



Victoria Hospice

# Report to the Community

## 2008/2009



## Managing through Challenging Times

By Marie Robertson, President and Wayne Peterson, Executive Director, Victoria Hospice Society (VHS)

Victoria Hospice has not been immune to the difficult economic downturn that has touched almost every organization and person in the world to some degree. And while our investment portfolio has been negatively impacted, we again saw a steady increase in the number of registered patients with Victoria Hospice.

In the last year, on the unit, we saw more patients with greater acuity staying for shorter periods of time. This translated directly to a greater impact on services and staff. And while pleased that we have managed to provide consistently high levels of care for patients and families, the concern is for the staff's ability to continually provide high quality care under progressively difficult conditions.

To some degree we may be victims of our own success. As more individuals move into mid-to-later life with advancing illness and life-threatening conditions, they increasingly reach out and ask Victoria Hospice for help.

Are we keeping up with demand? It's tough but we're managing for now. Will we be able to contend with the growing requests for our services? That depends on a number of factors. With only 17 beds and limited resources, we are rightly concerned for those not being helped through our own efforts and those of our partner, the Vancouver Island Health Authority (VIHA).

Working together within VHS and with VIHA, we have found many innovative, effective and efficient ways to address patients' and families' needs with the delivery of services. But still the needs and demands continue to increase. Should more be done? Certainly. Can more be done? That comes down to a commitment by government, the health authority, the community at large and individuals like you.

Historically, we receive roughly 45% of our funding from VIHA, 10% from earnings and other initiatives and another 45% from the donor community. This year, with the global economic situation in turmoil, donations have fallen to 40%. We continually find ways to work smarter, but we need additional financial reinforcements to help address this burgeoning issue. We also need a dialogue with the community about what levels of care it expects – or will accept – for those facing the end of life.

In spite of the economic concerns and the challenge of increased demands, we see the staff and volunteers of Victoria Hospice as committed to their clients as they have ever been. In the day-to-day work, our caregivers are not burdened with these challenges. The high-quality work VHS has always provided prevails and our caregivers continue to give 110 percent through their compassion, dedication and commitment, regardless of our financial situation.

We don't know how the future will play out with respect to this pressure between increasing demand and the access to the financial resources to meet it. What is certain is that when we receive a patient we only have one chance to get it right. We need to ensure that our loved ones get the professional expertise and compassionate care that Victoria Hospice is so well known for providing. They deserve it. •

## 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. •

### Victoria Hospice Values

## Integrity:

Integrity forms the basis of personal and professional practice. We take individual and collective responsibility for our actions. We are accountable and invite scrutiny. We are honest and fair in all we do within an ethical framework.

### Victoria Hospice Values

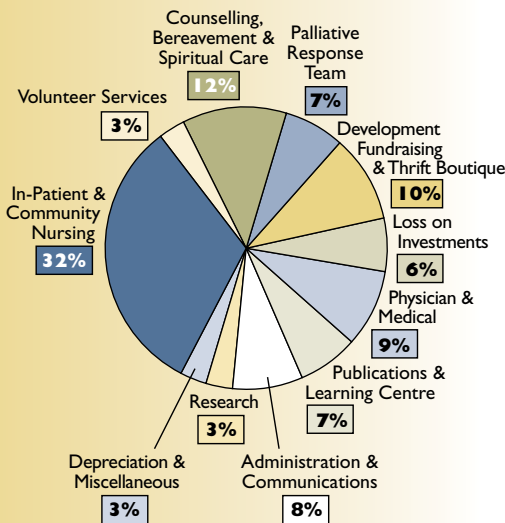
## Commitment:

Commitment to quality end-of-life care is fundamental to our work and our relationships. Through our dedication, we honour the people we serve, each other and ourselves.

# Victoria Hospice Society Board of Directors 2008/09

- Marie Robertson, *President*
- John Greschner, *Vice-President*
- Chris Mills, *Treasurer*
- Dana Amour
- Rosemary Armour
- Barry Chivers
- Ernie Fraser
- Mark Sieben
- Anne Taylor
- Dave Traynor
- Jayn Tyson

## Victoria Hospice Expenditures by Department



Thank you once again to Wayne Peterson for taking many of the wonderful pictures in this report.

