come to Hospice for their final quality of time. There is such praise for the kindness and caring that both they and their loved ones receive. The welcoming and cheerfulness of the house, to the gardens their loved ones look out to, they are so grateful. We hear the words: amazing, appreciative, grateful, kindness and loving care."



Sharon Bettsworth,
Volunteer since 2019

Treasurer Report



The past year at NOHS has been one of change and growth. We welcomed a new ED who promptly worked to secure a new contract with our

residential care staff. At this time, we continue to work towards a new contract with IHA and look forward to working with our funding partners for a sustainable future. The past two years have been challenging financially as we have adapted to new fundraising challenges and funding opportunities. Our Finance Committee has met regularly to help oversee the financial stewardship of NOHS and ensure a prosperous road ahead.

On behalf of this committee, I would like to thank our entire Hospice team. Never has more been asked of them especially during the uncertainty of the pandemic. Compassion and care continue to be at the forefront despite financially challenging times. We thank our departing financial officer, Eileen Wang, for all her efforts over the past few years, and we are excited to have Jen Pace join the leadership team as financial officer, her experience and expertise in both the private and public sector will support our new strategic plan well.

James Schneider
Treasurer

Service Support Leader Report



Our volunteers offer their time, compassion, and expertise in 20 different roles here at North Okanagan Hospice Society. Their talents span a wide variety of activities of care, from welcoming our residents and clients to assisting our professional staff with the direct personal care of our residents, to gardening, preparing meals, assisting in fundraising events and

supporting those grieving a loss. Our volunteers delivered over 6,500 hours of their time over the past year. We would not be able to function effectively, nor provide such wonderful programs and services without their valuable contributions.

Volunteers receive ongoing education, specific to their roles and are trained to assist staff in all the practical measures required to support residents, clients, and families. They offer hands-on care, and emotional support in a warm, dignified environment where clients are made to feel as comfortable as possible.

Our Nav-CARE volunteers, who do in-home visits, encourage those living with a life limiting, progressive illness to continue to live fully and they support their wishes, hopes and abilities through gifts of time and compassion. Our bereavement volunteers call our hospice families at two weeks, three, six and twelve months after the death of their loved one to give them an outlet to support their grief. They are a vital part of our bereavement support and refer families back to our bereavement counselors when they determine that family members need professional counseling.

We thank our volunteers for their kind hearts and generous spirits in support of the important work we do. Their selfless service and tireless efforts, to create the best end of life experience possible for those we serve, is deeply valued by our organization and our community.

