



ANNUAL GENERAL MEETING

AGENDA

Wednesday, May 24th, 2017

6:00 pm: Annual General Meeting

7:00 pm Social: Wine and Cheese

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31	l. Motion to Appoint Legal Counsel

Adjournment



Adoption of 2017 General Annual Board of Directors Meeting Agenda

Resolved that the Agenda be adopted.

Moved by: _____

Seconded by: _____

Approved by: _____
Connie Legg, Chair of the Board of Directors

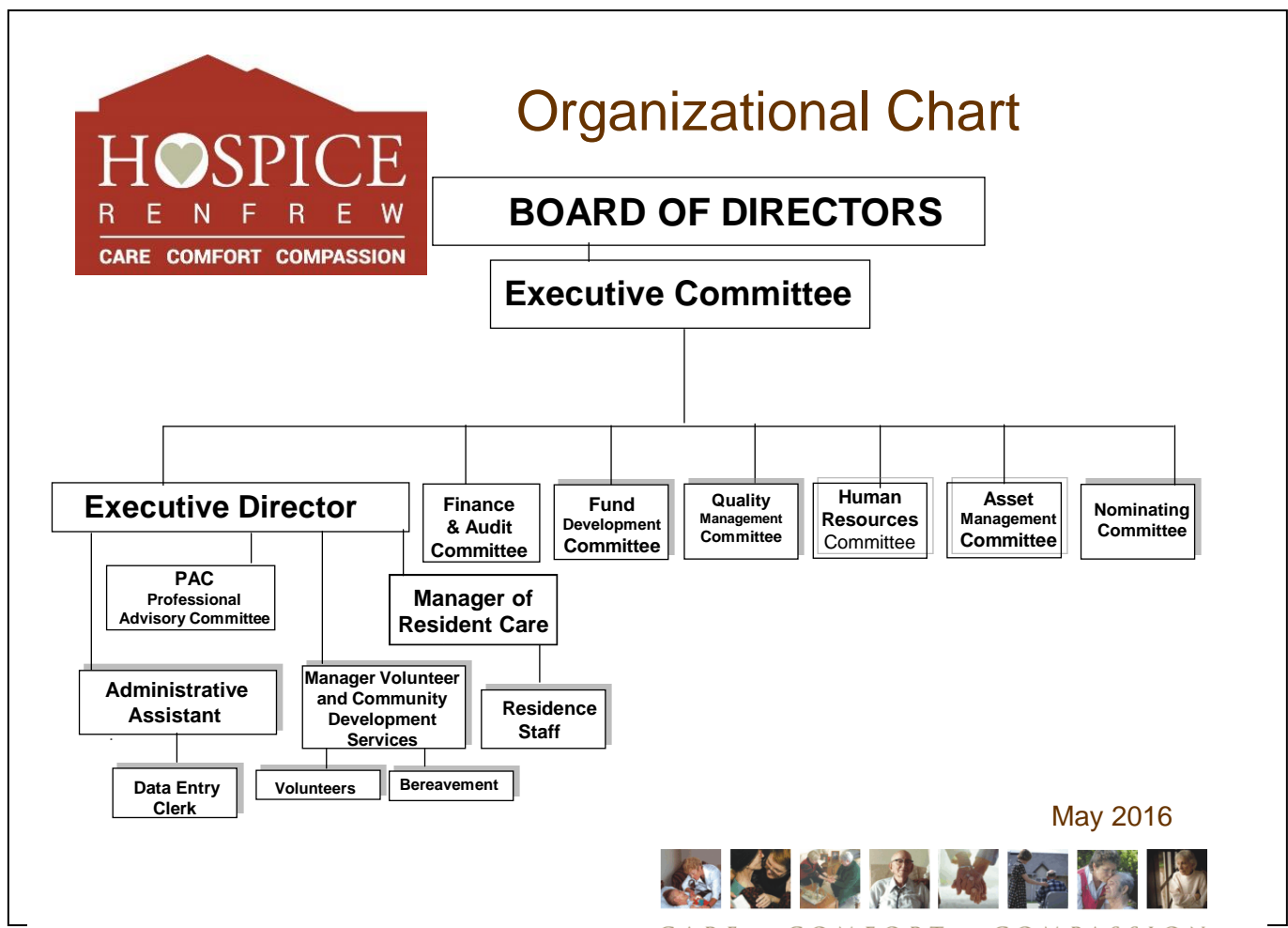
Approved by: _____
Donna Anderson, Secretary of the Board of Directors

Date: _____

MISSION AND OBJECTIVES

To assist terminally ill persons to live as fully as possible while maintaining their dignity and comfort, as well as providing support to family and friends.

- To provide pain and symptom management
- To improve the quality of life for people with advanced disease, and their families through the relief of concerns, whether physical, emotional, social or spiritual
- To preserve the quality of life, dignity and independence of the person
- To support family wellness and community involvement
- To affirm life and regard death as a normal process, and neither hasten or postpone death
- To assist the bereaved in dealing with grief
- To respect and work with all other disciplines and agencies, encouraging through education and good communication, a wider knowledge base of palliative care





	<p>MEETING: Annual General Board of Directors Wednesday 4 May 2016 – 6:30 p.m. to 8:30 p.m. Hospice Renfrew Inc. – 459 Albert Street</p>
Note taker:	Helen McGregor, Administrative Assistant
Attendees:	<p>Maureen Sullivan-Bentz, Donna Anderson, Don DiSalle, Rob Dougherty, Leo Hall, Doug Hewitt-White, Connie Legg, Bill McMahon, Jim MacKillican, Dr. Stephanie Langlois, Gerald Tracey, Neil Ritchie, Millie Ritchie, Judy Cobus, Simone Howard and Joan Lemay</p> <p>REGRETS: William Briscoe, Karl Murphy, Owen Snider, Jamie Cybulski, Dr. Philippe Pinard, Mandy McGregor, John Cooke, Dr. Arthur Dick, other volunteers, staff and on call physicians</p>

Agenda Topics

Attendance/Welcome	Connie Legg
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The AGM started with a Hike for Hospice Video prepared by Madison Cobus, which is now posted on Facebook. Attendance was taken, everyone was welcomed including a new board member, Gerald Tracey. The agenda was reviewed. Motion to adopt the Agenda was moved by Bill McMahon and seconded by Don DiSalle; motion was carried. Mission and Objectives were read and Organizational Chart reviewed.