## Care: Last year at a Glance

- Average number of patients registered on any given day was 334.
- Admissions to our 17-bed palliative care in-patient unit totaled 553.
- Average length of stay in our seven acute care beds was about nine days.
- Average length of stay in our nine extended care beds was 19 days.
- Average length of stay in our one respite care bed was eight days.
- Approximately 20% of all patients admitted to our palliative care unit were able to return home once their symptoms improved.
- 77% of our patients were diagnosed with cancer (most commonly lung, colon, breast and pancreatic cancer).
- Non-cancer deaths included congestive heart failure, stroke, renal failure, lung disease, HIV-AIDS, ALS and chronic liver disease.
- The average time from initial registration to death was 113 days for cancer patients and 145 days for non-cancer patients.
- Average age at the time of death was 75 years.
- Victoria Hospice helped more than 3,000 people last year, including 859 patients and their families.
- Approximately 36% of the patients under our care last year were able to die at home close to family and friends thanks to our own Palliative Response Team, our clinical teams and our partnership with the Vancouver Island Health Authority's Home and Community Nursing Care and Community Health Worker services.
- More than 2,350 people were helped last year by our Bereavement Services following a death in the family. Bereavement Services now offers eight different bereavement support groups.
- 470 patients in the Royal Jubilee Hospital, Victoria General Hospital, long-term care homes or in their own homes were seen by our specialist palliative care physicians. These patients, who were not registered with Victoria Hospice, benefited from the expertise of our physicians.
- A total of 28 new volunteers completed the six-week training program and joined our team of more than 400 active volunteers.
- Victoria Hospice Society and the Vancouver Island Health Authority cooperatively negotiated a new seven-year agreement.
- Charity Intelligence Canada chose Victoria Hospice Society as a *Ci Recommended Charity* because of our innovative, effective and efficient methods in delivering quality care. This recognition puts the Victoria Hospice Society in a unique class of charitable organizations.



Victoria Hospice Values

**Respect:** We respect the intrinsic worth of each individual.



## Teaching and Learning

By Brenda Pengelly, Manager, Education Services

- A total of 252 physicians, nurses and pharmacists from five provinces, three territories and one U.S. state attended the **Palliative Care: Medical Intensive** one-week courses in Victoria and Richmond.
- Ninety-nine health professionals from Northern and Western Canada participated in the semi-annual **Psychosocial Care of the Dying and Bereaved** one-week courses.
- Our 17<sup>th</sup> annual Spiritual Care Conference drew 120 family members, volunteers and health professionals.
- The BC Cancer Agency, VIHA and Victoria Hospice held day-long education sessions for physicians and nurses in the **Vancouver Island Palliative Network** at Campbell River and Parksville.
- For the 4<sup>th</sup> year running, we collaborated with VIHA's Renal Department to provide a palliative care conference for Vancouver Island renal care staff.
- Victoria Hospice and VIHA co-sponsored five half-day palliative care education sessions which were also video-linked to 10 sites up-Island.
- Twenty staff provided instruction in the **Palliative Care: Medical Intensive** and **Psychosocial Care of the Dying and Bereaved** courses.
- Twelve VHS staff gave presentations at the **BC Hospice and Palliative Care Association** and/or the **Canadian Hospice and Palliative Care Association** conferences and seven staff presented at educational institutions and community agencies.
- A total of 20 staff and 10 volunteers completed 12 hours of **Values Based Communication** (VBC) training provided by three of our staff, and others attended VBC practice groups.
- Sales of our textbooks and resource materials remain high. •

