



**VICTORIA  
HOSPICE**

ANNUAL  
REPORT  
2018–19









*"I am moved by the connections made here and I am humbled by patients and families who ask how they can help or contribute even as they are facing unspeakable loss. I've met 90-year-olds who have terrible diseases and who still show great delight in living. I've met young people who have the strength to comfort their families...and our team...as they prepare for death. People are astonishing. Working at Hospice is the best work I can imagine."*

— Michelle Dale, Counsellor



## VICTORIA HOSPICE

### OUR VISION

Quality palliative and  
end-of-life care for all

### OUR MISSION

To enhance the quality of life  
for those facing life-limiting illness,  
death and bereavement  
through patient and family centred care,  
education, research and advocacy

### OUR VALUES

Respect  
Compassion  
Integrity  
Commitment  
Collaboration  
Excellence

# VICTORIA HOSPICE SOCIETY AND FOUNDATION BOARDS OF DIRECTORS

## Victoria Hospice Society



Marguerite Rowe  
CHAIR



Deedrie Ballard  
VICE CHAIR



Clark Lawrence  
TREASURER



Brenda Canitz  
DIRECTOR



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



Steve Clark  
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Terry Farmer  
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## Victoria Hospice and Palliative Care Foundation



Deedrie Ballard  
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Paul Pallan  
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DIRECTOR



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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.



# CEO & BOARD CHAIR MESSAGE

2018–19 was a year of remarkable stability in a time of transition. We would like to thank our CFO, Wayne Powell, for his leadership for eight months as Interim CEO until Kevin Harter began in November. We also extend our thanks to Wendy Wainwright and Rod Braithwaite for their dedication and countless contributions to Victoria Hospice—they both began much-deserved retirements with a combined 62 years of service. Despite plenty of change over the year, we achieved many successes; a testament to the incredible people that make up this organization.

Thanks to our community’s generosity, we had a tremendous year in fundraising. It was our second best revenue year in our 39-year history, with the number of future planned gifts continuing to rise. We are grateful for every gift—no matter the size—and remain committed to carefully allocating every dollar to optimize patient and family care.

In November, we received an Accreditation Primer Award from Accreditation Canada. Surveyors conducted an independent assessment of our organization based on best practices in health care. Thanks to our dedicated frontline working groups, Victoria Hospice met 80 of the 82 standards, that’s 97.5%! We have a long road ahead to achieve full accreditation by 2020, but this was an important first step on our accreditation journey. One visiting surveyor observed the following:

*“The care, attention, and respect accorded a young mother of two children (aged 7 and 10) in effectively dealing with her pain and her adjustment to her realities was ably and compassionately supplemented with facilitating her going trick-or-treating in a wheelchair on Halloween in the residential area around Victoria Hospice. This is one of the many examples that demonstrate a profound **commitment to client- and family-centred care**. This is, without a doubt, the hallmark of Victoria Hospice.”*

We face a significant increase in demand for our services, with the needs of our community growing over the coming years. In January, we launched our 5-year Strategic Framework: Growing our Circle of Care in 2019. Developed with the help of many stakeholders, this ambitious roadmap will guide us as we care for patients, their families, our partners, and our communities.

In fiscal 2018-19, the Victoria Hospice Society restricted \$1.25 million in funding to support implementation activities for the five priorities outlined in the new strategic framework. The Victoria Hospice and Palliative Care Foundation restricted \$5.0 million for the purpose of site identification, acquisition and development of a new home for Victoria Hospice, and a further \$360,000 to bolster the operating reserves to support the expanding breadth of activities.

On behalf of the Board of the Victoria Hospice Society and the entire team, thank you for continuing to support quality palliative and end-of-life care. Your investment in Victoria Hospice is deeply appreciated.



Sincerely,

*Marguerite Rowe*  
Marguerite Rowe

Chair, Victoria Hospice Society Board



*Kevin Harter*

Kevin Harter  
CEO, Victoria Hospice Society

In February 2019, Wendy Wainwright, a nationally-recognized champion of psychosocial care, retired after 36 years of dedicated service to Victoria Hospice.

“Wendy wrote the book on psychosocial care in a hospice setting,” reflects community counsellor, Lucie Mattar. “She was such a fantastic mentor.” Wendy spearheaded and co-authored the first and second editions of the award-winning book *Transitions in Dying and Bereavement: A Psychosocial Guide for Hospice and Palliative Care*.

At Hospice, she held the role of Director of Clinical Services since 2013. Over the years she was a Bereavement Coordinator, Manager of Counselling, Manager of Psychosocial Care, and Acting Executive Director. In 2012, she received a Queen Elizabeth II Diamond Jubilee Medal at the CHPCA conference, has served as President of the BC Hospice Palliative Care Association, and was an active contributor to Canadian Virtual Hospice.

Past and present Victoria Hospice staff and volunteers gathered to bid her a fond farewell. Said counsellor, Michelle Dale: “It feels like we’re saying goodbye to a member of our extended family.”

Wendy on a Hospice Retreat, circa 1987



# OUR CIRCLE OF CARE

As leaders in compassionate, whole-person care, our services are wide-reaching.

The diagnosis of a serious or life-limiting illness can have profound effects on a person and their surrounding family and friends. **We walk alongside individuals and loved ones on their journeys through life-limiting illness, end of life, and bereavement.**

Our interdisciplinary staff of nurses, doctors, counsellors – along with 300+ highly-trained volunteers – ensure that the journey is one of comfort, learning, and celebration of lives well-lived. It's about living with an illness, rather than dying from an illness.

