



VICTORIA HOSPICE

Annual Report
2024/25



Quality End-of-Life Care for All

Our mission is to enhance the quality of life for people 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



Message from the CEO and Board Chair

Thanks to the unwavering support of our generous donors and our funding partner Island Health, Victoria Hospice continues to offer a journey of comfort and celebration for lives well lived in our community. We are so grateful to be providing this important service and each year we strive to improve our organization and anticipate future needs.

This past year has been one of profound transition and reflection – not only for Victoria Hospice, but for the broader healthcare system across British Columbia. As pressures mount in acute care, long-term care, and community health services, the importance of quality, compassionate end-of-life care has never been clearer. In the face of these challenges, our mission remains unfaltering: to provide expert care, comfort, and support for patients and families facing life-limiting illness and bereavement.

At Victoria Hospice, we continue to adapt, innovate, and lead. Our dedicated staff and volunteers have once again gone above and beyond to deliver exemplary palliative care across our Inpatient Unit, in the community, and through our bereavement and education programs. Whether it's through bedside care, counselling, or professional training, the heart of our work remains centred on dignity and compassion.

This year has also brought into sharper focus the limitations of our current physical space. As the demand for hospice care continues to grow, we are continuing to work toward securing a new site that can better meet the evolving needs of our community. This is an important step forward – one that will require collaboration, vision, and the ongoing support of our generous donors and partners.

Despite the challenges, there is much to be proud of. Victoria Hospice continues to set the standard for excellence in palliative care. We extend our heartfelt gratitude to our staff, volunteers, donors, and partners who make this work possible. Together, we are shaping a more compassionate future for everyone facing end-of-life journeys.



Teri Henderson
Chief Executive Officer



Trudi Brown
Chair, Board of Directors

Inpatient Unit

We touch lives. When they need us most.

Victoria Hospice's Inpatient Unit provides compassionate, round-the-clock care for patients with life-limiting illnesses, focusing on comfort, dignity, and quality of life. The 18-bed Inpatient Unit supports patients and their families with expert pain and symptom management, emotional support, and end-of-life care in a comfortable and warm setting.

FEEDBACK FROM PATIENTS AND FAMILIES:

Are we providing what's most important to you?
84% surveyed patients and families responded YES (n=50)

Patient responses:

"Hospice has given me time. It has given me a space to express my art and a place my sons and friends could come to and hang out and listen."

"[The hospice team] understands not only the death process, but living as well."

"Medicine is important but the human interaction is critical."

Visitor (family) responses:

"I could not have done this at home."

"We feel blessed that she was able to end her life here. It's so peaceful. And the volunteers are a great addition. They even sang to her."

OUR INPATIENT CARE BY THE NUMBERS:

261

Admissions to the Unit
(up more than 15% since last year)

Average Age

79

Average Length of Stay **41 DAYS**

Care Hours **46,013**

*increase of 5.26% over last year and 2.92% over previous year

79.6%

Occupancy Rate

*down from 85% last year and 82% the previous year mainly due to intermittent maintenance and repairs starting in December 2023.

Hospice is often described as a place of love. When blessings and vows were exchanged on the Rooftop Garden on a Sunday afternoon in May, it was never more so. Kim Veness's son, Andrew, knew his dad wouldn't be able to attend his wedding. So, he brought the wedding to Kim at Victoria Hospice. "Here I am at the end of my life, and I get one of the best days of my life – one of the most meaningful days of my life," Kim said. "My son Andrew was born into my hands, and he gives me this wonderful gift on a sunny day as I'm dying."

All Andrew asked was for Kim to give a blessing for him and his fiancé, Razan, at the ceremony. So, between rounds of medication, Kim wrote. "I asked some of the staff to read over what I had written, because I wanted it to be just right, and my eyes are getting blurry now," he says. "I felt I could trust them with something that deep and personal."



"Victoria Hospice's Inpatient Unit offers more than medical care—it provides a place of comfort, dignity, and peace where patients and families are supported with compassion every step of the way."



