

ANNUAL
REPORT
2017-18



VICTORIA
HOSPICE



PICTURED: Victoria Hospice patient
Gladys Page with volunteer bedside singers
Susan Robbins and Marilyn Wolovick

"The homey touches like handmade quilts on the bed, a beautiful rooftop garden, china teacups and volunteers offering homemade cookies and hugs made a tremendous difference for my mother and the rest of the family. We spent as much time as we wanted with Mom and the skilled and knowledgeable staff gently guided us through an extraordinarily emotional and difficult time. I will be forever grateful to Victoria Hospice, for her, and for me."

Yvonne, daughter of Gladys Page





"The care my mom received at Victoria Hospice exceeded my hopes. From the warm welcome she received upon her arrival to the sensitive and respectful farewell she was given by the staff and volunteers, our experience at Hospice was invaluable."

Shirley, daughter of Gladys Page

"The staff and cheery volunteers showed understanding, compassion, and even more importantly, love."

Harold, husband of Gladys Page



VICTORIA HOSPICE

OUR VISION

Quality end-of-life care for all

OUR MISSION

To enhance the quality of life
for those facing advancing
illness, death and bereavement
through skilled and
compassionate care,
education, research
and advocacy

OUR VALUES

Respect
Commitment
Compassion
Collaboration
Integrity
Excellence

VICTORIA HOSPICE SOCIETY AND FOUNDATION BOARDS

Victoria Hospice Society



Marguerite Rowe
PRESIDENT



Deedrie Ballard
VICE PRESIDENT



Clark Lawrence
TREASURER



Rob Gareau
PAST PRESIDENT



Brenda Canitz
DIRECTOR



Dr. Eric Charman,
O.B.C. DIRECTOR



Steve Clark
DIRECTOR



Terry Farmer
DIRECTOR



Eileen Harper
DIRECTOR



Zahra Rayani-
Kanji, DIRECTOR



Tim Schober
DIRECTOR

Victoria Hospice and Palliative Care Foundation



Deedrie Ballard
PRESIDENT



Clark Lawrence
TREASURER



Marguerite Rowe
DIRECTOR



Jason Sikora
DIRECTOR



Colin Weavers
DIRECTOR

The **Victoria Hospice Society** determines annual funding priorities, strategic directions and ensures the organization's mission and values are upheld.

The **Victoria Hospice and Palliative Care Foundation** stewards and manages endowment and investment funds.

A MESSAGE FROM OUR INTERIM CEO AND BOARD PRESIDENT

2017-18 was another successful year at Victoria Hospice. Within these pages, we have the opportunity to highlight some key achievements and special moments from the year.

At Victoria Hospice, our interdisciplinary team of staff and volunteers put patients and families first as they navigate their end-of-life journey. Patients like Gladys Page, on the inside front cover of this Annual Report. Says her daughter, Shirley: *"The staff and volunteers regarded my mom as a person with an identity that encompassed so much more than the cancer that was taking her life. She was provided with exceptional care for all aspects of her personhood—emotional, social, spiritual, and physical."*

This compassionate, whole-person approach to care is made possible thanks to our community's ongoing and generous support. Donations fund almost half of our work. We receive each gift with gratitude and remain committed to carefully allocating every dollar to optimize patient and family care.

Over the past year we have focussed on continuously enhancing the delivery of our care. Our clinical team developed comprehensive patient process maps to identify opportunities for improvement and to ensure that we continue to meet standards of excellence in palliative care. In November 2018, Accreditation Canada will conduct a formal, independent assessment of our organization based on validated standards and best practices from thousands of health care service providers around the world.

We also conducted extensive demographic modelling of future end-of-life care demands on Vancouver Island, including estimated resources required to meet the growing needs with our partners. As we wrap up our current

Strategic Plan and develop our next Plan (2018-2021) with stakeholders, our aim is to address those demands and provide critical services to a larger portion of the population.

There were several transitions in leadership at Victoria Hospice in 2018. Mischelle vanThiel stepped down as CEO after five years of service, leaving us well-positioned for continued success and future innovation. We would like to thank Rob Gareau for his leadership as former President of the Victoria Hospice Society Board; Marguerite Rowe assumed this role in September 2017.

After 34 years of service, Dr. Deb Braithwaite has retired. Please see the article at right.