Our mission states our objective is to help each patient achieve their best quality of life as end of life approaches. We know for many patients, quality of life is defined by their ability to remain

at home in their own environment with the necessary supports as their health declines, wherever home might be. While 75% of Canadians want to age and die in place, some of our patients are admitted to our Inpatient Unit in the Richmond Pavilion at the Royal Jubilee Hospital.

On our unit, we strive for a home-like setting and aim to make patients and families as comfortable as possible.

We provide care and support for individuals and their families at home through our Palliative Response Team (PRT). The PRT service includes 24-hour on-call consultation, treatment, and support by nurses and counsellors, for issues that might otherwise require admission to the hospital.

In addition to the PRT, our palliative care specialist physicians also provide consultations for patients in homes, facilities, and hospitals.



# 1,301

Palliative Response Team  
home visits in 2018-19

Patients admitted  
to the Inpatient Unit  
in 2018–19

# 424

## 7 beds

Pain and symptom  
management



## 8.47 days

Average stay, 2018–19

## 1 bed

Respite care one-week stay  
so caregivers can rest

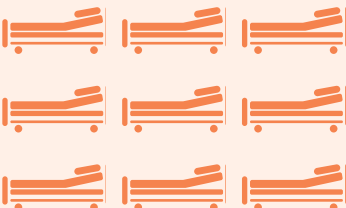


## 8.03 days

 Average stay, 2018–19

## 9 beds

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



## 22.19 days

Average stay, 2018–19

## PHONE CONSULTS

by nurses and  
counsellors  
in 2018–19

to health care  
professionals

# 5,580

to patients and  
families

# 1,727



Palliative care  
specialist physician  
visits to patients in  
homes, facilities and  
hospital wards  
in 2018–2019

# 1,694

(over 20% up  
from last year)

## Two Palliative Care Clinics Now Open

Thanks to funding support from the Victoria Commandery of the Sovereign Order of St John's Jerusalem Knights Hospitaller, and in partnership with Island Health's Palliative & End of Life team, Victoria Hospice has opened two Ambulatory Palliative Clinics. The first was at the Esquimalt WestShore Health Unit in September 2018 and the second clinic opened at the Royal Jubilee Hospital in April 2019.

The clinics offer weekly patient and family service with Victoria Hospice staff including a palliative care physician, community counsellor, and an Island Health Palliative Care Coordinator and nurse. The WestShore clinic also has a bereavement counsellor onsite.

These clinics aim to:

- ▶ improve pain and symptom management for patients with life-limiting illnesses,
- ▶ offer counselling support and health care system navigation from highly-trained volunteers,
- ▶ provide support and expertise to primary care providers who are treating patients with challenging symptomatic needs,

- ▶ reduce the number of unnecessary (and stressful) emergency visits for patients.

*"For patients who are living with life-limiting illness, having a pain and symptom management clinic closer to home means reducing their burden of travel and ultimately improving their quality of life."*

- Dr. Tara McCallan, palliative care physician at the WestShore Clinic



*L>R: Kari Marshall; Sarah Beihse; Stewart Johnston, Victoria Commander, Sovereign Order of St. John of Jerusalem, Knights Hospitaller; Rob Hayward, Island Health Palliative Care Coordinator; Dr. Tara McCallan*

## Donor Funds Technology

Thanks to a generous donor, Victoria Hospice now has a lightweight portable ultrasound on our Inpatient Unit. The Point-of-Care Ultrasound, considered by many to be the "stethoscope of the future," enables timely and accurate assessments of patients experiencing discomfort.

*"Point-of-care ultrasound is a state of the art addition to patient care at Victoria Hospice," says Dr. Gail Sager (pictured with a staff member). "We now have the ability to assess patients for some conditions in their own beds, and it even allows us to perform some (limited) invasive procedures. Patients appreciate the immediacy of this diagnostic tool and may be able to avoid delays in some helpful treatments. Many thanks to our generous donors for this gift to our patients!"*



**Sharing our knowledge:** In 2018-19, we delivered two in-service training sessions for palliative care physicians on Vancouver Island on use of the point-of-care ultrasound. The sessions were accredited and certified by the BC Chapter of the College of Family Physicians of Canada.

## Did You Know?

Since its legalization in 2016, Medical Assistance in Dying (MAiD) accounts for 3.6% of all expected deaths on Vancouver Island. While Victoria Hospice does not offer MAiD, and patients are not admitted to Victoria Hospice specifically for MAiD, if a patient in our care requests MAiD we respectfully connect them with the team at Island Health to explore this option.

Since 2016, the number of registered Victoria Hospice patients who elected to die by MAiD has increased steadily. In 2018-19, the total number was MAiD deaths was 94.

- ▶ 1 in a residential care facility (1%)
- ▶ 16 on the unit (17%)
- ▶ 19 in hospital (20%)
- ▶ 58 at home (62%)

See page 6 for more about the work we are doing with Island Health to address the needs of MAiD-bereaved individuals.

## OUR CIRCLE OF CARE, *continued*

### New Leadership Roles Created at Hospice

In a time of transition, growth, and an increasing need for our services, we have created two new roles to optimize our care delivery to patients and families.



In February 2019, Marney Thompson (former Bereavement Coordinator with a 25-year history at Hospice) became our new Director of Psychosocial Services. “I’m encouraged by our capacity to leverage our incredible in-house talent and skills,” said Kevin Harter, CEO. “Marney truly embodies the values of Victoria Hospice. Her leadership, passion, and in-depth knowledge will serve us well as we expand and augment

our psychosocial and bereavement care services.”

In May 2019, we welcomed Tracy Stone to the new role of Director of Nursing Services. For 18 years, Tracy worked in progressively senior roles at Island Health and was most recently the Director of Clinical Care at a long term care home. “It is a privilege to be with someone in their last days of life and I look forward to working with, and learning from, the team,” says Tracy.