Meet Brio, a labradoodle with a special gift for comfort. Victoria Hospice has partnered with Pacific Animal Therapy Society (PATS) to welcome therapy dogs and their humans on site twice a week. Brio brings calm and connection to patients and families during life's most difficult moments. Whether curling up at a bedside or gently resting his head on a patient's lap, Brio offers a soothing presence that words often can't.

The PATS program is built on the belief that animals can ease anxiety, reduce pain, and spark joy—even at the end of life. Thanks to Brio and our dedicated volunteers, we offer compassionate, healing moments—tail wags and all.

Palliative Response Team

We come to you when you need us.

Victoria Hospice's Palliative Response Team (PRT) provides crisis intervention and short-term 24/7 palliative care and psychosocial support for people who wish to remain at home.

Our Palliative Response Team supported 276 individuals in receiving palliative and end-of-life care at home. This reflects a 5.75% increase from 2022/23 but a 2.47% decrease from 2023/24.

We are always just a phone call away.

We received 1,130 community calls, of which 394 were after hours.

Of these, 88.9% were from patients and families seeking assistance with complex symptom management, support, or information.

276

Individuals supported
by our PRT

1,130

Community calls
received by our PRT

*We lead in our
commitment to care*

This year Victoria Hospice nurse Terry Downing received the 2024 Canadian Palliative Care Nursing Association (CPCNA) Palliative Care Nursing Leadership Award.

Terry's extraordinary career spans nearly five decades, including her pivotal role at Victoria Hospice since 1986. She has shaped palliative care in BC and across Canada through her clinical expertise, mentorship, and tireless advocacy for patients and families.

As the driving force behind initiatives like the Palliative Response Team, Terry has set a high standard for compassionate, community-based care. Her leadership, innovation, and deep humanity continue to inspire colleagues and elevate the profession.



Accessible High-Quality Care

We are always working to reflect and improve.

ACCREDITATION

This year Victoria Hospice completed an accreditation process. This rigorous activity entails a full review of the organization's policies and procedures and the identification of areas for improvement. The standards examined include safety culture, communication, medication use, work-life/workforce, infection control to name a few. Thanks to the team's incredible work, we proudly achieved: Accreditation with Commendation from Accreditation Canada.

The process was more than just a checklist – it was a meaningful opportunity for staff to reflect on standards and make improvements aligned with the values of our care. From reviewing key processes to enhancing staff education, highlights included updates to our medical management, privacy education, with an emphasis on our commitment to patient and family-centered care.

COMPUTERIZED PROVIDER ORDER ENTRY (CPOE)

Computerized provider order entry (CPOE) refers to the process of providers entering and sending treatment instructions – including medication, laboratory, and radiology orders – via a computer application rather than paper, fax, or telephone. The system was designed to reduce medical errors due to handwriting and it places each order in the patient's electronic health record.

This year marked the successful rollout of CPOE on the Inpatient Unit. While this shift required major workflow changes and significant clinical training, the team rose to the challenge. Despite system limitations, they found innovative ways to uphold the compassionate, high-quality care that defines hospice.



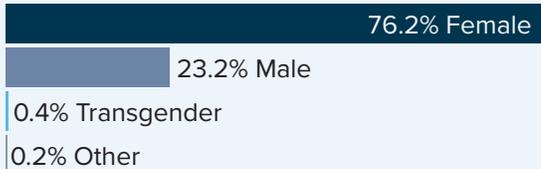
Bereavement Services

We provide a supportive community where individuals can heal together, share their stories, and find comfort in knowing they are not alone.