## Research and Development

By Dr. Michael Downing, Director of Research & Development

- Our research studies conducted include: improving prognostication tools, bereavement risk assessment study, timely access to palliative care, pilot study of music therapy on the Unit, dignity at end of life and a communication assessment study among professionals.
- Two quality audits included a hospital chart audit by VIHA comparing our Unit with Nanaimo and Saanich Peninsula Hospital Palliative Care Units, and a bowel function audit in September in collaboration with several BC programs. In both analyses, there is significant variability in how programs record data, making it difficult to monitor quality or assess outcomes. Following the bowel study, the BPS (Bowel Performance Scale), a tool created at Victoria Hospice, was implemented. A study by UBC will conduct a re-audit in summer 2009.
- Two national grants from the Canadian Institutes of Health Research are underway or near completion with our involvement with results showing new ways to improve prognostication and a better understanding of ways to communicate bad news.
- Research partnerships continue with several faculties at the University of Victoria, BC Cancer Agency, VIHA and the Universities of Alberta and Manitoba.
- We have begun to conduct satisfaction surveys beginning with a staff/volunteer survey and plan to implement patient and family surveys in the coming year.
- In 2008/09, research staff participated in nine committee meetings, five newsletters and 16 formal presentations in Victoria, Vancouver, Surrey, Edmonton, Ottawa, Toronto, Montreal, Charlottetown and Sydney, Australia.
- The START (Staff Research Training) project and several other planned activities were deferred due to financial limitations beginning in September.

### Journal Articles 2008/09:

- 1 Correlation between Braden Scale and Palliative Performance Scale (PPS) in advanced illness. *International Wound Journal*. 2008
- 2 Using the PPS to provide meaningful survival estimates. *Journal of Pain and Symptom Management*. 2008
- 3 Reliability and validity of PPS. *BMC Palliative Care*. 2008;7(10)
- 4 Predicting survival in patients with advanced disease. *European Journal of Cancer*. 2008;44(8) •

Victoria Hospice Values

**Collaboration:** Collaboration is fundamental to achieving our best work. Respectful, honest communication, with appreciation for diversity enables us to accomplish together what could not be achieved alone.

## Our Nurses



By Linda Cliff, Manager, Nursing Services

- Our nurses provide outstanding care, both in the unit and – in partnership with VIHA Home and Community staff – in patients' and families' homes.
- This has been a year of building structure for the Nursing Team at Victoria Hospice, resulting in the development of new policies, guidelines and procedures all aimed at improving the treatment and care for our patients.
- Recruitment of nursing staff continues to be a top priority. As experienced nurses retire we are challenged to mentor new Hospice palliative care staff in the compassionate, yet highly skilled, care required by our patients. To meet this goal the team has accomplished the following:
  - Nine nurses were certified by the Canadian Nurses Association as experts in Hospice and Palliative Care.
  - Nurses from the Palliative Response Team attended a Pediatric Palliative Care training session in Vancouver.
  - Unit Clerk, Licensed Practical Nurse and Registered Nursing students have been mentored by staff.
  - Victoria Hospice provided the Palliative Consult Nurse for VIHA's new *Seniors at Risk Integrated Network* project.
  - The Palliative Response Team and Unit nursing staff attended educational programs to remain current in best practices.

## Our Doctors

By Dr. Fraser Black, Medical Director

- Our team of dedicated physicians at Victoria Hospice provided care for patients and their families across multiple care settings in 2008/09 including:
  - 553 admissions to our Palliative Care Unit
  - Close to 1,000 medical consultations in patient's homes, residential facilities or other hospital units. These include both patients registered with Victoria Hospice and others that were not registered.
- In the pursuit of improvements in quality care, our physicians participated in the creation of VIHA's End of Life (EOL) practice guidelines as well as guidelines for our Palliative Response Team (PRT), served as co-chair on VIHA's EOL Quality Council, and provided an active role in planning for Health Canada's accreditation process. They also contributed to the development of a number of guidelines/guiding documents that have helped support the care provided by clinical team members.
- The physicians also participated in the many research initiatives as outlined by the VHS Research Department.
- Our physicians continued to work closely with many of our strategic partners through representation on multiple VIHA committees, the BC Learning Centre Partnership Team, BCMA Section of Palliative Medicine, and through active participation in the Vancouver Island Palliative Network and both the UBC and Island Medical Programs.
- The physicians at Victoria Hospice continue to be actively involved in teaching and knowledge transfer.
  - We provided training to over 20 family practice residents and 17 medical students.
  - We provided advanced training for Dr. Manny Fritsch who completed a year of added competency in palliative care before returning to Ladysmith where he will continue to practice as a family physician with a special interest in palliative care.
  - We participated in teaching at UBC and the Island Medical Program where palliative care has an increasing presence in the undergraduate and postgraduate curriculum for which our physicians played a significant part.
  - Our physicians also presented at multiple conferences provincially, nationally and internationally in 2008/09.