### Bereavement Services Highlights from 2018-19

- ▶ Added two new part-time counsellors to address the growing waitlist for counselling sessions and expand the number of support groups offered.
- ▶ Continued partnership with Island Health and national telehealth resources to provide Complicated Grief Treatment to clients across Canada.
- ▶ Conducted outreach to hospice programs in BC to initiate discussion on standards of care, and formed informal partnerships with Canadian Virtual Hospice to share knowledge and expertise.
- ▶ Successfully delivered two bereavement support groups, Healing Practices and Journaling.
- ▶ Secured an Island Health Collaborative Grant (\$15,000) to support the quality improvement project Exploring Grief Following a Medically Assisted Death: Bereavement Experiences of Friends and Family Members, in partnership with Island Health’s MAiD program coordinator, Dr. Rosanne Beuthin, and Dr. Anne Bruce at the University of Victoria.
- ▶ Worked jointly with our Education and Research team, Island Health’s MAiD program, Uvic nursing and community physicians to develop the brochure entitled: ***Medical Assistance in Death (MAiD): A Guide to Support Patients & Families.***

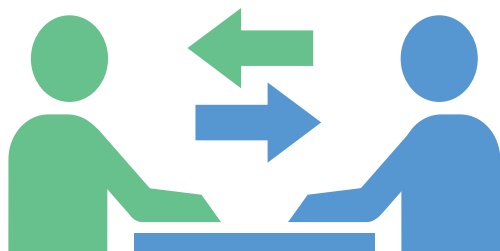
Bereavement Services supplied

**2,629**

personal counselling contacts with

**1,839**

bereaved individuals



### Did You Know?



Our bereavement team offers counselling to anyone in the community who is experiencing loss, regardless of a prior connection to Victoria Hospice.





## Bereavement Services Now Available in the WestShore

The WestShore's rapidly growing population has expanded faster than the reach of local health care services. We are pleased to now offer bereavement counselling sessions at our Palliative Care Clinic in the WestShore (see page 5 for details). In January 2019, we started offering monthly evening bereavement drop-in groups.



## Victoria Hospice Podcast Helps Navigate Child and Youth Grief

Thank you to the donors who funded our first-ever educational podcasts on Child & Youth Grief. The podcasts feature Allyson Whiteman, Child & Youth Counsellor at Victoria Hospice, explaining how children and youth grieve at each developmental stage. The episodes are geared to parents and professionals, and provide methods for fostering resiliency within families. The podcasts will launch in the Fall of 2019 alongside a series of videos for children aged 5-10 years and another for those aged 11-17.

The project's goal is to increase Victoria Hospice's capacity to help, sharing our expertise so more children and youth can

find comfort and solace when they need it. These resources will be shared with school districts and other not-for-profit organizations that care for children, youth and families.

*"One of the purposes of our grief is to help us change and adapt the relationship with the person who has died. So when they die, our grief doesn't mean that the relationship stops, it means that it has to change... our grief helps us in the shifting, changing, and adapting."*

– Allyson Whiteman, Child & Youth Counsellor, Victoria Hospice

# EDUCATION AND RESEARCH

At Victoria Hospice, our work in education—no matter the audience—is focused on one thing: improving the quality of life for patients and families across the system. Thanks to our generous community donors, we are able to engage in education, training, and research to help improve outcomes for patients in Victoria and around the world.

One of the five pillars of our strategic plan is to expand our education services, offering more programs for patients and family caregivers. In particular, as individuals choose to age and die in place we want to offer support and enhance care for patients and caregivers in the home, wherever that may be.



## Education & Research Highlights from 2018-19:

- ▶ Established a partnership with Northern Health Authority to bring our *Psychosocial Care of the Dying and Bereaved* course to the region.
- ▶ Launched an online course in June 2018 to train professionals in the proper use of the *Palliative Performance Scale*, a clinical tool we developed 10 years ago that is used by clinicians around the world. We also licensed the course to the Saskatchewan Health Authority.
- ▶ Offered a course in partnership with Pallium Canada called LEAP (*Learning Essential Approaches to Palliative and End-of-Life care*) with 23 attendees.
- ▶ Established a partnership with Baptist Housing to offer LEAP for long-term care and the popular *Serious Illness Conversations* workshop: 49 attendees in total.
- ▶ Partnered with the University of Victoria to cohost two public lectures: *Improving Support for Carers* featuring Dr. Merryn Gott from New Zealand (66 attendees) and *Palliating the Harms of Homelessness in the UK* featuring Dr. Briony Hudson and Dr. Caroline Shulman (39 attendees).
- ▶ Contributed to the success of our Accreditation Primer by developing educational materials for staff and coordinating the development of the Quality Improvement Plan.
- ▶ Conducted 12 internal education sessions for staff and volunteers.

# 315

professionals attended both flagship courses,

***Palliative Care: Medical Intensive***

(Richmond and Victoria), and

***Psychosocial Care of the Dying and Bereaved***

(two offerings in Victoria)



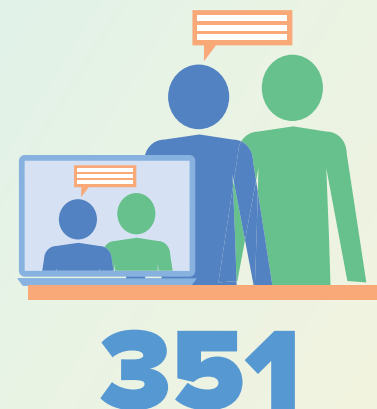
# Victoria Hospice and UBC

In November, 2018, we partnered with UBC to offer a **Master Class in Palliative Care**. The full-day event in Vancouver was webcast nationally and showcased a series of presentations from experts in the field of palliative medicine, including several Victoria Hospice clinical staff members.