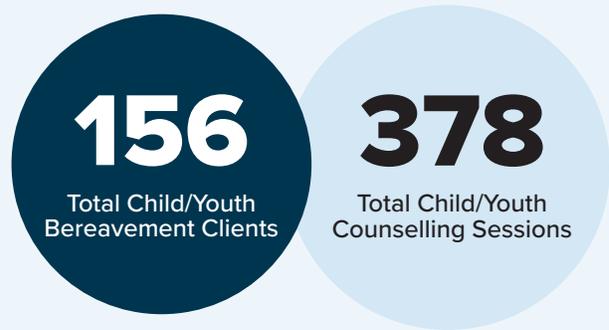
ADULT



Client Demographics

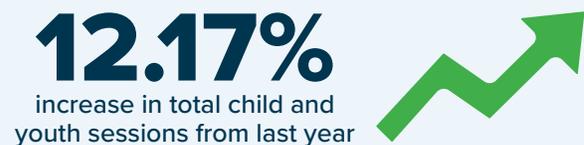


CHILD AND YOUTH CARE



Client Demographics 2023-24

(Due to a software transition, no reliable data on client demographics for this year.)



WHAT OUR CLIENTS ARE SAYING:

“I really appreciated learning more about grief and her compassion. I feel less alone on this journey and am grateful.”

“[My counsellor] was like a lifeline in those first few months. I’m still grieving hard and I know that if things get out of control again I can see her.”

“Having a low income was not a barrier to getting the help that I needed. Thank you for this service!”

“This grief cafe is a very compassionate, resourceful and open minded group. My big thanks to the volunteers and Victoria Hospice group. Every time I come I receive more healing.”

“It was super helpful to hear others stories and see similarities to my own journey. These events are super helpful - thanks for organizing them and thanks to the volunteers.”

Victoria Hospice Bereavement Services are 100% funded by grants and community donations. We’d like to acknowledge the financial support of the Province of British Columbia (Gaming Grant), Provincial Employees Community Services Fund, Victoria Foundation’s Community Grants Program, Peninsula Co-op, TELUS Community Board Grant, Island Mechanical Industrial Relations Association (IMIRA), and our generous donors.

We are proud of our dedicated leaders in care!

Marney Thompson’s exceptional dedication to Victoria Hospice was formally recognized when she was awarded the King Charles III Coronation Medal in 2025.

Marney is an internationally recognized expert in grief and loss has been a vital part of Victoria Hospice since 1994.

Her journey began as a community counsellor and she has since held various roles, including working on the unit and the Palliative Response Team. Today, she leads as the Director of Bereavement Services, where her expertise has been instrumental in shaping the organization’s bereavement programs.

Her deep empathy and tireless efforts to support families grieving the loss of loved ones has earned her the admiration of colleagues and patients alike. Beyond providing care, she plays a pivotal role in developing and improving bereavement services, ensuring families receive the support they need to heal.

The Coronation Medal, a rare honor, acknowledged not just her professionalism, but her unwavering commitment to the community.



The delivery of bereavement groups, workshops and events amounted to 100 direct client hours dedicated to enhance grief literacy, benefiting a total of 289 clients.

BEREAVEMENT PROGRAM EVALUATION

In partnership with the Research, Quality and Safety department, we completed a multi-year project, to improve evaluation across all clinical service areas of the bereavement program. Now, we have client surveys that align with evaluation and quality measurement best practices, for every clinical service. Clients receive these surveys at the completion of a service, and they are reviewed on a regular basis for opportunities to make needed improvements.

CHILDREN'S GRIEF WORKSHOP FOR PARENTS & GUARDIANS

Our child and youth counsellor Jessie Lane developed and delivered a two-workshop series for parents who are supporting grieving children. These workshops fill an information gap in our community and provide parents with information and tools to better support their grieving children. They are also an important opportunity for parents of grieving children (who are often also grieving themselves) to meet and learn from others in similar circumstances.



GRIEF CAFES

Grief Cafes, which began as a pilot strategy in response to long wait times for counselling, have been offered through Victoria Hospice since April 2024. Though at first this service was led by a bereavement counsellor with volunteer support it is now 100% facilitated by volunteers. These sessions are so popular that after the first few months, we increased the frequency from once to twice monthly. This precipitated a need to double our bereavement volunteer team and in May we onboarded and trained seven new volunteers.