On behalf of the Board of the Victoria Hospice Society, we echo the words of Dr. Deb Braithwaite: *"I have an abundance of faith that Hospice will, with ongoing assistance, continue to provide skilled, timely, compassionate care, in a manner that reflects patient and family priorities at end of life."*

Sincerely,



Marguerite Rowe
President, Victoria Hospice Society Board



Wayne Powell
Interim CEO, Victoria Hospice Society

"When dying is in the near future, the most important thing is always quality of life."



We would like to thank Dr. Deb Braithwaite—affectionately known as Dr. Deb—who retired in 2018, for her 34 years of service at Victoria Hospice. Throughout her long history, Dr. Deb's professionalism, passion and kindness have won her the respect and admiration of everyone she worked with or cared for.

Reflects Dr. Deb, *"Working at Hospice allowed me to give quality time to patients when they might otherwise spend it languishing in hospitals, with poorly controlled symptoms, not being able to do the things that are important to them, and spending their final days consumed by physical and emotional pain without support."*



PATIENTS AND FAMILIES FIRST

At Victoria Hospice, we are committed to caring for patients and their families.

In addition to providing pain and symptom management for patients nearing end of life, whether at home, in the community or at our Inpatient Unit, we provide: individual and group counselling for all ages; help with practical matters such as funeral arrangements; complementary therapies; companionship

and other support from specially trained volunteers; and spiritual care prior to, and following, a death.

Highly-trained bereavement volunteers provide check-in phone calls with families for up to one year following a death. Our care also extends to the broader community through our bereavement programs for individuals with no prior connection to Victoria Hospice.

Where Do We Care?

CARE IN THE COMMUNITY

Many people prefer to be cared for at home close to family, friends and familiar surroundings. Our Palliative Response Team (PRT) provides crisis intervention for patients and families in their homes. The PRT service includes 24-hour, on-call consultation and treatment by nurses for symptoms that might otherwise require admission to the hospital, plus counselling through times of crisis.

CARE ON THE UNIT

Although most patients prefer to be cared for at home, patients can be admitted to one of our Inpatient beds on the 3rd floor of the Richmond Pavilion at the Royal Jubilee Hospital. Our goal on the Unit is to make our patients and their loved ones as comfortable as possible with a home-like setting complete with a kitchen, lounge, solarium, meditation room and tranquil rooftop garden.

PHONE CONSULTS

by nurses and counsellors in 2017–18

to health care professionals

5,020

to patients and families

1,472

Palliative Response Team home visits in 2017–18

1,399

Palliative care specialist physician visits to patients in homes, facilities and hospital wards in 2017–2018

1,392

Patients admitted to the Inpatient Unit in 2017–18

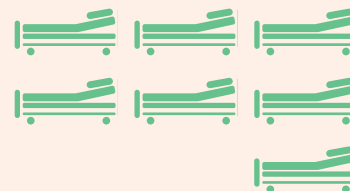
484

7 beds

Pain and symptom management

7.7 days

Average stay, 2017–18



1 bed

Respite care one-week stay so caregivers can rest

6.9 days Average stay, 2017–18

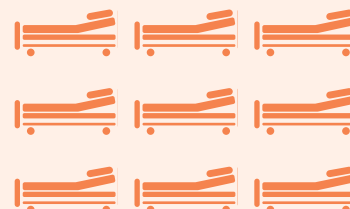


9 beds

Ongoing end-of-life care for those unable to remain at home

17.7 days

Average stay, 2017–18



“Your loving palliative care allowed Mom to die at home as she so desired. We were provided the opportunity to spend precious time together, sharing memories and—most importantly—healing old wounds. Thank you for this wonderful gift.”

Hospice family



Pledging to Provide the Best Quality Care

Every one of us has the power to affect change that leads to better care. That is the intention behind Change Day BC. Our interdisciplinary care team enthusiastically took part in Change Day in November 2017, pledging individual acts of change that are simple, inspiring, and that reflect our commitment to put patients and families first.

This one day is reflective of a year-round culture of caring amongst the interdisciplinary care team at Victoria Hospice.



A Celebration of Excellence

Victoria Hospice was recognized by Island Health in the Collaborative Partnerships category with a Celebration of Excellence Award. Our clinicians and researchers are members of the Integrated Nephrology Working Group to improve the quality of care for people with kidney illnesses at the end of life.