The class covered the latest advances in modern palliative medicine and supportive care, plus best practices in patient-centered care for people living with serious illness and their families.

We are pleased to be partnering with UBC again in October 2019 to offer another **Master Class in Palliative Care**.

*“Exceeded all expectations. Excellent presenters one and all! Well laid out agenda and flow of topics. Respectful speakers with experience, knowledge and warm humour.” — RN, course attendee*



**351**  
healthcare professionals  
attended (in person and remotely)

## On-site Mentorship and Practicums

In addition to our courses, workshops, and formal educational opportunities, Victoria Hospice staff offer mentorship and practicums on our Inpatient Unit. In 2018-19 we welcomed:

- ▶ 29 Medical Residents
- ▶ 10 Nursing Practicum Students
- ▶ 2 Social Work Practicum Students
- ▶ 7 Physicians for Orientation to Palliative Care Services
- ▶ 9 focused-practice and Year of Added Competency Students

Wrote Tom Barnes, an RN student: *“I am grateful to have had the chance to learn from a special group of nurses who were beyond helpful in their mentorship.”*

Victoria Hospice physicians were awarded the “Best Rotation in Family Medicine” for the second time in two years by the graduating class of the Island Medical Program (UBC’s MD Undergraduate Program in partnership with the University of Victoria and Island Health). Palliative care physician, Dr. Fraser Black, took home the award for “Best Comic Relief” in physician lectures.

We were honored to learn that the graduates also wanted to give a collective gift to Victoria Hospice. Said Patrick McKernan, one of the graduates, *“Hospice was a wonderful learning experience. The opportunity to practice conversations related to goals of care with patients and their families was unique to the Victoria Hospice elective. This is perhaps one of the most important foundational skills as the exercise of planning for the future allows patients to prepare both physically and emotionally for the road ahead.”*

**Victoria Hospice palliative care physician, Dr. Jody Anderson, receives a generous gift from the graduates, presented by graduate Riley Chen-Mack.**



## Embracing Joy: An Essential Resource

At Victoria Hospice, we understand the importance of joy in work.

The Institute of Healthcare Improvement recently published a white paper “Framework for Improving Joy in Work.” It says a growing number of health care organizations are actively prioritizing joy in the workplace, and often getting significant, measurable results.

We have embraced the Joy in Work Initiative. Simply put, joy is an essential resource, particularly in the health care field. Caring and healing should be naturally joyful activities. Joy in work—or lack thereof—not only impacts staff engagement and satisfaction, but also patient experience, quality of care, patient safety, and organizational performance.

*“As we aim to provide the best possible quality of life for our patients and their families, staff satisfaction is essential” says Kevin Harter, CEO. “I am excited to work with the team to ensure that together we elevate joy every day at Victoria Hospice.”*



# VOLUNTEERS

In 2018-19, we focused on an expansion of volunteer roles, a redesign of our mentor program, and a coordinated approach to increasing volunteer roles in the community. We also introduced new annual retreat days for our specialty programs and began the implementation of a new approach to in-service days. Our next phase will be to include short video segments to train and support our volunteer teams with the possibility to

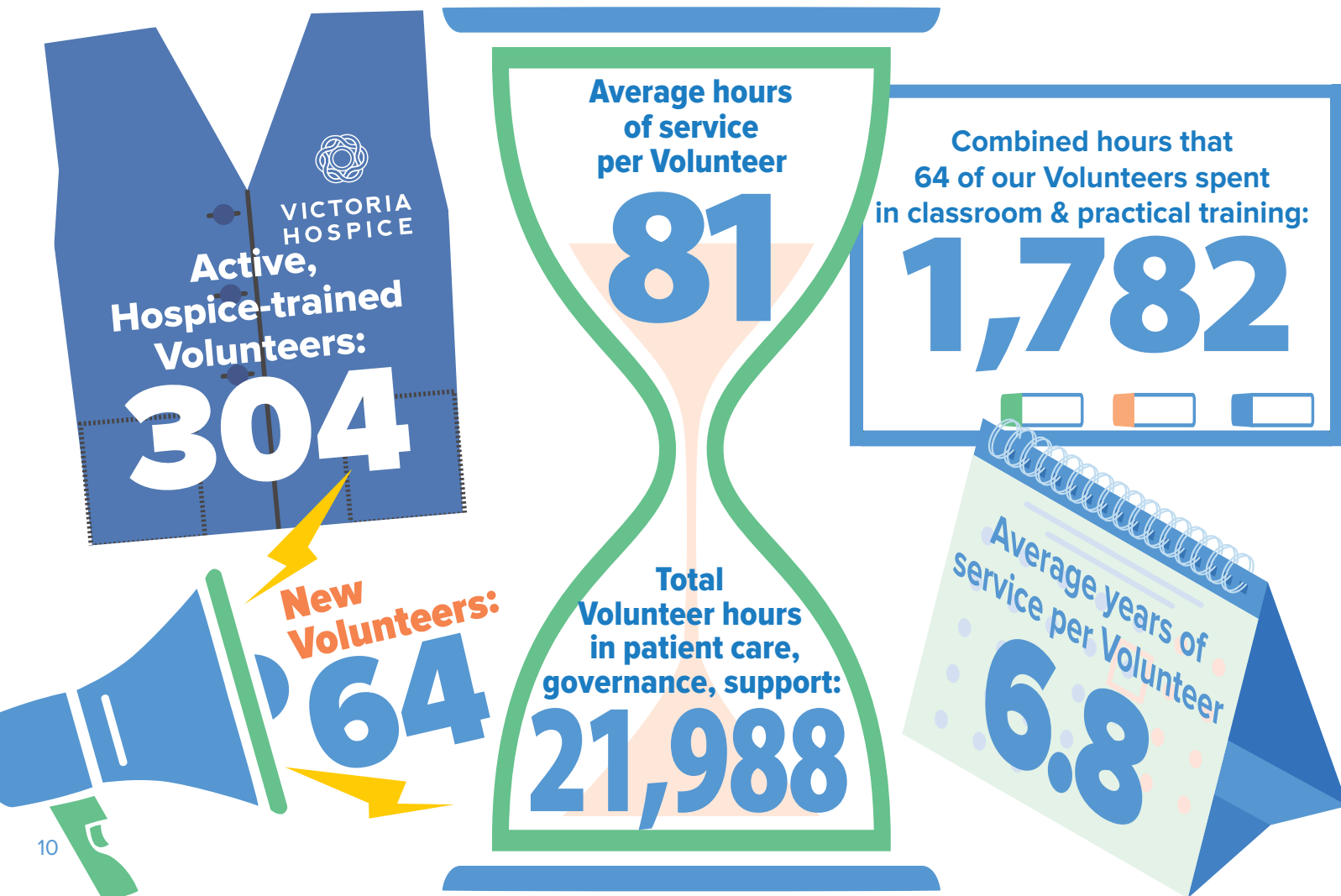
share these with other hospices across Canada.