FAMILY LANTERN EVENT

In partnership with a local artist, our child and youth counsellor Jessie Lane, created and facilitated our first family grief event - The Lantern Workshop. This event gave family members of all ages an opportunity to come together with others to express their grief through a creative activity and remembrance ritual in a beautiful community setting at the Gorge Pavilion in the company of other grieving families.

INTERNATIONAL PALLIATIVE CARE CONGRESS

Last year bereavement counsellor Heidi Wigmore submitted an abstract that was accepted for presentation at the International Palliative Care Congress in Montreal in October 2024. This was the first time one of our bereavement counsellors attended the Congress and it was especially meaningful that she was able to showcase some of our foundational offerings -The Walking and Room to Grieve, Space to Heal Groups. As part of her poster presentation, she explained through evidence and anecdotes the value of nature in supporting grief.



Volunteer Support

“Volunteering at Victoria Hospice is a rewarding experience. The support and medical staff are all wonderful and it’s always beautiful to spend time with the hospice patients.”



7,131 Care and Support Hours

6,099 Volunteer Hours

1,032 Event Hours

New Volunteer Areas of Service

PATS (PACIFIC ANIMAL THERAPY SOCIETY)

Volunteer services was delighted to partner with PATS to bring animal therapy to the Inpatient Unit. On Monday and Wednesday afternoons, volunteers and their furry companion bring snuggles and smiles to patients, families, and staff.

ROYAL JUBLIEE ACUTE PALLIATIVE UNIT, 8 SOUTH

Victoria Hospice partners with Island Health to provide volunteer support to their Acute Palliative Unit on 8 South. Our highly trained volunteers provide companionship, comfort and support, bringing the hospice spirit to this busy unit.

BEDSIDE SINGERS PROGRAM

This year our bedside singers program was expanded with four additional volunteers. Volunteer singers visit individuals at their bedside, offering personalized, live music that provides comfort, emotional connection, and peace. This program creates a calming, uplifting environment, allowing patients and families to find solace together.

In addition to these new areas of service, we streamlined our volunteer intake process with new volunteer management software to make the process more seamless.

Areas of Service

HOSPICE INPATIENT UNIT

LIFE STORIES

ROYAL JUBLIEE ACUTE PALLIATIVE UNIT, 8 SOUTH

COMMUNITY

BEDSIDE SINGERS

ADMINISTRATIVE

MUSIC ON THE UNIT

ANIMAL THERAPY

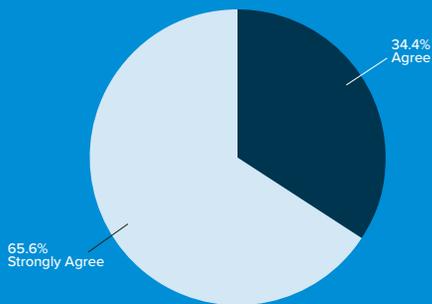
ROOFTOP GARDEN

BEREAVEMENT COMPANION

SEWING

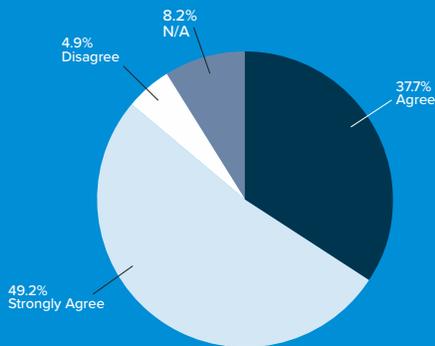
COMMUNITY AND FUND DEVELOPMENT EVENTS

BEREAVEMENT GROUP, WORKSHOP, AND EVENT SUPPORTS



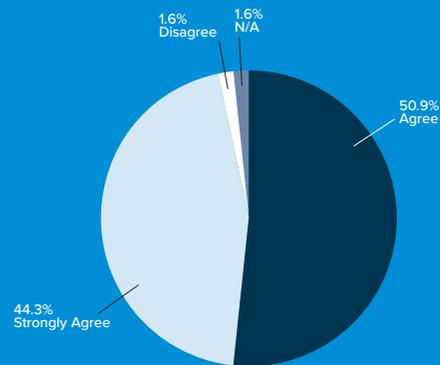
100%

of volunteers who responded to our survey feel that the work they do at Victoria Hospice has a meaningful impact.