Bereavement Supports

We provide a range of supports to bereaved people including volunteer calls and visits, professional counselling, grief support groups and information about grief. Our program is available to any person living in

Victoria and surrounding areas. You do not have

to have had a prior connection with Victoria Hospice to access bereavement services.

In 2017-18 we added one counsellor position and two new support groups to address waitlists for bereavement services. We have also located a counsellor at the Esquimalt Westshore Health Unit. The Westshore has a rapidly growing

population and services there have not yet caught up to the growing needs of the community. Through this partnership, grief counselling is now available once a week with Victoria Hospice Bereavement Counsellor, Steve Silvers. Plans to offer a Drop-in Grief Group are in the works.



Grief Counselling

2,347
personal
counselling
contacts with
1,637
bereaved
individuals
in 2017-18

EDUCATION AND RESEARCH

Thanks in large part to our generous community donors, Victoria Hospice engages in education, training and research to help improve outcomes for palliative patients here in Victoria and around the world.

We have developed textbooks, evidence-based clinical tools and practices and courses, such as—***Palliative Care: Medical Intensive***, and ***Psychosocial Care of the Dying and Bereaved***—to advance the field of palliative care across Canada and around the world.

A wide range of healthcare professionals look to us to help them build basic, advanced, and complex skills in the field of palliative care. Each year, we continue to build our internal capacity, integrating

education and research with practice, doubling the number of projects in the last two years.

In 2017-18, we developed and facilitated training workshops for clinicians in partnership with the Island Medical Program, the BC Centre for Palliative Care, and the Centre for Interprofessional Clinical Simulation Learning, such as,

- ▶ ***Violence Prevention Simulation***,
- ▶ ***Serious Illness Conversations Training***, and
- ▶ ***Point of Care Ultrasound Training***.

We also published two manuscripts in peer reviewed journals on the subjects of complicated grief in Canada and spiritual care training in healthcare.

Did you know?

The **Palliative Performance Scale**, a clinical tool used to measure and assess patients, was developed at Victoria Hospice in 2008.

It has been translated into

9 languages

and is used in

23 countries

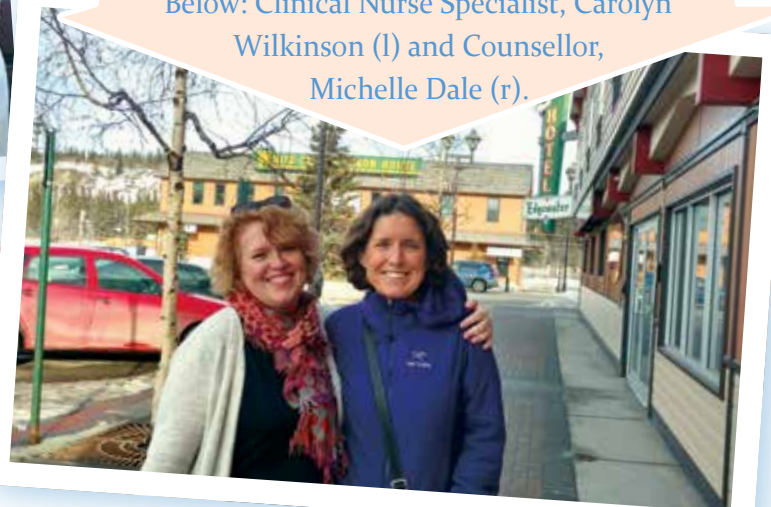
around the world.

• Arabic
• Dutch
• English
• French
• Japanese
• Portuguese
• Spanish
• Thai
• Traditional Chinese

325

professionals trained in
Victoria Hospice's two flagship
courses in 2017–2018

For the second year in a row, we brought the ***Palliative Care Medical Intensive*** course to Prince George, BC, and we established a new partnership with the Yukon Government to bring the course there. Below: Clinical Nurse Specialist, Carolyn Wilkinson (l) and Counsellor, Michelle Dale (r).