We were delighted to see many of our volunteers engaged in several rounds of input and feedback in the development of Victoria Hospice's next strategic plan. This was a fantastic opportunity to hear from those who have a deep connection to supporting hospice.

Every day we celebrate our volunteers and thank them for their gifts of time

and compassion. In February, over 100 volunteers attended our annual volunteer recognition event at the Beach House Restaurant. A total of 36 long-service awards and 3 awards of special merit were presented.

As we look ahead to next year, we are excited to build upon the groundwork we laid for a new initiative focused on Patient Navigation. Learn more about the Nav-CARE pilot program on page 9.



## Volunteer Nav-CARE program

In March 2019, we partnered with UBC Okanagan and the University of Alberta to become a pilot site for the Volunteer Nav-CARE program. Volunteers received specialized training in navigation competencies (connection, accessing, resourcing and engaging) developed by a group of international experts in community health, aging, and end-of-life care.

Our Volunteer Navigators will walk alongside patients and their caregivers to support independence and quality of life as patients stay in their homes. "Patient Navigation volunteers will see patients matched with one consistent contact at Victoria Hospice, allowing for easier access to patient and caregiver education programs and resources available in the community," says Sarah Beihse, Manager of Volunteer Services and Community Engagement.

We asked Magee Miller, a Hospice and Nav-CARE program volunteer, why she believes Nav-CARE is important:

*"Even though I worked as a social worker, when my uncle became ill, I knew nothing about how to navigate the health care system. It's complex, and in times of serious illness when an individual is stressed and their family is stressed, trying to figure out how to get what you need is very challenging."*

*It's awfully hard for a family to care for a loved one at the end of life, to give 24/7 for long periods of time. That's what the NAV-Care program will help to address and I think it's really exciting."*



**Magee Miller, Victoria Hospice and Nav-CARE program volunteer**



## The Joy of Being Part of a Team

*I've been privileged to support volunteers at Victoria Hospice for three years. They are an amazing group of people that help our patients live fully, right until the end. This looks different for each and every person we care for. For some it might be a visit to the rooftop garden, a cuddle from a therapy dog, a song from our bedside singers, helping set up for a birthday party, or simply a conversation over a cup of coffee.*

*It brings me great joy to be part of a team of volunteers and staff that support those we care for as whole people, not simply as patients."*

— Alex Schaffter, Program Assistant;  
Volunteer Services Assistant (2016–2019)

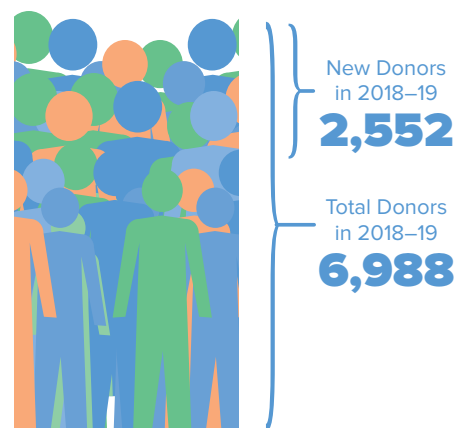
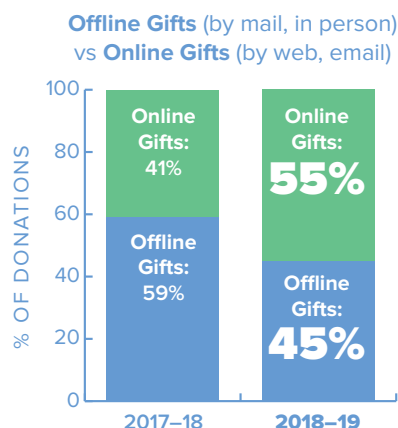
**Alex Schaffter with Victoria Hospice volunteers  
Alastair MacIssac (left) and George Murphy (right)**

# COMMUNITY SUPPORT & DONATIONS

To those who gave through donations, sponsorships, grants, special events, legacy gifts—and to the volunteers who gave the gift of their precious time—we say a resounding **thank you!** The philanthropic support of the Greater Victoria community is critical to our ongoing operation.

Community support enables our interdisciplinary care team to provide the very best possible round-the-clock care, support, and pain and symptom management for patients nearing the end of their lives, on our unit or in the community.

Funding also enables us to provide practical support, bereavement and grief counselling programs, and to engage in education and training. It helps fund our research to develop innovative, evidence-based clinical practices to advance the field of palliative care across Canada and the world.