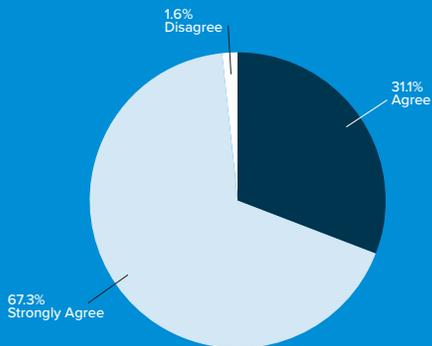
86.9%

feel their volunteer experience meaningfully supports the vision of Victoria Hospice (quality palliative end-of-life care for all).



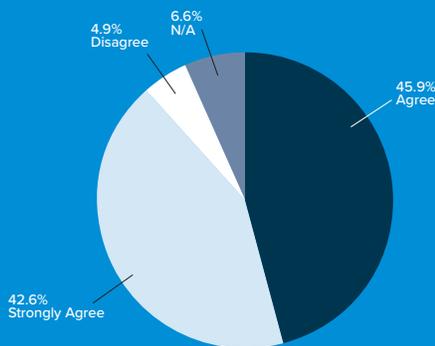
95.1%

feel included and respected by all the staff they work with.



98.3%

of volunteers feel that their contributions are understood and valued by Victoria Hospice.



88.5%

are satisfied with the educational opportunities Victoria Hospice provides (e.g., online courses, Zoom update meetings, reading materials, etc.)

“It is a privilege to volunteer with Hospice... The training was very useful and well done. Staff are appreciative of volunteers and help us feel welcome.”

The Volunteer Experience Survey was sent out to 89 volunteers and received 61 responses, making a 69% response rate.

“My role at Hospice is not about how I feel, it is about giving to others, listening with eyes and ears. To provide a touch of compassion and comfort to patient, family, and medical teams. The best teaching has come from listening to patients, interacting with staff, and asking questions. I get the best answers from listening to others.”

— Hospice Volunteer

Our volunteers go the extra mile.

“This is really precious work,” Sandra Joy says, reflecting on her role as a Victoria Hospice volunteer.

Over her 14 years of involvement with Victoria Hospice, Sandra has contributed as an Inpatient Unit volunteer, mentor, admin support person, and as a member of a Volunteer Advisory Council where her thoughtful questions and constructive feedback have been greatly valued.

Sandra has an early (7 am) shift on the Inpatient Unit and acknowledges that every shift is different. There is always a check in with the care team re the status of patients, and after that attending to whatever need is most pressing: answering patient call bells, making coffee, chatting with family who may have stayed overnight, helping with personal care and breakfast, providing companionship at the bedside, laundry, etc. She provides a wholehearted, calm, and caring presence.



Maureen Dixon, a Victoria Hospice volunteer since 2017, finds the most rewarding part of her role in providing grieving individuals a safe, supportive space. With a background as a school principal, Maureen has experienced the impact of grief firsthand, guiding families through difficult times.

She volunteers weekly on the inpatient Unit and also supports the bereavement team, including the Walking Group and Grief Cafés. Her compassion, expertise, and mentorship make her a valued team member.

In recognition of their dedication both Maureen and Sandra Joy were named Honourary Lifetime Member of the Victoria Hospice Society in 2024.

Donor Generosity

“At Victoria Hospice, every moment of comfort and care is made possible by the generosity of donors—your support helps us be there when it matters most.”