In September 2017, at the Canadian Hospice Palliative Care Conference, our interdisciplinary team received the Best Poster Award, titled: ***Palliative care education—applying strategic planning and instructional design model to program development.***

Victoria Hospice's *Transitions* wins American Journal of Nursing 'Book of the Year' Award

In January 2018, *Transitions in Dying and Bereavement: A Psychosocial Guide for Hospice and Palliative Care*, Second Edition, was awarded third place in the 2017 American Journal of Nursing (AJN) Book of the Year Awards in the Palliative Care and Hospice category. The AJN Book of the Year is a prestigious competition that recognizes the very best in nursing publications. This professional resource book was written by Victoria Hospice's Clinical Services Director, Wendy Wainwright (left) and Bereavement Coordinator, Marney Thompson (right).



A Visit from the "Father of Palliative Care in India"

Victoria Hospice and the BC Centre for Palliative Care co-presented the BC premiere of the feature-length documentary film, *Hippocratic: 18 Experiments in Gently Shaking the World*, based on the extraordinary life and work of Dr. M.R. Rajagopal, a 2018 Nobel Peace Prize Nominee.

The Victoria screening featured a Q & A with the doctor affectionately known as India's "father of palliative care" and drew more than 300 people, the largest crowd on his North American Film Tour.

Dr. Rajagopal inspired the crowd with his deep wisdom and passion for alleviating pain and suffering.

"We have an engaged and compassionate community here in Victoria and indeed all over Vancouver Island," says Victoria Hospice palliative care physician, Dr. Fraser Black. "It was truly an honour and privilege to welcome Dr. Rajagopal here."



Sharing Between Thai Nurses and Victoria Hospice

Victoria Hospice welcomed a group of more than 40 learners from Thailand's Ministry of Public Health. These Nursing Educators and Directors of Thai Nursing and Public Health Colleges came to Victoria Hospice and the University of Victoria to learn about nursing leadership through an educational lens and from a policy perspective within the Canadian healthcare system.



VOLUNTEERS

Volunteers play an essential role in the quality of our programs and services. Volunteers can be found on the Inpatient Unit, in our community program and with our bereavement program. Volunteers are also active in non-clinical program areas such as our fundraising events, the rooftop garden, and office administration.

We welcomed 48 new volunteers this year, many of whom came to learn about Victoria Hospice either through personal experiences or specific interactions with volunteers that inspired their interest in supporting us. This speaks volumes about the impact our volunteers have in this community.

Total hours our
Unit Volunteers
spent in
classroom
& practical
training:

610

in 2017-18

New
Volunteers:
48
in 2017-18

Average hours of
service each Volunteer
has contributed:

546

Average years of
service per Volunteer:

5.4

Volunteer
hours
in patient care,
governance, support:

16,307

in 2017-18



Bedside Singers

Our volunteer Bedside Singers provide soothing comfort for patients and their loved ones on our Hospice Unit. Singing in teams of two, they offer a range of music to match the support needed at the time. The songs can be calming, uplifting, and they can bring back wonderful memories.

We thank the students in the Beacon Community Services' STARTE (Skills Training and Readiness to Employment) Program, a 6-week skills training initiative to prepare Victoria area students for possible jobs in the film industry. They created a touching video about our Bedside Singers at no charge to us. It was designed to help us recruit for new bedside singers, but it also tells the larger story of who we are and how volunteers are essential to Victoria Hospice.

We invite you to watch the video at www.victoriahospice.org/volunteers/bedside-singers



Life Stories Bids Adieu to Program Founder

Life Stories gives registered patients a chance to record their life's stories, thoughts, or special memories onto audio CDs or a USB drive. The program celebrated its 10th anniversary in 2018.

This milestone achievement would not have been possible without the stewardship of program founder, Dan Curtis, who retired from Life Stories in 2018. Thankfully, he plans to remain as a Hospice volunteer.

"It is my hope that the program will continue to thrive for another 10 years," says Dan. "I am pleased to have worked

with such a terrific group of volunteers, staff, and managers. My life is richer for having known you. Life Stories will always be one of the most rewarding and satisfying experiences of my life."

"We are bound by a belief that providing a way for people to share their stories at the end of life can be comforting and healing."

Dan Curtis

Celebrating a Treasured Victoria Hospice Ambassador

It takes a special kind of person to volunteer with Victoria Hospice.