## Hospice & Community Hosted Events

In 2018, the *Cycle of Life Tour*, an annual group cycling event held each July, raised \$198,160, which was shared with other Island hospices. The 2018 event sold out in 24 hours sparking the need to expand the 2019 event. Other Hospice-led events include *Hike for Hospice* in May (raised \$52,415) and *Celebrate a Life* in December (raised \$17,167).

Dozens of third-party events also increase awareness in the community and raise much-needed funds. Once again our largest fundraising event was the *Anneswer to Cancer* soccer tournament, which raised more than \$53,319.50 in 2018. The annual *Clews Charity Golf Tournament* held at Uplands Golf Club also saw a near doubling of funds raised

thanks for a head-shaving component; the event raised a total of \$30,865.

**Total Raised from Hospice and Community Hosted Events in 2018-19:**

**\$531,399.43**





*Hospice volunteers Gail and Jan*

## Celebrating Celebrate a Life!

December marked the 33rd anniversary of **Celebrate a Life!** The event was initially organized by the Friends of Hospice, a group of volunteers who led fundraising and awareness events in our early days. The inaugural event featured a display at now-defunct Harbourside Mall. Since then, Celebrate a Life has been held at the Eaton Centre, Mayfair Mall, Hillside Centre and—starting in 2018—at the Tillicum Centre.

While it was another successful event, raising \$17,167, we recognize that shopping centres aren't the gathering places they were 30 years ago. That's why, in the Hospice spirit of 'meeting people where they are at', we chose to expand the event to ten different retirement communities in 2018. This helped bring awareness of Hospice programs directly to more local seniors.

## Appreciation Acknowledged

On November 14, 2018 we held our Fall Donor Appreciation Tea at Government House. Thank you to Tracy McConnell and special guest, Laurel Franklin, for making it a deeply moving and memorable event.

Tracy, an RN on our Inpatient Unit for 15 years, had the honour of introducing Laurel Franklin, whose husband Kevin died four years ago. "Laurel's courage and resolve as she cared for her husband deeply inspired us four years ago," says Tracy. "And it inspires us equally, today."

During her remarks, Laurel described our nurses as Hospice Angels. "Knowing Tracy and feeling the love that she and all of the Angels have for every person in their care in Hospice, helps me understand why it is such a special place," reflected Laurel.

She closed her speech with the following:

*"During our darkest time there existed a Hospice Family of selfless, kind, loving people who were always there for Kevin and me. I can't begin to tell you how much having this safety net meant to me. I could not have navigated and completed this journey without each and every one of them. Kevin's comfort and dignity were always paramount and for that I can't thank everyone enough."*



*Laurel Franklin and Tracy McConnell at our Fall Donor Appreciation Tea*

## Pro Forma Statement of Combined Operations Fiscal Year ending March 31, 2019 with Prior Year comparisons

REVENUES		FISCAL 2019	FISCAL 2018
	Government Contracts & MSP	5,017,905	4,835,921
	Donations & Fundraising	7,126,545	5,245,618
	BC Gaming Commission	9,880	0
	Publications / Courses / Projects	382,809	247,978
	Interest & Dividends	452,626	291,888
	Increase in Cash Surrender Value, Life Insurance Policies	7,527	(30,860)
	Investment Valuation Gains (Losses)	132,376	83,212
	Other	78,966	60,353
		<u>13,208,634</u>	<u>10,734,110</u>
EXPENDITURES			
	In Patient Nursing	3,193,316	3,096,654
	Medical	887,959	842,619
	Counselling / Bereavement / Spiritual	991,258	941,482
	Community & PRT Nursing	899,193	829,948
	Volunteer Services	171,161	142,684
	Publications / Courses / Research Projects	240,263	208,892
	Education & Research Services	419,343	391,989
	Administration / Finance / Communications	1,045,454	1,064,712
	Donations & Fundraising	825,800	731,587
	Committees / Other Projects / Misc.	89,589	90,634
	Investment Management Fees	71,986	79,392
	Amortization	86,107	68,517
		<u>8,921,429</u>	<u>8,489,110</u>
<b>Excess (Deficiency) of Revenue Over Expenses</b>		<b><u>4,287,205</u></b>	<b><u>2,245,000</u></b>

In fiscal 2018-19, the Victoria Hospice Society restricted \$1.25 million in funding to support implementation activities for the five strategic priorities outlined in the new strategic framework.

The Victoria Hospice and Palliative Care Foundation restricted \$5.0 million for the purpose of site identification, acquisition and development of a new home for Victoria Hospice.

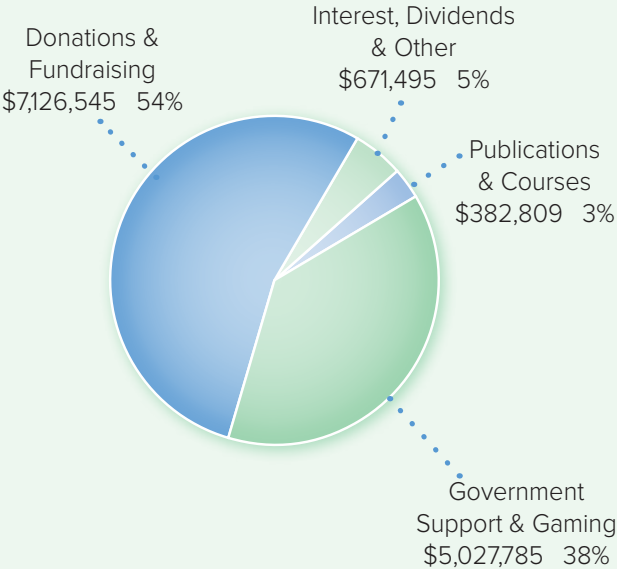
A further \$360,000 was restricted to bolster the operating reserves to support the expanding breadth of activities.