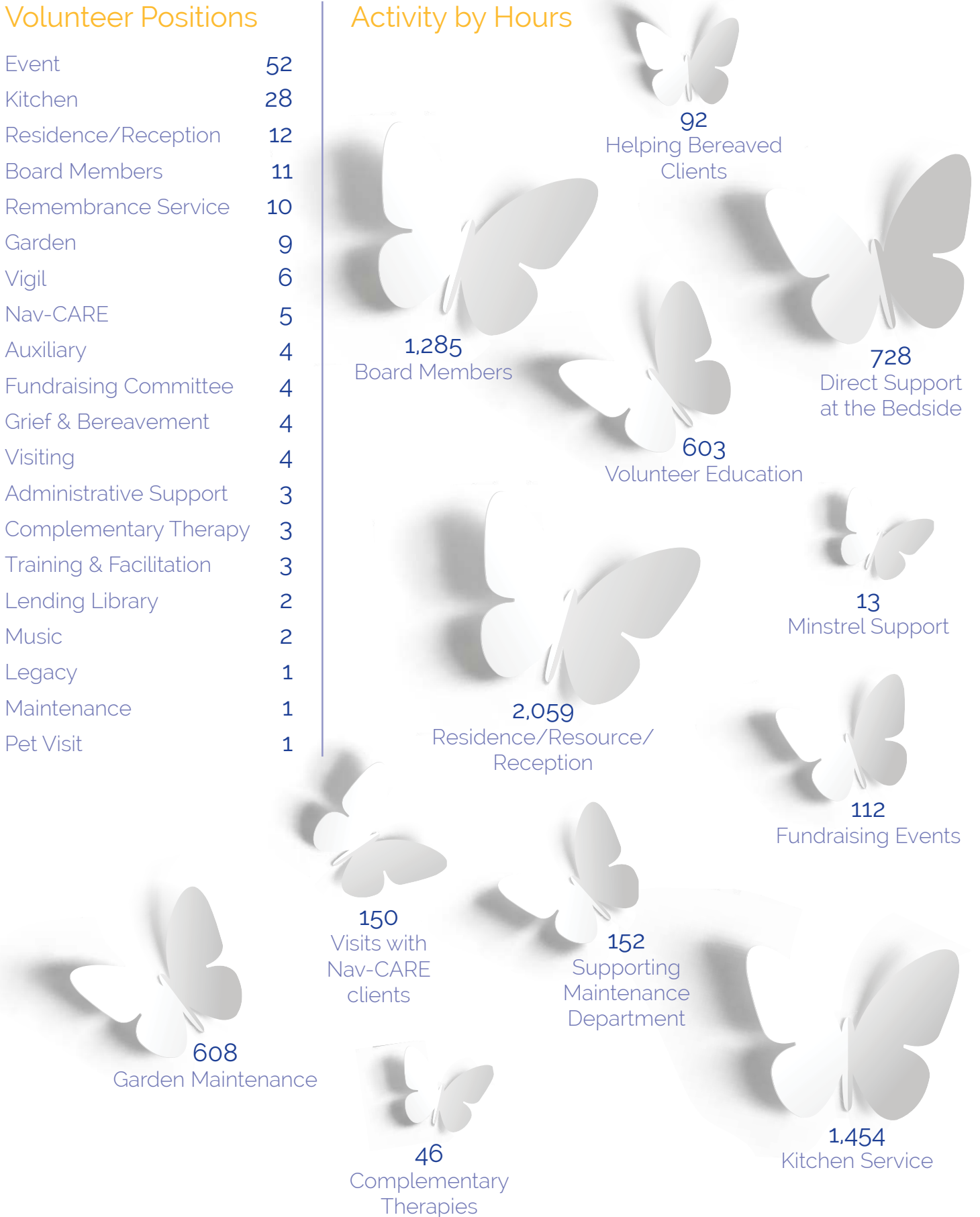
Tanya Stilborn
Support Services Leader

Our Volunteer Profile

Volunteer Positions

Event	52
Kitchen	28
Residence/Reception	12
Board Members	11
Remembrance Service	10
Garden	9
Vigil	6
Nav-CARE	5
Auxiliary	4
Fundraising Committee	4
Grief & Bereavement	4
Visiting	4
Administrative Support	3
Complementary Therapy	3
Training & Facilitation	3
Lending Library	2
Music	2
Legacy	1
Maintenance	1
Pet Visit	1

Activity by Hours



"Serving residents and their families in 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 2007

Our Care Team



I have been in the role for more than one year now at North Okanagan Hospice

Society as Care Team Leader and have experienced some challenges and great successes during this time.

Over this past year, we have seen improved collaboration with our Interior Health partners, which has led to several quality improvement initiatives that supports NOHS in providing expert care to our community. We have been able to initiate part time dedicated physician oversight to the house, and I would like to thank Dr. Kallie Honeywood for all her hard work on the implementation of this project. Our collaboration with IH has also resulted in the improvement in timely access to Hospice due to our improved referral and admission process. It has also supported medication management processes with our valued community pharmacy partner, Nolan's.

During wildfire season last year, we supported our IH community team through providing respite admission to our clients in the community affected by evacuation alerts and orders. For our clients who come here for respite and acute pain and symptom management, we have seen an improvement in our discharge process, more coordination, and a smoother transition back home.

As part of our new strategic plan, we have increased our grief and bereavement services and group sessions and look forward to providing specialized grief services for specific groups such as pediatrics amongst others.