We recently spent a few hours with one such person, an exceptional and long-standing volunteer, Katie Dunn. We were invited into her home for sweets and coffee served with green sugar; a nod to her Irish roots.

We thanked Katie for her steadfast commitment to Victoria Hospice as both a donor and a volunteer—30 years in 2018—and to hear about what drives her to give of her time so generously.

"What can I say, I love to give and volunteering is just one way of giving. I have ID badges from so many organizations that Gerry and I both volunteered with," says Katie of her husband of 62 years, who died on the Hospice Unit in 2006. Indeed, in 2016, Katie was recognized with a Governor General's Caring Canadian Award, for her commitment not just to Victoria Hospice, but to the Victoria Police Department's James Bay Community Policing Station and the City of Victoria.

"It feels like just yesterday when my dear friends Eileen and Jack Rutherford invited me to volunteer at Hospice, only one day after retiring as a social worker in 1988," says Katie. Never one to be idle, Katie quickly became a committed weekly volunteer in countless non-clinical capacities. She is a treasured Victoria Hospice ambassador. And she has

not tired of us yet; she still makes weekly calls to our donors to thank them for their gifts.

"When I make thank-you calls to donors I introduce myself as a volunteer," says Katie. *"I think people react differently to volunteers, they don't have to worry that you're official."* We recently discovered that many of our long-standing donors have only ever spoken with Katie Dunn. Her simple acts of stewardship have helped a great deal in inspiring some very significant donations.

"It is a pleasure to make those phone calls, I thoroughly enjoy it. Some seem surprised that I'm calling to thank them; others just want to talk, they need to talk, and I am happy to listen."

Katie Dunn



COMMUNITY SUPPORT & DONATIONS

Community support from our generous donors is critical to our ongoing operation.

Our partners at Island Health fund roughly half of Victoria Hospice's \$8 million annual operating budget. The remainder is raised through the philanthropic support of the Greater Victoria community by way of donations, sponsorships, grants, special events and legacy gifts.

Donations enable us to:

- Provide the very best possible round-the-clock care, support and pain and symptom management for patients nearing end of life, whether at home, in the community or at our Inpatient Unit;
- Extend our care to patients' families and loved ones through our practical support, bereavement and grief counselling programs; and
- Forge partnerships and engage in education, training and research to develop innovative, evidence-based clinical practices that advance the field of palliative care across Canada and around the world.

It was another strong year for fundraising at Victoria Hospice, with results well above target thanks to the generosity and dedication of our lifetime and legacy donors. Of particular note, however, this was also Victoria Hospice's best year ever for non-estate revenue by more than \$300K (total more than \$2.5M).



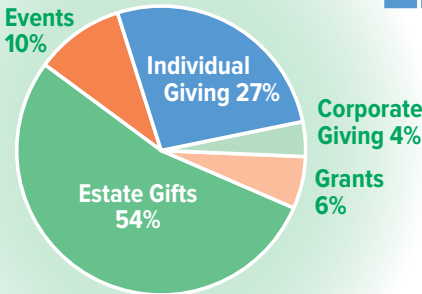
New Donors
in 2017–18

3,048

Total Donors
in 2017–18

7,218

Donation Sources in 2017–18

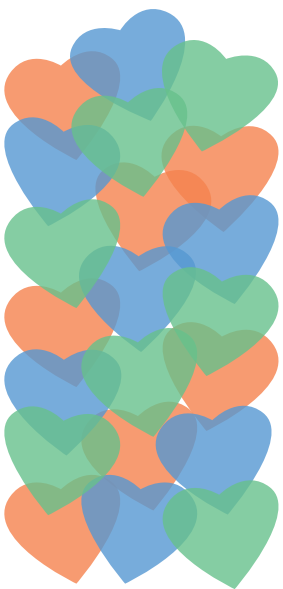


New Legacy
Commitments
in 2017–18

80

Total Legacy
Commitments

226



Community Events

In 2017, the *Cycle of Life Tour*, an annual group cycling event held each July, raised \$163,597, which was shared with other Island hospices. The 2018 event sold out in 24 hours. Other Hospice-led events include the *Hike for Hospice* in May

(raised \$55,000) and *Celebrate a Life* in December (raised \$20,003).

Dozens of third-party events also increase awareness in the community and raise much-needed funds. Our largest third-party fundraising event is *Soccer is the*

Anneswer to Cancer, which raised more than \$58,496 in 2018.