Minutes of 2015 Annual Meeting	Connie Legg
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The Minutes of the Annual Meeting from 14 April 2015 were reviewed. Motion to adopt the 2015 minutes was moved by Doug Hewitt-White and seconded by Don DiSalle. Motion was carried and Minutes were signed.

Audited Financial Statements	Bill McMahon
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A report was given on the 2015 audited financial statements.

Appointment of Auditor	Connie Legg
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A motion to appoint Ferguson & Kubisheski, Chartered Accountants, as auditors for Hospice Renfrew for the next year, was moved by Bill McMahon and seconded by Donna Anderson. Motion was carried and the resolution was signed.

Executive Director Report	Maureen Sullivan-Bentz
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A report was given.

Manager of Resident Care	Simone Howard
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A report was given.

Manager of Volunteer and Community Development Services	Judy Cobus
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A report was given.

Executive Committee Report	Connie Legg
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A report was given.

Finance Committee Report	Bill McMahon
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A report was given.

Signing Authority Resolution	Connie Legg
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A motion was presented to adopt Bill McMahon, Treasurer, Jim MacKillican as a member of the Finance Committee, and Maureen Sullivan-Bentz, Executive Director, to have signing authority on all cheques and financial transactions of the organization with the second signature from any of the above mentioned with signing authority. This motion was moved by Gerald Tracey and seconded by Rob Dougherty. Motion was carried and the resolution was signed.



Fund Development Committee Report	Don DiSalle
A report was given.	
Human Resources Committee Report	Bill McMahon
A report was given.	
Asset Management Committee Report	Rob Dougherty
A report was given, which included update on our new security system and new roof.	
Medical Advisor Report	Dr. Stephanie Langlois
A report was given. Connie added that having a core group of physicians to establish and support a hospice is very important.	
Appointment of Medical Advisor	Connie Legg
A motion, to adopt Dr. Stephanie Langlois to continue as Medical Advisor for Hospice Renfrew for the upcoming year, was moved by Bill McMahon and seconded by Jim MacKillican. Motion was carried and the resolution was signed.	
Appointment of Delegate Medical Advisor	Connie Legg
A motion, to adopt Dr. Philippe Pinard as Delegate Medical Advisor for Hospice Renfrew for the upcoming year, was moved by Donna Anderson and seconded by Leo Hall. Motion was carried and the resolution was signed.	
Nominating Committee Report	Connie Legg
A report was given with the announcement of new nominations of Gerald Tracey and Jamie Cybulski to join the Board of Directors. Connie welcomed Gerald and Jamie as our new Board Members. A motion to adopt the Nominating Committee Report (with a correction) was moved by Don DiSalle and seconded by Bill McMahon. Motion was carried and the resolution was signed.	
Appointment of Legal Counsel	Connie Legg
A motion to appoint John Cooke as legal counsel on a fee for service basis for the upcoming year was moved by Don DiSalle and seconded by Rob Dougherty. Motion was carried and the resolution was signed.	
Quality Management Committee Report	Connie Legg
A report was given on the revised Bylaw #1. A motion to adopt the 2016 Bylaw #1 was moved by Jim MacKillican and seconded by Doug Hewitt-White. Motion was carried and the resolution and Bylaw #1 was signed.	
Other Items	Connie Legg
<ol style="list-style-type: none"> 1. A thank you was given to all board members and committees for their wonderful support to Hospice Renfrew. 2. A thank you and presentation of flowers was given to the Management Staff – Maureen, Judy, Simone and Helen. 3. A thank you and gift was given to Don DiSalle on his resigning from the Board. 4. A huge thank you to Connie Legg for being a founder with such passion – she truly represents Hospice Renfrew. 	
Adjournment	
Motion to adjourn was moved by Doug Hewitt-White and seconded by Gerald Tracey. Meeting was adjourned and a social hour followed.	
Next Regular Meeting: Wednesday 8 June 2016 @ 4:30 p.m. @ Hospice	
_____ Connie Legg, Chair	_____ Donna Anderson, Secretary



Appointment of Auditor(s)

Resolved that the Chartered Professional Accountants Ferguson & Kubisheski are hereby appointed auditors of Hospice Renfrew for the ensuing year (2017) or until their successor(s) has/have been duly appointed.

Moved by: _____

Seconded by: _____

Approved by: _____
Connie Legg, Chair of the Board of Directors

Approved by: _____
Donna Anderson, Secretary of the Board of Directors

Date: _____



EXECUTIVE DIRECTOR'S 2016 ANNUAL REPORT

Hospice Highlights

Preparing for our Annual General Meeting is always a great time for me to pause and reflect on the many exciting things that have happened in our Hospice home and in our community over the past year.

Several key words come to mind that for me describe how the year has passed.

Grateful for having the opportunity to serve as the leader of this amazing organization.