Staffing has been difficult over the last year, and as we look to the future, we have recruited some incredible new staff, four new RN's and four new RHCA's, to complement our amazing team. We feel lucky, as we have retained our remarkably committed and engaged staff, who are great role models for our new staff in the quality of care we expect and deliver.

Leslie Murphy, RN, BScN
Care Team Leader



Education and Outreach Programs



Education and Community

“We Care” is why we are here serving our community. Caring and compassion is deep in our Hospice’s roots. “We Care” is why we offered 13 free webinars to our community. These webinars are from Hospice Foundation of America on timely subjects such as Moral Distress in Healthcare, Pandemic Grief Scale and Spiritual Needs of the Dying. Also, 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 is also how ‘We deliver expert care in the way it matters to our community’. Access and attendance to these webinars has held steady over the year.

We have seen and heard clearly from our community that people need support after their loved one has died. We are responding to this by increasing our Grief and Bereavement counselling support hours for our community members.

This year we were successful in obtaining New Horizons Grant for Seniors Project from the Canadian government! This grant is being used to refurbish and increase access to our public lending library, deliver Living Well | Dying Well workshops to the community and restart volunteer grief support groups. We are pleased to care for our community in this way.

Our volunteers continue to provide excellent one on one support through the Nav-CARE Program. Where an experienced, trained and mentored volunteer meets one on one with a community member who has a life limiting illness. The goal of this is quality of life and supporting this person to be deeply connected to their community as they experience illness. Training for Nav-CARE is a hybrid in person/online format now.

Another way we have purposely chosen to support our community is to increase availability and readership of our REACH Newsletter. Over the last year, we have grown the REACH Initiative Newsletter from 100 to 1500! If you would like to receive our monthly newsletter email clara@nohs.ca.

Education and Clinical Care

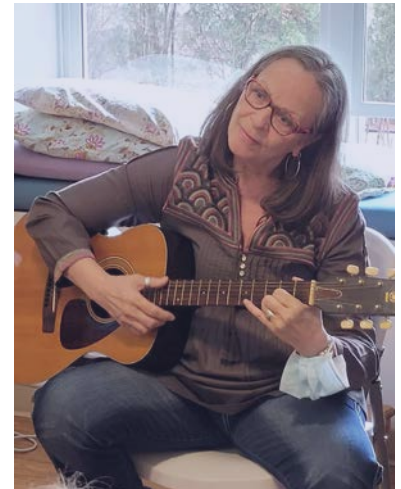
Our goal this year is to continue to grow a full complement of expert staff and volunteers. Our thorough professional development plan supports all our staff to provide expert compassionate care. This is accomplished through in-house training. Additionally, we have had the pleasure of partnering with Interior Health Authority to deliver and access training and education for our staff.

Part of leading through innovation in clinical care is growing the next generation of Hospice Palliative Care health care workers. We have had the privilege of hosting practicum students for Registered Nurses, Licensed Practical Nurses and Masters in Social Worker students.

Clara Dyck, RN, MSN, CHPCN (C)

Education and Resource Leader

“Many times, every day, I remember some of the details of my sister’s stay, and I am so thankful for each of you. Your heart and caring was exemplary!”



Hospice Client
Family Member

Hospice House Statistics 2021-2022

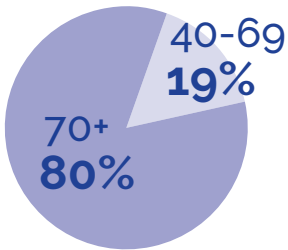
Interior Health Authority set 85% occupancy as the desired average occupancy rate for Hospice House. COVID-19 impacted on our ability to reach this threshold. Through improved collaboration with IHA, we were able to see an increase of 28 clients admitted to Hospice.

We were able to take clients in from other areas due to wildfire evacuation, and to bring clients from other areas of BC closer to their families. We were honoured to be able to care for these respite clients.