Total Funds Raised

\$4.79
million

Community Donations

Gifts From Donors:

13,712

To Provide
Compassionate Care



30

Estate Gifts Received

YOUR GENEROSITY

This year, 6,038 compassionate donors came together to ensure that patients and families in our community received the specialized end-of-life and bereavement care they needed most.

Your generosity brought comfort, dignity, and connection to people facing life’s final chapter, and to those living with grief. The impact of your kindness is profound.

Individuals, families, local businesses, service clubs, and grant funders contributed with heartfelt generosity, often in thanks for the care provided.

Each gift, whether made monthly, annually, in memory, or left in a Will, was received with deep gratitude.

This was also a record-breaking year for community-hosted events, raising more than \$300,000 from over 35 events. Alongside our signature events—Hike for Hospice, the Teeny Tiny Garden Tour, Fashion for Compassion, and the Cycle of Life Tour—this incredible support reflects the strength and spirit of our community.

Every act of giving—large or small—sustains our circle of care. We are honoured to have you with us.

Your support provided rich experiences, comfort and care.

CUDDLE BED

Thanks to a generous grant from the P.A. Woodward Foundation, Victoria Hospice has added a state-of-the-art cuddle bed to our Inpatient Unit. This specialized bed expands to comfortably fit two people, allowing loved ones to lie side by side during visits, overnight stays, or final moments together. It offers both emotional and physical comfort, easing anxiety and fostering connection when it matters most.

Also suitable for bariatric patients, the cuddle bed ensures inclusive, dignified care for all. As LPN Adrienne shares, “The comfort of having a loved one beside them has extraordinary therapeutic value.” We are deeply grateful for this meaningful gift.



MUSIC THERAPY

Victoria Hospice’s Music Therapy program received vital funding this year from the CRD Arts & Culture Support Service, the Music Heals Charitable Foundation, the Sovereign Order of St. John of Jerusalem, Knights Hospitaller, Victoria Commandery, and the Times Colonist Christmas Fund to enhance the emotional well-being of patients and families. Through personalized sessions, our music therapist offers comfort, reduces anxiety, and fosters a sense of connection. The program allows patients to express emotions, creating a peaceful and healing atmosphere during their final journey. Music therapy is just one of the many vital programs made possible thanks to the generosity of donors and community partners.

MIKE AND ETHEL MARLEY SCHOLARSHIP

Mike Marley’s passion for helping others, particularly through his community support, inspired his wife Ethel to establish the Mike and Ethel Marley Scholarship at Victoria Hospice after his passing in May 2024. The scholarship, honouring Mike’s legacy, provides training and education for hospice clinical and volunteer teams in palliative, end-of-life, and bereavement care. Ethel, as a retired nurse, understands the impact of continued education and donor support. Mike’s practice of quietly mentoring and supporting others extends through this scholarship, helping the hospice care team enhance their skills and improve the quality of care for patients and families.



Hospice Support Teams

We are always working behind the scenes to improve our practices. Here's a snapshot of our operational improvements this year:

RESEARCH, QUALITY & SAFETY

The Research, Quality & Safety team works with other departments across the organization to support evidence-based decision making, examine quality issues and improve the care experiences of patients and families served by Victoria Hospice. Our main goal is to ensure Victoria Hospice patients and families receive reliable and high-quality services.

Here is a list of accomplishments this year:

CLIENT & FAMILY ENGAGEMENT STRATEGY

- Patient/Client Engagement Framework developed

REFRESH ETHICS FRAMEWORK

- Developed and presented ethics card game at International congress
- Partnered with BCCPC and UBC establishing a provincial research collaborative
- Partnered with BC CPC and UBC on the Knowledge Exchange and Learning

DATA & INFORMATION SYSTEMS CONSOLIDATION, INTEGRATION & REPORTING

- Patient Family Experience Survey implemented
- Evaluations developed and implemented for all Bereavement services
- Transitioned software to Jane (Bereavement) and Better Impact (Volunteer Services)
- Dashboards created for Palliative Response Team/ Inpatient Unit data
- Performance Indicator reports enhanced for Inpatient Unit/Palliative Response Team, Bereavement