Our staff, volunteers and board members are second to none. Witnessing our **nursing staff** administer care in a highly competent, professional, caring and loving manner. Watching our team eagerly seek out professional development opportunities and incorporating new knowledge into their day to day practice. Ready and willing to help out in Hospice fundraising activities. Looking for ways to make the residents and families fully live out their lives be it arranging a skyping session so a resident can be a part of their grandchild's wedding on the other side of the country, dressing up as a leprechaun to bring cheer to their residents, or bringing their families in to sing and play music on special occasions. Observing our **medical director**, Dr. Stephanie Langlois, down on bended knee, holding the hand of a resident, compassionately telling them they are at the end of their journey and allowing them to make choices around their own care and options for comfort measures. Seeing the dedication and commitment of our **board members** who are always ready to give me direction and advice when I call upon them. Our volunteer team is committed, dedicated and growing! Each day a new story arises about one of our **volunteers** and it always causes me to smile. Imagine being called in last minute to make a pancake feast to respect the wishes of a family and within minutes a team of four shows up to make it happen! Anything you ask for, they readily come forward to lend a helping hand. And they are true ambassadors for Hospice, doing anything from speaking to community groups about their hospice experience to braving the freezing cold to build and staff a float in the Douglas parade. These are but a few ways our hospice team makes 'Living at Hospice' a memory for families to treasure forever. These are the things I am grateful for when I come to work each day.

Honoured to be able to travel throughout Renfrew County informing our community about Hospice and how we all can work together to build a compassionate palliative care community.

Over the past year the management team at Hospice has travelled up and down the County sharing information in communities from Arnprior to Deep River, from Barry's Bay to Beachburg and everywhere in between. We are always surprised to learn that many residents of Renfrew County still do not know about Hospice and the programs and services we offer. It is a pleasure to be able to share our story as we travel about. The greatest honour we receive is when we form **new partnerships** along the way and enter into **collaborative relationships**. Our community is learning that if we all work together to build awareness and 'spread the word about Hospice', more people in need will have the opportunity to access care from our specially trained team in our beautiful facility.

Excited about so many new developments over the past year.

We were fortunate to have been awarded a **Canada Summer Student Federal Grant** to hire a graphic design student, Sabrina Heideman, for the first time this past summer. Sabrina was able to help us produce new brochures, a virtual tour and many other hospice marketing



materials that are modern and up to date. Through the same program Sabrina will be back again this summer continuing her great work.

A **professional photographer**, Mr. Harry Turner, donated his time and talent to digitally capture the true essence of our Hospice home. Photos were used to produce our virtual tour and images on our website.

A **professional web designer**, Mr. Matt Hollsworth, from the United Kingdom, donated his time and expertise to re-build our website which was recently launched this spring. It is beautiful and informative and it has been a pleasure to work with Matt on this evolving project. Matt has a connection to our Hospice, his Auntie, Margaret Duggan, is a longtime volunteer here at Hospice.

We were successfully awarded the opportunity through the **Health Force Ontario New Nursing**

Graduate Initiative to recently hire a new graduate, Seryca David to our team. Seryca completed her consolidation experience with us last summer as a Bachelor of Nursing Science Student at Laurentian University.

We were able to successfully secure **new grant money** from The Commenwell Foundation, the JP Bickell Foundation, The Cowan Foundation and a Health Service Improvement Grant through the LHIN to install an HVAC system on the lower level of our Hospice and to build secure office and meeting room space. This will allow us to continue to expand hospice programs and services and to deliver private and confidential counseling and education to the families and community members we serve.

Recently received new funding from a grant submitted to **Renfrew County United Way** and focused funding from the LHIN will allow us to enhance our Resident and Family Support program through the hiring of a new counselor to join our care team.

We were selected by the Champlain Palliative Care Network to receive funding to support the development and implementation of a new program entitled **Caregiver Evening Away**. This program serves family members who are caring for a family member that is currently residing in Hospice or who has been referred to our home for future care or who is part of our respite program to receive an evening of pampering and a home cooked meal at Hospice, away from their loved one. This program has been a tremendous success and we hope to receive ongoing funding to be able to offer it throughout the year.

Thankful for new funding and partnerships and for continued relationships within our community.

As mentioned above, through targeted funding proposal writing we were able to secure **new funds** to support important work that needed to be completed at Hospice over the year. Without this funding it would not have been possible to complete these projects or secure these staffed positions.

We have received tremendous support from our **local politicians**, Member of Parliament Cheryl Gallant, our local Member of Provincial Parliament John Yakabuski, Ottawa South Member of Provincial Parliament and Parliamentary Assistant to the Minister of Health and Long-Term Care, John Fraser and President of Hospice Palliative Care Ontario, Rick Firth. All have visited Hospice over the past year and have been politically lobbying for ongoing financial support of Hospice Renfrew at the various levels of government. Their work resulted in an increase in per bed funding for Hospice Care in the province which has helped ease some of the financial burden experienced by Hospice Renfrew.



Our **local media partners** have continued to be ambassadors for our hospice covering stories and events for us throughout the year helping to get the hospice message ‘out there’ in all formats. Our partnerships with MyFM, Valley Heritage Radio, The Eganville Leader, Metroland Media, The Pembroke Observer, Cogeco and Star 96.7 are extremely important to us.

Local municipalities, service clubs and community groups have supported us in so many ways over the year and we truly appreciate their love and support of hospice.

We have been fortunate to be able to provide direct care for approximately 80 families who have lived with us this year. We have served many other families through our drop in groups and evening education sessions. It is so humbling and rewarding to be able to be a part of their lives at such a vulnerable and emotional time.