### Victoria Hospice Values

**Compassion:** Compassion underscores all our actions and decision-making. We demonstrate an empathic, non-judgemental manner. We believe in the power of tender acts of kindness.



Thanks to Linda and Wayne Devers and their dog, Buddy, for their kind cooperation.

## Our Counselling, Spiritual Care and Bereavement Teams

By Wendy Wainwright, Manager, Psychosocial Services

- Our bereavement team looked at how Victoria Hospice provides bereavement follow up and have expanded areas of service to include:
  - a public seminar to help bereaved family members prepare for the holidays,
  - a weekly children's group called *Touchstones*, and
  - the availability of counselling and an ongoing support group in the Western Communities.
- The bereavement team developed a number of new training sessions to help our volunteers provide increasingly skilled and knowledgeable support to bereaved family members. The team – made up of four part-time counsellors, two part-time support staff and 30 volunteers – served 2,351 bereaved people where:
  - counsellors provided more than 650 face-to-face and 1,500 telephone sessions, and
  - volunteers made a total of 1,702 contacts.
- In the community, our counsellors have been training one another to use integrated therapies with patients and families. Therapies such as acupressure, relaxation, meditation and breathing techniques are frequently offered in addition to medications to help relieve pain and other symptoms. In the coming year, a small research project focusing on the use of acupressure is planned.
- On the Unit, the team was instrumental in offering new supports and services to patients, families and the care team. Weekly meditation sessions proved successful, resulting in the addition of Chi Gong on the Rooftop and a goal of adding music, prayer and complementary therapy sessions each day.
- A major focus during the past year has been the completion of updated job descriptions, hiring and orientation materials and employee reviews. Formalizing and refining the department's infrastructure allows us to become increasingly efficient and effective in training new staff and ensures all team members continue their professional and personal development. Both are fundamental to excellent care and staff health. •

## Our Volunteers

By Brigitte McKenzie, Manager, Volunteer Services

- Last year 28 people completed 50 hours of palliative care volunteer training to support patients and families.
- Twenty-two Hospice volunteers received specific training for their role in supporting people in their homes.
- Eight general information sessions were conducted for prospective volunteers. Many applicants now use our Victoria Hospice website to apply to become a volunteer.
- A new volunteer program called Life Stories was piloted in which four trained clinical volunteers offer patients an opportunity to record their life stories, thoughts or special memories on CD.
- Volunteers helped to meet Victoria Hospice's annual fundraising goal of \$4 million through our annual Swimathon, Celebrate-a-Life event, Teeny Tiny Garden Tour, and at our Victoria Hospice Thrift Boutique.
- Volunteers with special skills and interests worked on our Rooftop Garden, as Speakers Bureau volunteers and offered complementary therapies, music, spiritual care, bereavement support, and clerical support.
- A departmental review was completed in January 2009 using an external consultant to restructure and revitalize the department. A number of the recommendations have begun to be implemented, including creating a new part-time volunteer coordinator position and increasing the volunteer clerk time, as well as physically refreshing the look and feel of the volunteer office.
- Hospice Volunteer training was provided to 45 members of Songs of Passage, an independent community group that provides bedside singing to patients on the unit and their families.
- The yearly volunteer recognition event in June 2008 drew 168 volunteers and staff to recognize Victoria Hospice volunteers and supporters, sponsors, and donors of the annual Swimathon event. •