164
people served

Age



DIAGNOSES

Cancer **71%** 



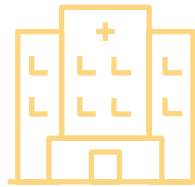
CHF & COPD
16%

Transferred from



Home
48%

Vernon Jubilee Hospital
49%



Residents

Greater Vernon	67%
Armstrong/Enderby	21%
Lumby/Cherryville	12%
Other	7%



26 people

Discharged to home or other facility

22 days

Average Length of Stay

79%

Occupancy Rate

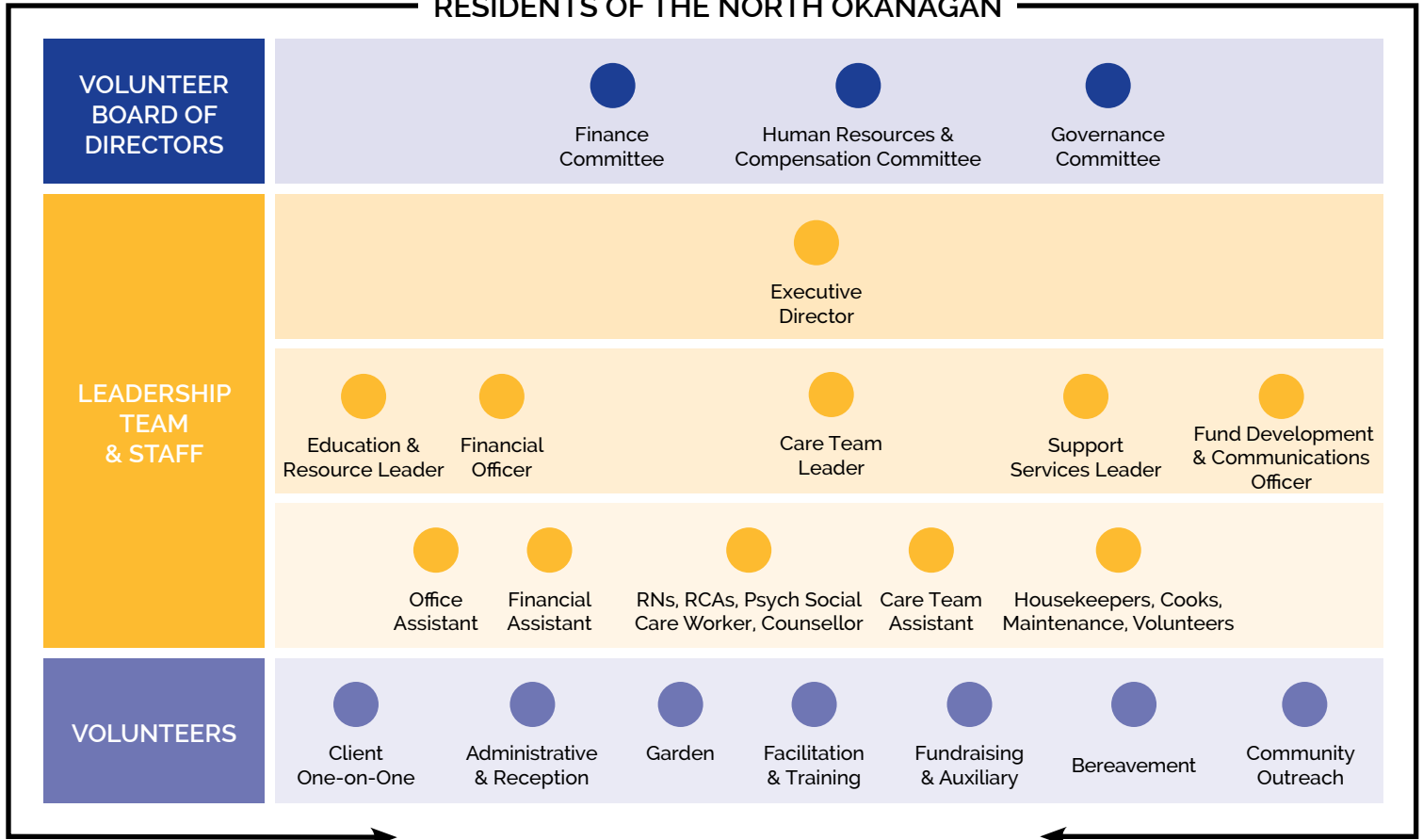
"We have supported each other in what has been the hardest of times, and people here have gone above and beyond, and have been understanding, patient and kind."