This year our annual **Hike for Hospice Renfrew led by The Mason Family, in memory of Jim Mason**, saw over 900 citizens of all ages and from all across the County come out to battle extreme weather conditions, hail, sleet, snow, rain and sunshine in order to support our Hospice. Talk about creating a compassionate palliative care community throughout the County. With enhanced promotion of the event through local media avenues and through numerous presentations throughout the County (churches, service clubs, schools, community partner agencies) we were able to engage many new participants. In fact, three local elementary schools held their own Hike for Hospice generating over \$1000.00 for us. More importantly these children and their families gained increased awareness of Hospice Renfrew becoming new ambassadors for us. New additions to the Hike this year were Daisy the Smiling Goat who took selfies for the crowd (owner is Seryca David our new nurse) and a team of officers from CFB Petawawa who set up a MASH tent and vehicle to care for children’s Teddy Bears and Dollies. It truly was moving to see such participation and compassion for Hospice. It was a record breaking year bringing in \$150,000.00.

Challenged at times.

We have a team of dedicated and genuinely compassionate nursing staff who truly want to work at Hospice. The salaries of our staff are significantly lower than other community and Ontario hospital sectors. **They do the work because it is their passion and true love.**

The legalization of Medical Assistance in Dying (MAID) this past year introduced the need to ensure Hospice Renfrew had sound policies and procedures in place to deal with this new federal legislation. It created the opportunity for great discussion and debate at the board level. A special meeting of the Board of Directors of Hospice Renfrew was held to discuss Hospice Renfrew’s position on MAID also referred to as physician assisted death/suicide or euthanasia.

After much discussion, a motion was made and approved to adopt a new policy at Hospice Renfrew “Prohibiting the Provision of Medical Assistance in Dying at Hospice Renfrew”. The Board acknowledges that MAID is not congruent with Hospice Renfrew’s core mission, vision and values which all aim to provide the residents of Renfrew County with access to excellent quality palliative care and in doing so we neither hasten or prolong death.

It is important for Hospice staff and volunteers to continue to inform the general public that we are so very fortunate to have the opportunity to receive excellent end-of-life care at Hospice Renfrew. Evidence based research as well as our own personal experience as providers of palliative care has validated that the residents and families we serve have a better quality of life and in fact often live longer and more comfortably as a result of the great work our physicians, staff and volunteers do each day. It is important for us to continue to advocate for greater access



to palliative care for all Canadians and that they be afforded this opportunity in their own communities as we are in Renfrew County.

Securing ongoing sustainable funding is a challenge for all Hospices in the Province, particularly in smaller rural communities such as ours. We have an annual operational budget of approximately \$1.3 million dollars. The Ministry of Health only funds a fixed maximum of 55% of our costs. The provincial funding enhancement received last summer accounts for an additional \$ 80,000 per year for our Hospice. We will not be receiving any further funding from the Ministry of Health in the foreseeable future. 70% of our budget goes to salaries and the remaining 30% of the budget is administration and operational. That means every year we absolutely must raise close to \$600,000 to support operational costs (gas, hydro, food and 40% of nursing salaries).

All fundraised dollars go towards supporting day to day operations and are used for our very survival, unlike other health care organization foundations that use these dollars to generate growth such as for new equipment or building improvements.

Even with all of our fundraising efforts and with the tremendous support from our community the stark reality is we fall short in our fundraising goals every year by between \$200 and \$300K. We have been drawing on our sustainability fund each and every year. It is anticipated that this will be depleted within a couple of years.

In 2018 we will be **celebrating our 10th anniversary** and we plan to hold several events to re-build our sustainability fund. We will be creating a legacy giving program along with other fundraising opportunities so that Hospice Renfrew can remain in our community.

Blessed.

It is a **true blessing** to be able to work at Hospice Renfrew. I have an incredible team surrounding me each and every day. I enjoy both the many rewards and challenges each new day brings. It is my mission to ensure that we remain the **palliative care pillar of excellence** in the Champlain region. It is an incredible honor to serve as the Executive Director for our Hospice. I look forward with great anticipation to celebrating the 10th anniversary of this incredible facility in 2018.

Respectfully,

Maureen Sullivan-Bentz, RN, BScN, MScA



RESIDENTIAL CARE 2016 ANNUAL REPORT

I would like to start by thanking the staff and volunteers of Hospice Renfrew. In 2016, our team supported over 70 residents and their families at end of life or end of life issues and respite. Our success throughout

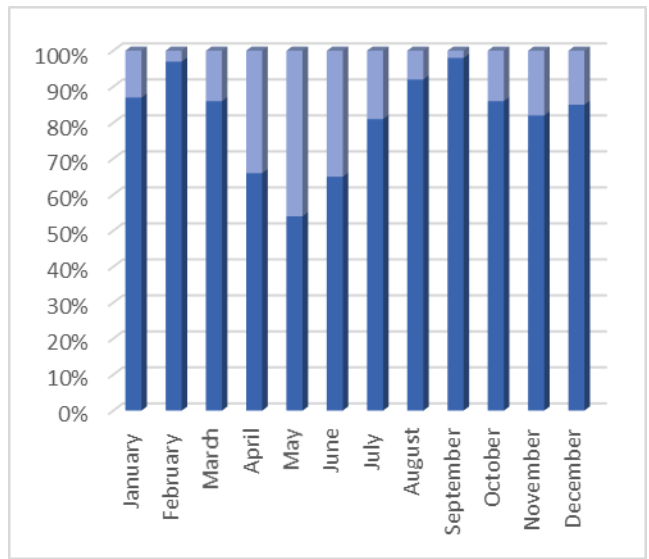
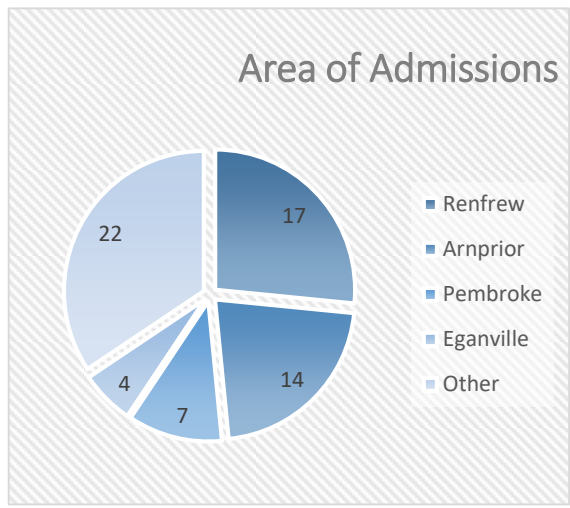
QUOTES FROM FAMILIES WHOSE LIVES WE HAVE TOUCHED:

- ❖ YOU MADE MY FATHER’S LAST TWO WEEKS BETTER THAN I COULD HAVE EVER IMAGINED. THANK YOU!
- ❖ WE APPRECIATED THE EXCEPTIONAL SERVICE, CARE AND COMPASSION; PLUS, THE HUGS OF SUPPORT
- ❖ WE APPRECIATED THE LOVE AND SUPPORT OUR FAMILY RECEIVED FROM STAFF AND VOLUNTEERS. YOU SET A VERY HIGH BAR FOR ANYONE TO FOLLOW.

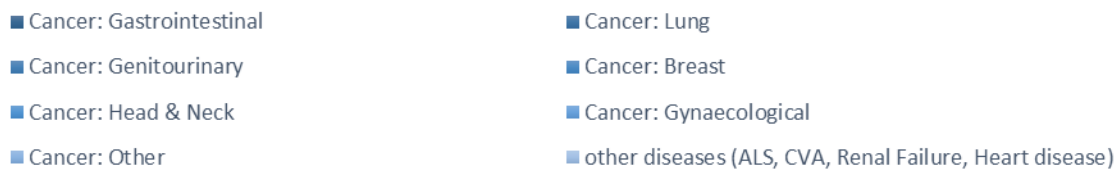
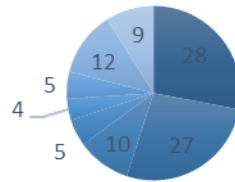
the year is due to their dedication, hard work and passion. Below are the statistics for 2016. Numbers cannot show the impact we have on the residents of Renfrew County on an emotional and personal level. We support, care for and educate not only our residents, but their families and reach out to our community partners.

Our staff provide exceptional care and compassion to all that come through Hospice doors.

We had a total of 107 referrals last year and our referral list continues to grow. Our average occupancy last year was 82%. with an average length of stay of 23.9 days. To Note, from January 1 until the 1st of May 2017 occupancy has been at 92.3%. We are building capacity weekly and the referrals are coming from a variety of sources including family physicians, CCAC and family members.



Diagnosis Of Residential Clients



Our Achievements over 2016:

Education events:

- Collaboration with Algonquin College students (PSW and nursing) with the eventual hiring of a PSW.
- Continuing education with Bruyere evening education sessions once a month for all staff to attend
- Regional Rounds every second Friday
- Journal club every second Tuesday
- Outreach education at Willis College, PSW and University of Ottawa, general health science class.
- Dawn Cruchet (specialist in grief and bereavement, spirituality) provided 2 in-services to staff.
- Retraining on proper oxygen, recertification of staff in CPR.
- Leap held at hospice in fall – 4 staff participated, 2 Other staff received LEAP training at other sites
- Education day held by Champlain LHIN in Pembroke – 5 staff participated
- Personal education
 - Certified Joint Health and Safety – Community Care sector – 5-day course here at hospice.
 - MAiD in-service in August, shortly after the legalization of assisted death
 - International Palliative Care Conference in Montreal for 5 days with two other staff
 - CNA certified in palliative care in the fall.
 - 1-day Management course provided by Fred Pryor and Associates in December.

Committees/Groups that Manager of Resident Care attends/member:

- Champlain Clinical Advisory committee – last fall, reviewing and updating Palliative Sedation Protocol (to be finalized this month)
- Residential Hospice Clinical Group – support to Managers at hospice's
- Renfrew County Hospice Palliative Care Clinical Advisory Committee – meeting every 2nd month
- Advance Care Planning advisory committee for both Champlain LHIN and HPCO



- Rounds – an imperative community contact to ensure timely referrals.
 - Hospice Rounds weekly
 - Pembroke Regional Rounds – every second week
 - Renfrew Victoria Hospital – monthly
 - Rounds with Elizabeth Bruyere specialty nurses – monthly

New initiatives and goals started in 2016 carrying into 2017

- Home visits and hospital visits to see/meet/assess potential residents
- Legacy letter writing for our residents
- Outreach to schools in the area
- Caregiver evening away
- Continued support of education and advancement in our staff.
- Compassionate communities and community outreach
- Grief and bereavement support and spirituality support.

Thank you to everyone for their support, including Board Members, Maureen, Judy, Helen, staff and volunteers. Their passion in embracing and modeling the Hospice core values of comfort, care and compassion ensures our excellence in delivering outstanding palliative and end of life care. The dedicated work of our team here at Hospice is what brings our Mission, Vision and Values to the forefront of everything we do. I am proud to be a part of the calling we are blessed to call work!!

Respectfully,

Simone Howard, RN, BScN, CHPCN (C)
Manager of Resident Care



VOLUNTEER AND COMMUNITY DEVELOPMENT 2016 ANNUAL REPORT

Volunteer Program

Retention of volunteers remains high- no vacant positions requires “outside the box” thinking as we have had volunteers join us between volunteer training sessions

Current roster of 70+ volunteers

8 new volunteers since 2016 fall training

Volunteer hours >7000 hrs! Volunteers are to be commended for going above and beyond by adding shifts to their usual schedule and often stay late when needed without being asked.