Victoria Hospice Values

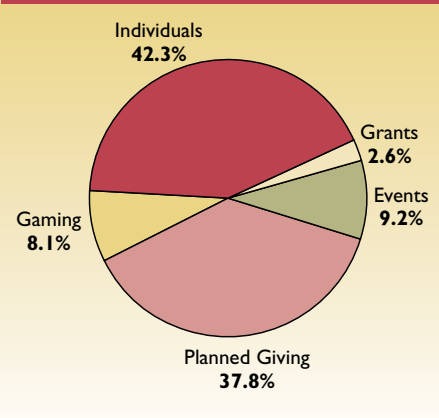
**Excellence:** Through the active pursuit of skills, knowledge, growth and innovation, we achieve our highest personal and professional potential in our unwavering quest for quality end-of-life care.

# Fundraising Report to the Community

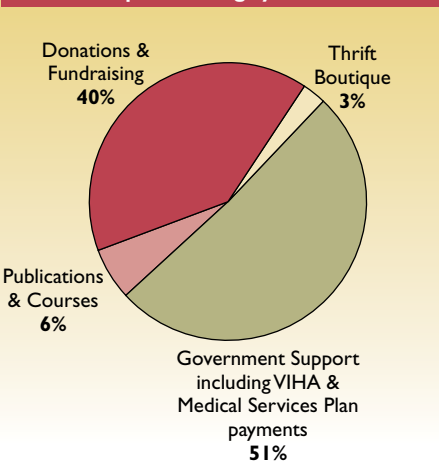
## Fundraising Highlights

Total Donations: **\$2,960,200**  
 Total Number of Donors: **7,660**

### Where the Donations Came From



### Victoria Hospice Funding by Source



## Words from the Foundation President



By Peter Malcolm, President, Victoria Hospice and Palliative Care Foundation

**“T**o Enhance the Quality of Life for those facing Advancing Illness, Death and Bereavement through Skilled and Compassionate Care, Education, Research and Advocacy.”

This, simply put, is the mission of the Victoria Hospice Society and Foundation. The achievement of this mission is not so simple.

We on Vancouver Island are blessed with good weather, picturesque scenery, populated with a diversified dynamic population. The quality of life on our island is the envy of all who have visited or come into contact with us, attracting an aging population from all of Canada and the U.S. The challenge facing us at Hospice is to provide the same quality of care to those who will need us over the next 15 years and beyond. The number of people in the region aged 65 and older is projected to increase 44 percent from 18 percent of the population to 26 percent by 2025 alone. As our population ages, this shift in demographics will have significant implications for our organization.

Government cannot supply the necessary resources to provide the quality of palliative care that our patients and families need and deserve. Even today, the Provincial Government is hard pressed to provide even 50% of the resources necessary to maintain the achievement of our mission. This situation is not likely to improve.

*“The number of people in the region aged 65 and older is projected to increase 44% from 18% of the population to 26% by 2025.”*

Victoria Hospice is known and respected in Canada and abroad as a leader in palliative care. It is you, our volunteers, supporters, and donors, who can take pride in making Hospice what it is today.

Without you and your achievements Southern Vancouver Island would not be so great a place to spend one’s last days of life.

The next few years will require us to expand our facilities and outreach to meet the ever-greater demands for our services. Our volunteers and donors are an army of ordinary citizens in the community who prove that skilled care, passion and dedication to those in need produces huge rewards.

I ask you to join us, to the extent that you are able, in supporting a truly worthwhile cause: Helping People Die With Dignity. •

The Victoria Hospice and Palliative Care Foundation was formed in 1997 for the purpose of fundraising and stewarding donated funds to support the care provided by Victoria Hospice. •

## Contact Us

Victoria Hospice and  
 Palliative Care Foundation  
 1510 Fort Street  
 Victoria, BC V8S 5J2  
 250-952-5720  
 vic.hospice@viha.ca

# 2008/2009 Changes and News

This past year we welcomed several new additions to our Foundation. **Saskia Ages** joined us as our new Executive Director, and **Eileen Harper, Margaret Lucas** and **Jennifer Coulter** joined our Board of Directors. These outstanding individuals bring great expertise and enthusiasm to help us grow to meet future needs.