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

ASSETS		FISCAL 2019	FISCAL 2018
	Cash & Prepays	5,155,531	1,763,469
	Accounts Receivable	1,308,382	137,836
	Inventories	9,613	9,616
	Restricted Funds	11,826,351	6,374,026
	Investment & Insurance Funds	1,808,581	7,143,831
	Equipment & Building	258,617	271,188
	Irrevocable Trust Receivable	95,601	95,601
		20,462,676	15,795,567
LIABILITIES			
	Payable to Vancouver Island Health Authority	433,940	244,865
	Accounts Payable & Accrued Liabilities	552,288	354,044
	Deferred Revenues & Trusts	388,352	379,616
		1,374,580	978,525
EQUITY			
	Invested in Capital Assets	258,617	271,188
	Endowment Funds (externally restricted)	2,102,606	1,967,606
	Strategic Initiatives Reserve (internally restricted)	1,250,000	0
	Operating Contingency Reserve (internally restricted)	4,858,745	4,406,420
	Capital Reserve (internally restricted)	5,000,000	0
	Operating Funds (unrestricted)	5,618,128	8,171,828
		19,088,096	14,817,042
		20,462,676	15,795,567

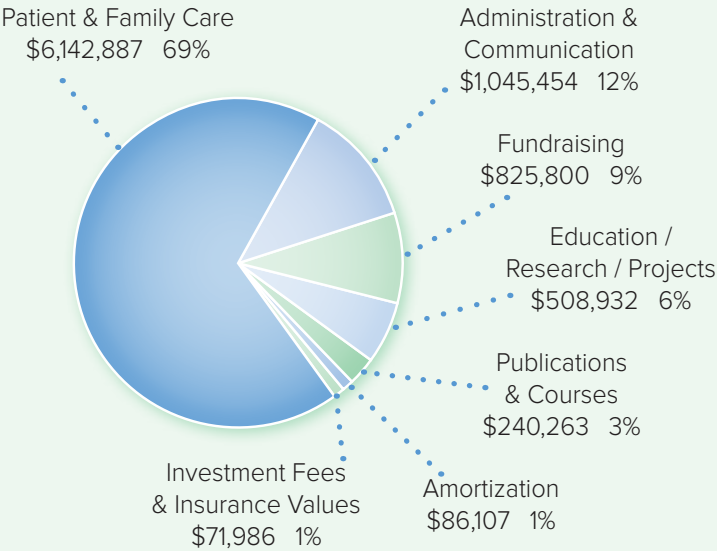
**Sources of Operating Funds**

Total: \$13,208,634



**Uses of Operating Funds**

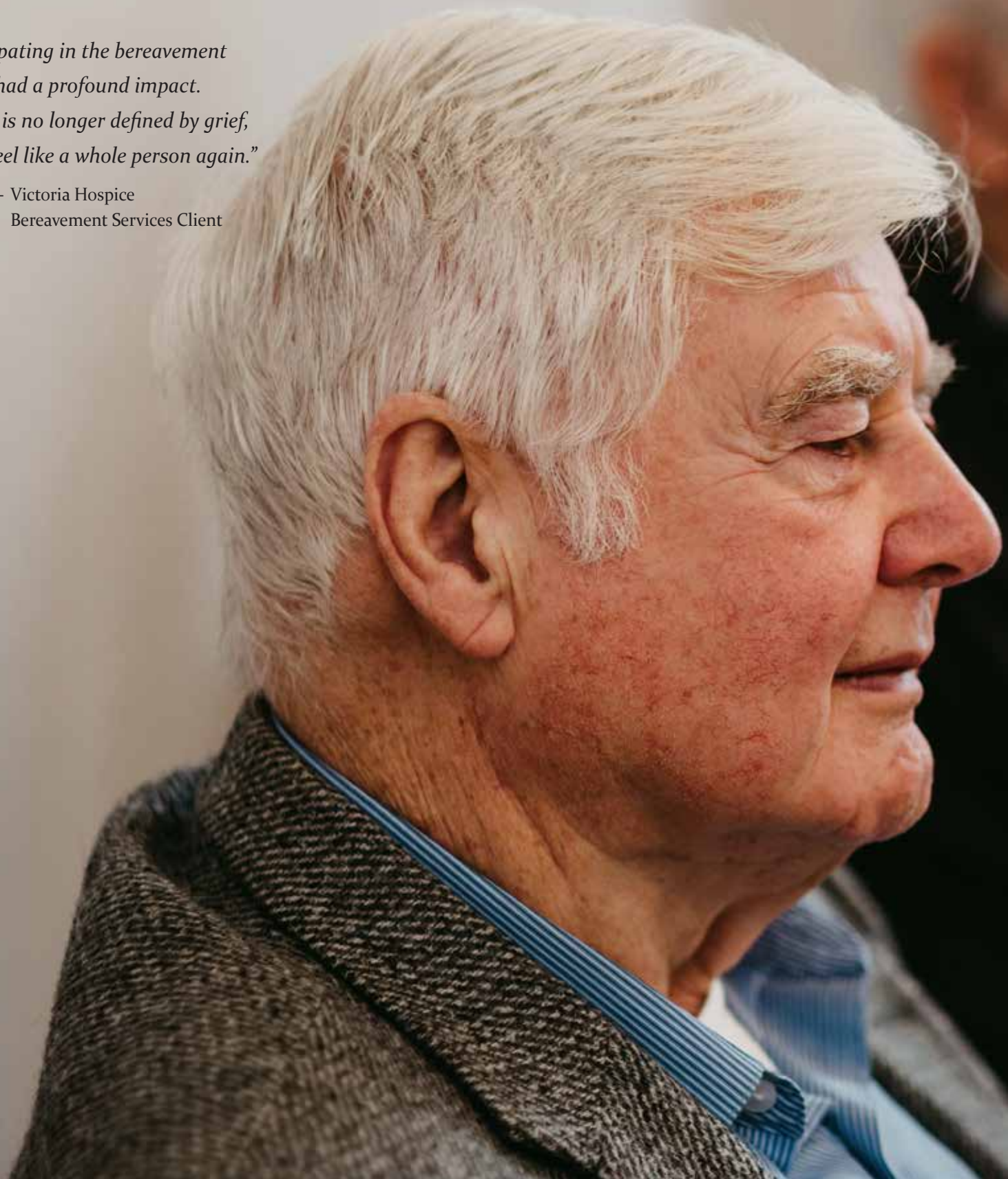