Christmas Day- 4 volunteers including a community member came out and hosted Christmas Dinner to approx. 18 people. Families were extremely thankful!

Public Events- Volunteers and staff participated in the Santa Claus Parade- this was a huge endeavor! Volunteers promoted Hospice at the Cobden Market, and Trivia Night. The new Hospice banners with large photos’s give passerby’s an opportunity to see what the inside of Hospice looks like- most are very surprised to see a home like environment

Food Safety Program- 15 volunteers and staff took part in the course offered by the Ministry of Health. More volunteers can safely prepare food for our residents.

Volunteer Appreciation- May 2016 48 volunteers attended a dinner with Mary Cook as a guest speaker. 6 volunteers were recognized for their 5 years of commitment to Hospice. Staff wrote personalized thank you notes to each volunteer in attendance.

June Callwood Award: Presented to husband and wife volunteers Michael and Sharon Gallagher who attended the Hospice Palliative Care Ontario Conference to receive this special award!

Volunteer potluck- held in January – excellent turnout. Feedback very positive.

Continuing Education: Spirituality Workshop for staff and volunteers to help build confidence and use new communication tools to have difficult conversations with residents and families

Clean Up- Storage became an issue and volunteers helped clean, purge and transport unused items to other community not for profit organizations. Because of this work we will not require off site storage

“New” brochures for Volunteers/Hospice Renfrew- content and design updated to reflect current programs at Hospice. Collaborated with summer student on new print materials.

Volunteer Training

Number of new volunteers 8

Training offered to community partners Arnprior Regional Health and Bonnechere Manor

“New”- staff help facilitate course content to new volunteers and new staff members

“New” - All Hospice staff upon hiring will complete the palliative care course with volunteers

Staff and Volunteer Team Building

Staff and volunteers receive an email to welcome new members to the Hospice Renfrew family complete with a short bio.



Communication: Staff and volunteers receive a copy of team minutes to communicate the work everyone is doing. Communicating new programs, change in policies or thanking people for their contribution by way of email and posting on the communication board keeps us up to date. Knowing how engaged volunteers are has helped to foster a collaborative team environment. Staff and volunteers are informed of the Caregiver survey results.

Staff and volunteers are always asked to participate at community events to promote Hospice Renfrew

Resident Care Coverage

Admissions were facilitated smoothly and staff were supported when RCM was away. Ensure admission criteria is met and collaborate with physicians and community partners ie) CCAC, hospital. Advise and support staff clinically as required.

Grief and Bereavement

Drop- in support program “new” May 2016 – participants are mostly from our community (5-7 ea session) Facilitated by 3 trained volunteers in Grief and Bereavement Support. Participants are offered resources and opportunities to attend special sessions with guest speaker

Bereavement Phone Support Program- 4 volunteers dedicated to program. Telephone Support offered to 75 family members

Resource: Created a Bereavement resource of material for volunteers and staff

Continued Education offered to volunteers and staff - 2 sessions: “Bereavement Telephone Support” and “How to Have Difficult Conversations”

Caregiver Feedback Surveys- mailed out by volunteer who enters data. Feedback regarding our care and services remains extremely positive

Member of the Champlain and Palliative Care Grief Working Group- helped produce new resources for bereavement care

Celebration of Life: 44 guests including 10 staff members took part. Positive feedback from families and staff. Volunteers collaborated with staff for this event. CWL from 2 parishes in Renfrew supported Hospice by donating the refreshments and helping serve dinner.

Collaborative Work within Palliative Care

Champlain Palliative Care Program - member of the working group tasked with looking at ways to support our health professionals in palliative care.

Champlain Palliative Care Program- member of the bereavement resource team. Developed written resources for grief now in publication

Carefor Pembroke- collaborate with training opportunities of volunteers

Community Development

Speaking engagements to many groups incl: CWL local chapters, Arnprior (Lutheran Church) and Forrester’s Falls (Women’s Institute) and Pembroke (Hospital Auxillary).



Exposure at local Health Fairs- Renfrew and Eganville, Renfrew County Youth Teen Forum- Beachburg

Eganville Seniors Center- met to discuss future training opportunities and educate community of palliative care services

Advance Care Planning- Support community volunteer and assist to arrange local speaking engagements to facilitate information on the Speak -Up Campaign

“New” Caregiver Evening Away Program- 6 session Pilot- Collaborated with Champlain Hospice Palliative Care Group to host a pilot program. Program was developed and community support included collaborating with Renfrew and area for care specialists ie) RMT, Estheticians, to be part of this special evening. Program will be evaluated after 6 sessions. Plan is to obtain sustainable funding to offer this as a Hospice service not only to family members at Hospice but also to caregivers in our community.

Volunteer Training: invited community partners – Volunteers from Arnprior Regional Health and Bonnechere Manor attended training program

“New” Appreciation BBQ was created to thank community members and event sponsors for their continued support. Music provided by the Pickled Chicken String Band!

Fund Development and Fundraising

Joined Fund Development committee to help identify foundations that may be appropriate for ongoing funding opportunities.

Hospice Website: Assisted with photo shoot to ensure our home was picture perfect and assisted with written content for the new site.

Legacy and Hospice Advertising Media- assisted with advertisement and content message

Hike for Hospice: Identify potential new sponsors and participants- Expand via massive mail out campaign to all groups, faith communities and service clubs and businesses. Assess county wide opportunities to advertise and promote Hike in our catchment area. Data collection of new participants, community partners and sponsors. Identify new ways to streamline Hike Day and increase our volunteer pool. Giving back to sponsors and sponsors- led to BBQ event.