We are proud to share that 100% of our **Foundation Board of Directors** and **Foundation Staff** made gifts to Victoria Hospice.

We launched **giving online** and an **online events page** on our new website **www.victoriahospicefoundation.ca**. Gifts may be made simply and securely directly through the website. We invite you to visit us online often to see new changes in the upcoming year. •



Gifts from the community make our work possible. It is really that simple. Every day, your gift provides support and care at a most difficult time for individuals of all ages, from infant through senior years. On behalf of our Board of Directors, our staff, and our patients and families that we serve, please accept our sincere thanks for your continued interest and support.

**Care, Advocacy, Research, Education, and Support...**  
Victoria Hospice **CARES**

## Estate Gifts

Gifts received in the 2008/09 fiscal year from the estates of our generous donors who named Victoria Hospice in their wills. •

Margaret Eileen Brinn  
Betty Brooks  
Nancy Joan Mary Casey  
Muriel Gloria Chamberlin  
Mary Esme Walton  
Arthur Norman Clarke  
Barbara Collins  
Noel Mary Donaldson  
Hendrik Gautier  
Myrtle Theresa Hahn  
Kathleen Harper  
Leighton Carlos Hill

Audrey Mae Kelly  
Ellen and Ernest Kelly  
Ronald Edward Kitchener  
Millicent Marianne Lavoy  
James Stewart Maxwell  
Wilna Grace McKenzie  
Shirley Irene Meyer  
Janina Milej  
Charles Pettinger  
Marie Therese Rabiniaux  
Eileen Mildred Scargill  
Christina J. Schuttinga

Audrey Madge  
Gwynne Smethurst  
Mary Victoria Smith  
Arline Roberta Stott  
Lorena Bernice Summers  
Mary Veronica Thompson  
Frances Yvonne Walls  
Jeanette Charlotte  
Marie Waring  
Arthur Willson  
Vietta Ruth Zeaton  
Anonymous

## Our Board of Directors

**Peter Malcolm**, *President*  
**Peter Maddaugh**, *Vice-President*  
**Colin Weavers**, *Treasurer*  
**Mark Appleton**  
**Bonnie E. Campbell**  
**Jennifer Coulter**  
**Bill Eisenhauer**  
**Eileen Harper**  
**Margaret Lucas**

## Our Development Staff

**Saskia Ages**, *Executive Director*  
saskia.ages@viha.ca  
250-952-5726  
**Shari Bakker**, *Annual Programs*  
shari.bakker@viha.ca  
250-952-5724  
**Sharon Stafford**, *Events*  
sharon.stafford@viha.ca  
250-952-5723

## Program Snapshots

### We got mail!

3,095 donors made gifts through our Spring and Fall Direct Mail appeals.



### BMO Swimathon

Over 1,400 donors pledged support to our swim teams. More than \$180,000 was raised through donations and gifts in kind.



### Heritage Circle

Last year, 16 new members advised us that VHS is in their will – for a total of 67 Heritage Circle members.

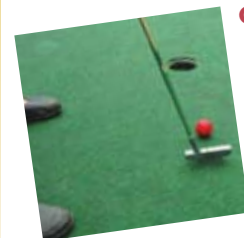


### In Memory

2,674 gifts totaling over \$290,000 were made in memory of a loved one.

### Teeny Tiny Garden Tour

Small gardens showed big potential by raising awareness of Victoria Hospice and over \$14,000.



### Community Spirit

Over \$97,000 was raised by generous third party events in the community – from golf tournaments to cookie sales!