Total: \$8,519,970

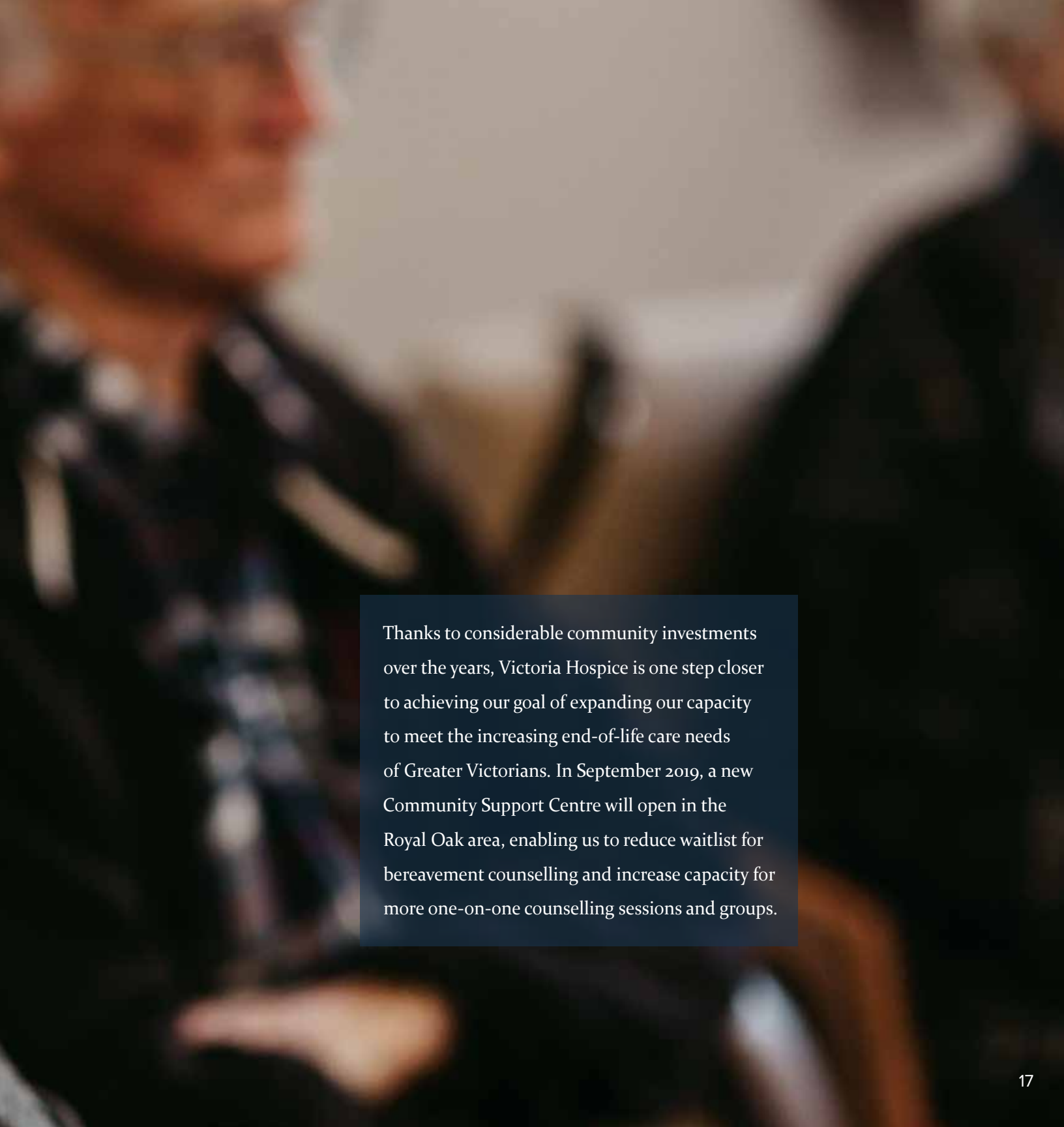




*“Participating in the bereavement  
group had a profound impact.  
My life is no longer defined by grief,  
and I feel like a whole person again.”*

— Victoria Hospice  
Bereavement Services Client





Thanks to considerable community investments over the years, Victoria Hospice is one step closer to achieving our goal of expanding our capacity to meet the increasing end-of-life care needs of Greater Victorians. In September 2019, a new Community Support Centre will open in the Royal Oak area, enabling us to reduce waitlist for bereavement counselling and increase capacity for more one-on-one counselling sessions and groups.



VICTORIA  
HOSPICE

Victoria Hospice is fueled by community donations, including the donation of time by more than 300 volunteers. To all of our volunteers: thank you for your gifts of time, compassion, and love.

*“Some people think that Hospice is about death and dying but **Hospice is about living.**”*

— Magee Miller  
Victoria Hospice Volunteer

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Charitable Registration Number  
11928 4230 RR0001