Volunteer and Community Development

Hospice Renfrew has had an exceptional year! I am proud to be part of an organizational culture that understands the values of working with volunteers. Volunteers have a great impact on the quality of care our residents and family receive while staying at our Hospice home or are bereaved. Research tells us that our residents want 3 things: not to be in pain, not to be a burden to their family and not to be alone. Our collaborative model of care where staff and volunteers work together, ensures that we can meet these needs.

Volunteers tell me all the time “I love it here” and “It’s the highlight of my week”. We have buy in! Research also tells us that on average, in Canada, volunteers usually spend 2 years or less volunteering with an organization. Well, I can tell you some of our volunteers have been here since it opened- going on 10 years! Now more than ever our volunteers are engaged and passionate about contributing to the mission of Hospice. Their strong commitment has exceeded 7000 hours. The impact of volunteering can be seen in everything we do. We value the work that may go unseen, such as administrative tasks, maintenance, house cleaning, yard work, playing piano or being present when someone is dying.



Volunteers have enthusiastically agreed to participate in community events which provides an opportunity for them to answer questions and promote Hospice regardless of what they are selling or promoting. They are our eyes and ears, they are myth busters, they are our ambassadors. We know that so many people still do not understand what is a hospice or that our services are free. There is still work to be done. Stories to be told.

Hospice Renfrew has reached beyond our immediate area to promote quality palliative care and we are regarded as experts in this specialized field. Communities need to know that Hospice does not mean death. Hospice is about life and living.

Opportunities to speak to local groups, and faith communities have led us to new partnerships and support. For example, the Catholic Women's League after listening to our presentation made it their goal to support our residential Hospice by donations, writing letters to local politicians and their diocese as well as provide refreshments for our Celebration of Life ceremony.

Great relationships don't just happen. They take time, patience and people who want to work together. The appreciation BBQ gave us a venue to thank our supporters and sponsors. Relationships can begin simply by telling a story about how hospice has made a difference in a person's life. Storytelling has the power to change attitudes, remove fear and give hope.

The coming decade will be challenging. We know the climate is competitive for fundraising dollars and health care in Ontario is changing. Building on our strong roots with a team that is dedicated, resourceful, talented, and passionate will ensure we provide our community with the level of care we are known for.

Kind Regards,

Judy Cobus, RN
Manager Volunteer and Community
Development Services



EXECUTIVE COMMITTEE 2016 ANNUAL REPORT

Hospice Renfrew has continued to serve as the hub of excellence in palliative/end of life care for Renfrew County and area. Our Hospice was recognized by the Renfrew Chamber of Commerce as the Community Organization of the Year for 2016. What an incredible honour.

The impact of our hospice is reflected by the stories we hear from the family and friends of the residents who have spent their final days in Hospice. These stories tell of the very special moments shared by our staff and volunteers that have made such a difference in the life and death of those in our care.

2016 was not without its share of controversy, starting with the legislation that legalized Medical Assistance in Dying. As a Board of Directors, we had to debate and reflect upon our mission and values to create a policy that was sensitive to the issues, but also clear to the public that this was not a service our Hospice would offer.

As an organization we worked hard to ensure that we were meeting the needs of our community and ensuring that those who needed our care were able to access it. Thanks to the diligence of our staff, we have been able to maintain occupancy rates that demonstrate that our services are in demand, and an essential part of health care for residents of Renfrew County.

This year the Fund Development committee did an amazing job of completely updating our website and ensuring that our information was accurate, relevant and user-friendly. A very special thank-you, to Matt Hallsworth, from Manchester England, and Doug-Hewitt-White, who was the conduit for all the sharing of information. All of this work was completed on a voluntary basis...Thank-you!

The issue of sustainability and the need for an organized fund development program has led to the search for a fund development officer. This is critical to the future of our Hospice but as a Board we have realized that this hiring must be a comprehensive and careful process. Donor recognition and planned giving will be key to our ongoing efforts to meet our operational shortfalls in the future.

We continued to meet with the LHIN to protest the inequality of our funding model and had some success in the fact that we received annualized funding to create enhanced grief and bereavement services. A social work position will greatly aid in the provision of resident and family support and will enhance our ability to create new services in the community.

As our Hospice continues to grow and become a hub for education and community programs, it has become necessary to provide private, adaptable office and meeting space. With the assistance of LHIN funding and grants, construction will begin this summer to renovate our lower level into a functional office/educational centre.

Maureen, Judy and Simone have done an amazing job at sharing our Hospice message with the public and this has been reflected back by increased donations, more volunteer interest, and more families expressing an interest in accessing our services.



Our annual Hike for Hospice surpassed all our expectations raising over \$150,000 , engaging over 900 participants and involving people from all across Renfrew County. It was especially encouraging to have elementary schools take part in their own Hikes, while learning important lessons about palliative and end-of-life care.

I am so proud of our staff and volunteers and the pride they take in ensuring that our Hospice is truly a home for those who need our care.

A special thank-you to Helen McGregor, who has been with Hospice Renfrew since its inception. She is always pleasant and willing to do the little extras that make our Hospice so special.

Hospice Palliative Care has recently had a focus on “Compassionate Communities”. The simple explanation for this is that people in the community look out and care for one another. People are motivated by compassion to take responsibility and care for each other. This is a not a new concept, but one that is reflected by our Hospice on a daily basis.

As we near our 10 year anniversary, it is very rewarding to look back and see how far we have come!

I am very proud to be part of the Hospice Renfrew family.