# Financials

By Marie Robertson, President,  
Victoria Hospice Society

While we are fortunate enough to be able to draw on financial reserves to cover our funding requirements in full, this can only be for a limited period. Unfortunately it is all too evident that the level of investment returns and government funding will not return to the pre-crisis level for a number of years and accordingly Victoria Hospice is now more dependent than ever on individual donations from the Victoria community if the level of palliative care services is to continue to be among the best in Canada.

While we have not been immune from the consequences of the economic downturn, the contribution from all our volunteers has been priceless in helping us weather the storm. Their dedication together with that of all the clinical staff has ensured the quality of palliative care provided within Victoria has not suffered. •

Complete copies of the audited financial statements are available upon request.



**Victoria Hospice**

3rd Floor, Richmond Pavilion  
1952 Bay Street  
Victoria BC V8R 1J8

General inquiries:  
250-370-8715

[www.victoriahospice.org](http://www.victoriahospice.org)

## Key Figures & Financial Highlights

Combined Revenues fell to \$6,915,000 from \$7,221,267 (4.2%)  
Donations during the year fell by \$452,688 (14.6%)  
Expenses increased to \$7,412,875 from \$7,163,211 (3.5%)  
Prior year Operating surplus of \$58,056 moved to a deficit of -\$497,503  
Valuation Losses on Investments continue: -\$568,042 current year, -\$190,779 prior

## Statement of Combined Operations

Year ending March 31, 2009

	Fiscal 2009	Fiscal 2008
<b>Operating Revenues:</b>		
Donations & Fundraising	2,654,723	3,107,411
Government Support	3,449,363	3,305,541
Thrift Store	250,227	239,527
Publications & Courses	421,743	392,232
Interest & Dividends	85,243	128,313
Other	54,073	48,243
	<u>6,915,372</u>	<u>7,221,267</u>
<b>Operating Expenditures:</b>		
In Patient Nursing	2,434,776	2,407,037
Community Nursing	182,658	178,968
Physician & Medical	673,592	653,245
Counselling, Bereavement & Spiritual	985,328	951,166
Palliative Response Team	544,126	540,813
Volunteer Services	206,139	170,835
Publications & Courses	297,372	289,080
Learning Centre & Staff Education	224,264	227,702
Administration & Communications	604,914	601,253
Development & Fundraising	660,298	603,400
Thrift Store	155,617	155,161
Research & Projects	263,434	200,405
Depreciation & Amortization	180,357	184,146
	<u>7,412,875</u>	<u>7,163,211</u>
<b>Operating Surplus (Deficit)</b>	<b>(497,503)</b>	<b>58,056</b>
<b>Endowment &amp; Investment Items</b>		
Donations to Endowments	55,250	51,100
Endowment Funds Capital Gains (Losses)	(426,572)	(104,524)
Investment Funds Capital Gains (Losses)	(196,720)	(137,355)
	<u>(568,042)</u>	<u>(190,779)</u>
<b>Change in Net Assets</b>	<b>(1,065,545)</b>	<b>(132,723)</b>

## Statement of Combined Financial Position

Year ending March 31, 2009

	Fiscal 2009	Fiscal 2008
<b>Assets:</b>		
Cash & Prepays	720,391	1,460,430
Accounts Receivable	395,326	94,805
Publications Inventory	106,690	166,406
Endowment Funds	1,372,273	1,743,595
Investment & Insurance Funds	967,685	1,213,025
Equipment & Building	745,068	892,229
Long Term Note Receivable	178,934	193,964
	<u>4,486,367</u>	<u>5,764,454</u>
<b>Liabilities:</b>		
Payable to Vancouver Island Health Authority	408,921	592,344
Holiday Pay & Accounts Payable	394,578	416,653
Deferred Revenues	376,895	383,939
	<u>1,180,394</u>	<u>1,392,936</u>
<b>Equity:</b>		
Invested in Capital Assets	745,068	892,229
Endowment Fund Balances (restricted)	1,372,273	1,743,595
Operating Fund Balances (unrestricted)	1,188,632	1,735,694
	<u>3,305,973</u>	<u>4,371,518</u>