**Total Raised at Events
in 2017–18:**

\$505,644



Ian Stuart “felt like a guest” at Victoria Hospice

We are so fortunate at Victoria Hospice to receive gifts from this generous community. That includes the gift of time from our 300+ volunteers and critical donations that fund nearly half of our operating costs. Some gifts are anticipated—such as monthly donations or planned gifts from those who have informed us that Victoria Hospice is in their Will—others arrive rather unexpectedly.

Such is the case with a very significant gift which we received in December. It was made in honour of Ian Stuart, a husband, a father, a grandfather, and a Victoria Hospice patient from August 17 to September 2, 2017. The cheque was accompanied by a beautiful letter written by Jennifer Needham, Ian’s wife of 42 years, on behalf of their children Kevin, Johanna, Alyson and Elisabeth. We are pleased to share this letter with you.

Dear Victoria Hospice,

December 10, 2017

Our family is so very thankful that Ian was able to spend his last two and a half weeks at Victoria Hospice. Ian was equally thankful and often repeated that he felt like a “guest.” This comment is especially significant coming from a man who had spent 30 years studying service quality, process improvement and whose main research in academe was on inter-organizational relationships. Ian did not give praise lightly. In fact, in his entire teaching career, he only ever gave one A+!

Ian’s four-year cancer journey was one of emotional highs and lows. While Ian faced most of his journey with incredible optimism, the last two months of his life was a time of chaos and despair. The genuinely loving and gentle care that Ian received at Victoria Hospice was without a doubt the most compassionate of his four-year cancer journey. Added to this, the care came at a time he needed it the most. Indeed, it came at a time when we all needed it the most.

The doctors, nurses and support staff at Victoria Hospice listened carefully to Ian’s wishes for his last remaining weeks and they did everything they could to accommodate these wishes. For this we are eternally grateful.

Thank you once again for the very important work you do and for touching our lives in a most meaningful way.

Sincerely,

Jennifer Needham

Lighting Up Our Community

Thanks to our partners at Island Health, Bartlett Tree Service, and Five Star Paving, Victoria Hospice was able to spread light and joy last holiday season.

To kick off *Celebrate a Life*, our annual holiday tradition to honour the lives of those we’ve loved and lost, we hosted the inaugural *Holiday Tree Light Up* on our rooftop garden.

Five-year-old Georgie, whose father died at Hospice a few weeks prior, had the honour of flicking the big switch, illuminating 5,000 lights on the 50-foot Garry oak tree next to Victoria Hospice.



“The lights bring such a calming presence for our patients and their families. They also uplift staff on those very busy night shifts. Thank you to all those who made it possible!”

Hospice nurse
Sandra Ogloff

Pro Forma Statement of Combined Operations Fiscal Year ending March 31, 2018, with Prior Year comparisons

REVENUES		FISCAL 2018	FISCAL 2017
	Government Contracts & MSP	4,835,921	4,771,174
	Donations & Fundraising	5,245,618	7,492,469
	BC Gaming Commission	0	50,000
	Publications / Courses / Projects	247,978	388,327
	Interest & Dividends	291,888	306,767
	Investment Valuation Gains (Losses)	83,212	668,854
	Other	60,353	59,316
		<u>10,764,970</u>	<u>13,736,907</u>
EXPENDITURES			
	In Patient Nursing	3,096,654	2,923,337
	Medical	842,619	843,253
	Counselling / Bereavement / Spiritual	941,482	947,905
	Community & PRT Nursing	829,948	859,838
	Volunteer Services	142,684	137,111
	Publications / Courses / Research Projects	208,892	300,673
	Education & Research Services	391,989	334,316
	Administration / Finance / Communications	1,064,712	996,553
	Donations & Fundraising	731,587	672,699
	Committees / Other Projects / Misc.	90,634	210,124
	Decrease in Cash Surrender Value, Life Insurance Policies	30,860	2,325
	Investment Management Fees	79,392	75,440
	Amortization	68,517	52,468
		<u>8,519,970</u>	<u>8,356,042</u>
Excess (Deficiency) of Revenue Over Expenses		<u>2,245,000</u>	<u>5,380,865</u>

The complete Victoria Hospice Society and Foundation financial statements audited by KPMG LLP Chartered Professional Accountants are available online at www.victoriahospice.org or upon request.