LEARNING AND DEVELOPMENT

The Learning and Development department supports the professional development and educational needs of people working or volunteering with Victoria Hospice. Here is a list of our work this year:

General orientation and onboarding

- Heart of Hospice course developed and implemented

Onboarding for inpatient Unit and Palliative Response Team

- Developed and implemented for nursing, health care assistants, unit/community coordinators

Refresh volunteer recruitment and training program

- Recruitment process streamlined, Basic training developed and implemented

Diversity, Equity and Inclusion

- Developed high level framework for diversity, equity and inclusion

Multiple staff attended professional development opportunities including Palliative Care Education and Research Conference on Compassion and Hope in the fall of 2024, CAPC courses (Centre to Advance Palliative Care), and the Health Quality BC Conference in spring 2025.



HUMAN RESOURCES

The human resources department is responsible for personnel management including recruitment and retention, performance reviews, professional development, and succession planning. Here is a list of our work this year:

On-call Requirements

- Guideline for on call expectations implemented

Bereavement workforce strategy

- Relief budget and temporary positions implemented

Performance Program

- Implemented for noncontract

Recognition and Retention strategies

- Work tenure/anniversary program implemented

Leadership framework

- Onboarding plan developed and implemented for leadership

FINANCE

The Finance department provides a range of financial services for both the Society and the Foundation, including audits, general accounting, payables, budgets & planning support, and more. Here is a list of our accomplishments for the year:

- Collaboration with Leadership team increased integrity of budgets, ensuring tied to operations plans
- Finance team support for transition of Corporate Services functions to separate portfolio

CORPORATE SERVICES

The Corporate Services department monitors, maintains, and enhances non-clinical infrastructure. Here is a list of accomplishments this year:

Develop Facility: Short and long-term plan

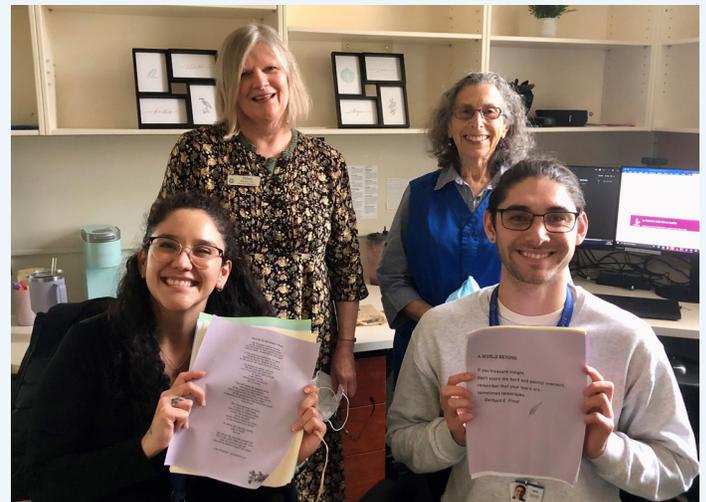
- Tenant Improvement needs assessed, and improvement plans underway
- Long term plan: discussions underway, plan not finalized

Implement information stewardship, access and privacy program

- Education delivered for leadership and staff
- Privacy Impact Assessments completed for Bereavement, FD, Human Resources, Inpatient Unit, Palliative Response Team, Research, Quality and Safety
- FOI process established and communicated
- Information Sharing Flowchart created and disseminated

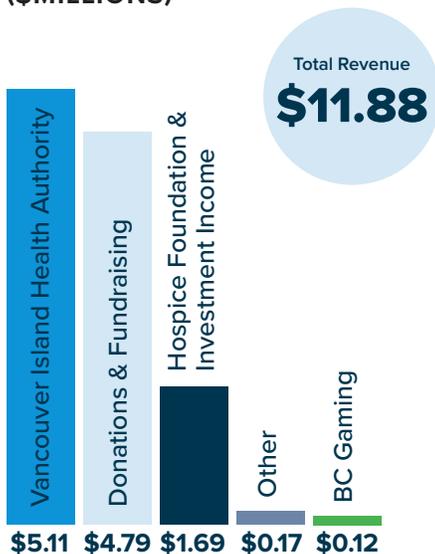
Workplace safety

- Plan developed for expanded OH&S safety inspections
- Code red training initiated