Long Term
Staff Member

Organizational Structure

RESIDENTS OF THE NORTH OKANAGAN



2020-2021 Board of Directors

Paul Landry, *President*: Paul worked in both the public and private sectors in research, senior management and executive positions in the transportation and traffic safety sectors. He was elected to the NOHS Board in 2019 as a Director and VP in 2020.

Bruce Shepherd, *Vice President*: Bruce is a Financial Advisor with more than 24 years in the investment markets. He joined the Board in 2020 and served as the Board's Secretary until 2021.

David Kennedy, *Past President*: Dave is a retired physician having practiced in Kimberley, BC, Ontario, and Vernon. He joined the Board in 2015 as a Director, became Vice President in 2018 and President in 2020.

James Schneider, *Treasurer*: James is an accountant CPA CA with over 22 years of experience in public practice, industry and the Auditor General's office of BC. He joined the Board in 2020.

Ted Treller, *Secretary*: Ted is a Development Economist with over 30 years experience consulting and supported a diversity of domestic and international governments, organizations, and private sector organizations. He joined the NOHS Board as Secretary in 2021.

Kent Burnham, *Director*: Kent is a partner in a prominent law firm and the head of the Civil Litigation practice group. He became a Director of the NOHS Board in 2019.

Iain Butler, *Director*: Iain is a Chartered Accountant with over 25 years commercial experience. He is a newly elected board member starting his role in 2021.

Bob Gardner, *Director*: Bob recently retired from a 35-year career in both public and private school education. He is a newly elected board member starting his role in 2020.

Cheryl Kaminsky, *Director*: Cheryl recently retired from a 24-year career as a realtor. She joined the NOHS Board in 2016.

Garry Pruden, *Director*: Garry is a retired Health Care Professional and Administrator of 35 years. He joined the Board of NOHS in 2018.

Kim Taylor, *Director*: Kim was the past Executive Director of the Canadian Society of Palliative Care Physicians. She joined the NOHS Board in 2019.

Statement of Operations

FOR THE YEAR ENDED MARCH 31, 2022

REVENUE

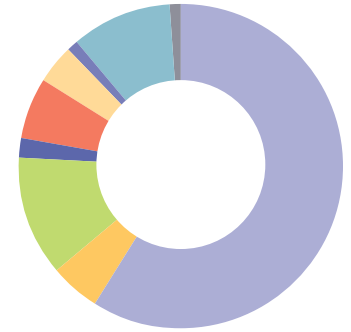
Interior Health Authority	\$1,486,361
Donations and Grants	307,248
Bequests	66,185
Special Events/Fundraising	124,791
Residential & Program Fees	142,947
Gaming Revenue	20,000
Investment Income	100,854
Other income	27,366
Government Assistance	245,530
Total Revenue	\$2,521,282

EXPENSES

Program Wage Costs	\$1,921,730
Amortization	162,009
Residential Program Expenses	132,191
Facility Expense	100,932
Fundraising	125,213
Organizational Development	123,627
Administration	47,600
Advertising	7,910
Total Expenses	\$2,621,212
Excess (deficit) of revenue over expenses	<u>(\$99,930)</u>

Sources of Revenue

- Interior Health Authority **59%**
- Special Events/Fundraising **5%**
- Donations & Grants **12%**
- Bequests **2%**
- Residential & Program Fees **6%**
- Investment Income **4%**
- Other Income **1%**
- Government Assistance **10%**
- Gaming Revenue **1%**