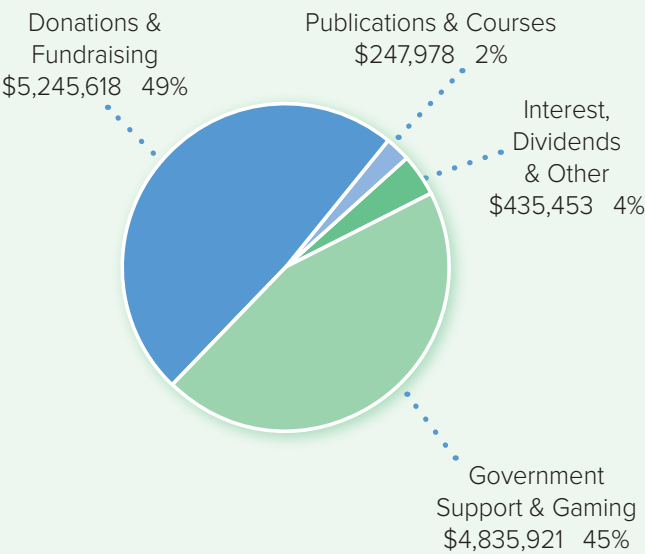
The externally restricted endowment and a portion of internally restricted funds are managed by the Victoria Foundation.

Pro Forma Statement of Combined Financial Position Fiscal Year ending March 31, 2018, with Prior Year comparisons

ASSETS		FISCAL 2018	FISCAL 2017
	Cash & Prepays	1,763,469	2,127,290
	Accounts Receivable	137,836	83,310
	Inventories	9,616	15,818
	Restricted Funds	6,374,026	5,967,606
	Investment & Insurance Funds	7,143,831	5,082,820
	Equipment & Building	271,188	234,603
	Irrevocable Trust Receivable	95,601	95,601
		15,795,567	13,607,048
LIABILITIES			
	Payable to Vancouver Island Health Authority	244,865	409,188
	Accounts Payable & Accrued Liabilities	354,044	341,262
	Deferred Revenues & Trusts	379,616	271,977
		978,525	1,022,427
EQUITY			
	Invested in Capital Assets	271,188	234,603
	Endowment Funds (externally restricted)	1,967,606	1,917,606
	Operating Contingency Reserve (internally restricted)	4,406,420	4,050,000
	Operating Funds (unrestricted)	8,171,828	6,382,412
		14,817,042	12,584,621
		15,795,567	13,607,048

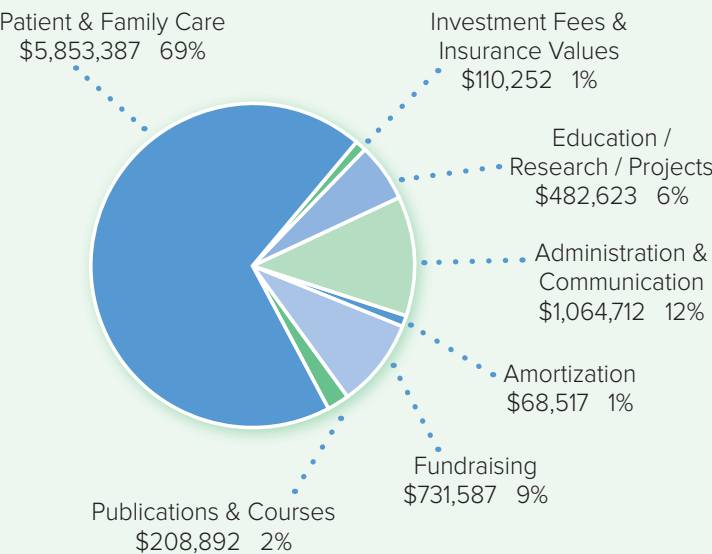
Sources of Funds

Total: \$10,764,970



Uses of Funds

Total: \$8,519,970





VICTORIA
HOSPICE

Victoria Hospice patient Gladys Page, with daughter Shirley, listens to volunteer bedside singers' rendition of the Celtic blessing *May the Long Time Sun*.



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Charitable Registration Number
11928 4230 RR0001