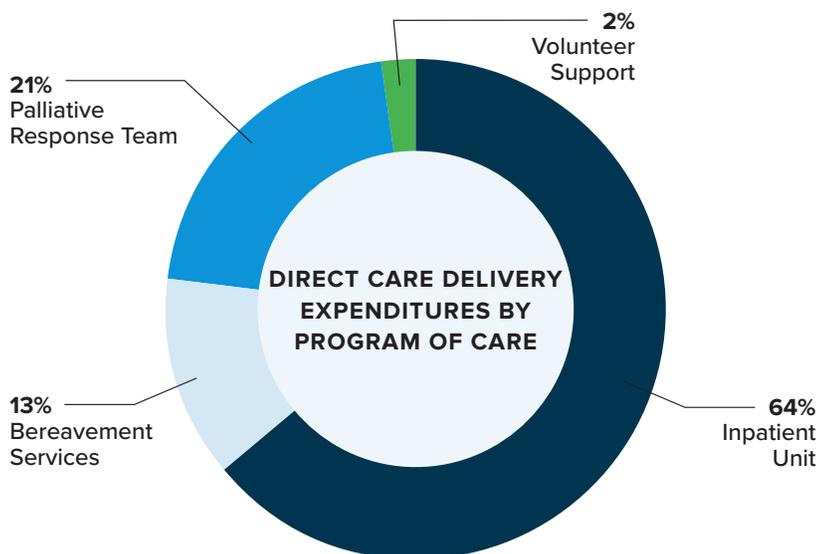


Financials

SOURCES OF OPERATING FUNDS (\$MILLIONS)



USE OF OPERATING FUNDS (\$MILLIONS)



Treasurer's Report

Thanks to the generosity of our donors, community partners, and the provincial government, Victoria Hospice generated funding of \$11.88 million during the 2024-25 fiscal year in support of our mission. Your contributions made a profound impact, funding programs of care including the Inpatient Unit, Bereavement Services, Palliative Response Team and Volunteer Services.

Through your unwavering support and our commitment to the careful stewardship of every gift, the financial position of Victoria Hospice remains strong. Together we will ensure people who are dying, and their loved ones have access to the care and comfort they need when it matters most.

Sincerely,

Angus Izard, FCPA, FCA, FCGA
Treasurer, Victoria Hospice Society and Palliative Care Foundation Board of Director

Refer to the Victoria Hospice website under "Strategic Plans & Reports" for copies of our audited financial statements.

Victoria Hospice Society Board of Directors



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Board Chair



Rachel Holmes
Vice Chair



Angus Izard, CPA-CA
Treasurer



Sheila Aujla
Director



Bill Cavers
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Brecon Gage
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Angus Izard, CPA-CA
Society Treasurer



Nicholas McKnight
Treasurer



Karen Etches
Society Director



island health

We extend our sincere gratitude to Island Health for their generous support toward our operations, which strengthens our ability to serve our community.

VICTORIA  HOSPICE

How to connect:



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250-519-1744

www.victoriahospice.org

Charitable Registration Number: 11928 4230 RR0001

Before Canada and BC were formed, Indigenous Peoples lived in balance and interconnectedness with the land and water in which the necessities of life are provided. Health disparities persist, which are due to the impacts of colonization and Indigenous-specific racism. Victoria Hospice commits to addressing the ongoing impact of colonization and systemic racism and providing quality hospice and palliative care for all. We acknowledge with respect and gratitude the Lekwungen and W̱SÁNEĆ Peoples on whose land we live and work.