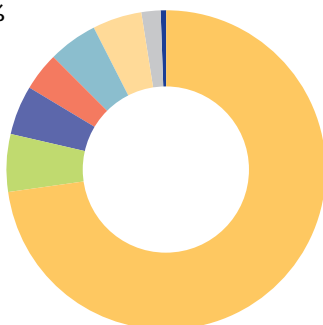


REVENUE NOTES

- 59% of our financial support was received from Interior Health Authority in the fiscal year.
RISK: The funding falls short of direct operational costs and where grants, donations and fundraising do not cover the shortfall it is taken from reserves.
- We are extremely grateful to the thoughtful members of our community who have supported NOHS with donations and bequests. These donations are as critical to the sustainability of the NOHS as our fundraising events and IH contract.
- Fundraising was slightly more successful this fiscal year than last with the easing of COVID restrictions. NOHS was able to fundraise \$124,791 thanks to sponsors, volunteers, and the community for supporting us.
RISK: Donations and fundraising are unpredictable and due to the adverse effects of COVID on volunteer numbers and our community as a whole, this has resulted in increasing competition for fundraising dollars. NOHS will need to expend more effort to overcome and recover from these challenges.
- NOHS recognized \$100,854 in investment income, however investments were drawn down and values eroded by \$157,767 in the fiscal year.
RISK: Depletion of Reserve funds lowers investment income and reserve funds are limited and cannot sustain NOHS for more than 4 to 7 years.
- Government wage subsidies were reduced to \$245,530 this fiscal year, compared to the prior year of \$612,282.
RISK: The organization is expecting no funds in the next fiscal year for wage subsidies and will have to seek other revenue sources to offset this loss of income.

Operational Expenses

- Program Wage Costs **73%**
- Amortization **6%**
- Residential Program Expenses **5%**
- Facility Expense **4%**
- Fundraising **5%**
- Organizational Development **5%**
- Administration **2%**
- Advertising **0.3%**



OPERATIONAL EXPENSE NOTES

- Paid staff members include management, care staff, support staff and administrative and finance staff.
- Wage costs were approximately 73% of the total costs at \$1.92 million per year.
- Our care staff and support staff are members of the BC Nurses Union (BCNU) and our collective agreement was ratified in December and remains in effect until May 31, 2025.
- Operational costs such as utilities, repairs, groceries 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 the operational costs of the Hospice House. IHA funding does not reflect the actual cost of providing services at the House. NOHS is in currently in negotiations with IHA on funding.

Statement of Financial Position

AS AT MARCH 31, 2022

ASSETS

Current Assets

Cash	\$889,112
Short-term Investments	1,575,371
Accounts Receivable	157,637
Prepaid Expenses	<u>6,182</u>
	\$2,628,302

Capital Assets

1,964,129

Long Term Investments

956,094
\$2,920,223

Total Assets

\$5,548,525

LIABILITIES

Current Liabilities

Accounts Payable	\$65,257
Payroll Liabilities	270,159
Deferred Revenue	<u>60,027</u>
	\$395,443

Fund Balances

Invested in Capital Assets	\$1,964,129
Internally Restricted Funds	2,465,000
Externally Restricted Funds	61,973
Unrestricted	<u>661,980</u>
	<u>\$5,153,082</u>

Total Liabilities and Fund Balances

\$5,548,525

2021/22 Fundraising

The traditional Hospice fundraising events were not accessible in 2021. However, we completed a successful online 50/50 campaign in the summer and Silent Art Auction in November. We are grateful for the support of Destanne Norris for her donation of "Passage Through" to the art auction, and Sarah Hope for her donation of "Letting Go" to Hospice House. We attended the Festival of Crafts as the restrictions were lifting last year with good support.

Our mail solicitation to our donors and members in our annual Journeys Campaign in support of our grief programs was a great success. We appreciate the generosity of our donors with these fundraisers as we navigated restrictions safely and transitioned to a 'socially distanced' form of fundraising.

We are grateful to the federal government for their much-needed support through the Canadian Emergency Wage Subsidy program, to support our wages and lessen the impact of the loss of volunteers during COVID-19.

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

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

"Hospice staff has become like family."



Hospice Client



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



North Okanagan
Hospice Society

www.nohs.ca

3506 27 Avenue Vernon, BC V1T 1S4

Phone: 250.503.1800 Fax: 250.503.1844

Email: info@nohs.ca