Respectfully,

Connie Legg
Board Chair



FINANCE COMMITTEE 2016 ANNUAL REPORT

2016 in Review

- * Completion of yearend financial statements and audit files in January 2017
- * Audited 2016 financial statements completed and received in February 2017
- * Review of finite limit of funds under current funding formula
- * Employee compensation grid system plan for 2016 implemented
- * Funding received to procure and install security system
- * Resident rooms refurbished with funding received from area Lions Clubs
Radio thon was a huge success, as was our annual Hike and Golf tournament
- * Continued operation of fund raising bank account by Doug Legg
- * Continued financial advice provided to Maureen and Helen

2017 Challenges

- * Adoption of 2017 financial budgets (adopted in March 2017)
- * Employee compensation grid system plan for 2017 implemented
- * Provincial funding formula consultation
- * Completion of lower level renovations and HVAC upon receipt of third party funding
- * Assist with local fund raising initiatives
- * Assist Fund Development Committee to develop strategies to ensure future funding
- * Forecasting of future financial requirement to ensure Hospice goals are met
- * Continue search for alternative funding sources
- * Continue support to other committees and staff on financial matters

Thank you to Connie Legg, Board Chair, committee members Jim MacKillican, Charles Bulmer, Doug Legg and Leo Hall and other committee members for their input and support.

Bill McMahon
Board Treasurer



Motion: Signing Authority 2017-2018

Resolved that: Hospice Renfrew entrusts Bill McMahon as Treasurer of the Board of Directors, Jim MacKillican and Doug Legg as members of the Finance Committee, and Maureen Sullivan-Bentz, Executive Director, will have signing authority on all cheques and financial transactions of the organization with the second signature from any of the above mentioned with signing authority.

Moved by: _____

Seconded by: _____

Approved by: _____
Connie Legg, Chair of the Board of Directors

Approved by: _____
Donna Anderson, Secretary of the Board of Directors

Date: _____



FUND DEVELOPMENT COMMITTEE 2016 ANNUAL REPORT

Committee composition

Over the past year the composition of the fund development committee changed with Doug Hewitt-White assuming the role of committee chair and with Gerald Tracey and Jamie Cybulski also able to join the committee.

New Website

The primary focus of the committee for several months was the completion of all the work necessary to launch Hospice Renfrew's new website.

Committee members worked on reviewing all of the new content developed for the website, identifying any information gaps, updating event material, media releases, newsletters, family stories, past annual reports and financial summaries, as well as Hospice's history. All on-line and downloadable forms were looked at, including professional and volunteer recruitment information and forms, privacy provisions and the use of donor/subscriber data.

The committee was able to enlist the donated services of a professional photographer to do a photo shoot at Hospice in June. Harry Turner, spent a day at Hospice taking an excellent array of photos of our facilities, staff, volunteers as well as residents. This provided a bank of excellent images for Hospice's use. Many of the best can be seen on the new website.

The committee needed to resolve technical issues pertaining to cyber squatting and the need for Hospice to register not only hospicerenfrew.ca but also other alternative forms of our domain name. Domain registration, domain hosting, email hosting, and Web hosting issues were sorted out. A backup archive of all our old website files and data was arranged.

It should be noted that all of the technical web design and development work necessary for creating the new website was completed by our volunteer web developer, Matt Hallsworth, without cost to Hospice Renfrew. Arrangements were made with Matt to continue to host and maintain the new site after launch at significantly less than the cost of maintaining our old website.

Our new website went live starting on February 17. Since launch Matt has provided excellent support for Maureen in resolving any small bugs and adding and customizing new content as it is available. There has been good feedback from staff and volunteers on the new site.

The launch of the new website completed an important component of Hospice's Strategic Communications Plan 2015–2017 and meeting the plan's objectives to ***Strengthen the Reputation*** and ***Build the Brand***.

Attracting Funding for Sustainability

The other key objective of the Strategic Communications Plan was to ***Attract Funding***. In the last few months the committee looked at: the need for better fundraising; assessing fundraising effectiveness; our efforts at researching and accessing grants; attracting and supporting planned giving; and how this all relates to the financial sustainability of Hospice.

In these discussions it became very clear to all committee members that despite the tremendous hard work by volunteers and board members it is just not possible to successfully move forward and meet the challenge of raising the necessary funds to sustain Hospice without a dedicated full time professional staff member i.e. a



Resource Development and Communications Officer. Consequently the committee worked with the Finance and HR committees on defining the duties and responsibilities for an RDCO and bringing this forward to the Hospice board for approval. The committee developed **fundraising revenue targets** — targets that had to be realistic and achievable. These will be used as fundraising goals for the RDCO and also used to assess success and viability of the position.

Other initiatives

The committee also worked on other initiatives related to fundraising. Specifically:

The Holly Jolly Radiothon — The committee wished to build upon the success of the 2015 Holly Jolly Radiothon and through the initiative of Gerald Tracey met with Jason Marshall and Denzil Ferguson of the Valley Heritage Radio board to explore ways that Hospice could collaborate with VHR for future radiothons. Specifics of possible future collaboration is being worked on.

Hospice 10th anniversary campaign — Committee has discussed objectives, events, how to organize, next steps. Kick-off of the campaign should be Jan 28, 2008 – the 10th anniversary of the day Hospice opened its doors. This would be followed by monthly events including along with others: Volunteer Recognition event (April), Hike for Hospice (May), Golf Tournament (August), Corporate Sponsors BBQ (September), Radiothon (December). An experienced work team is needed to organize the celebrations and events to mark the anniversary. A chair for the anniversary campaign has been recruited and a committee is being formed with members from across Hospice’s catchment area..

Donor Recognition — the committee has been looking at the current situation with our Rural Reflections mural as it approaches capacity and possibilities for meeting future needs. Suggestions have included creation of an outdoors art piece. How would we involve the arts community? The art piece would need to have components that donors could purchase (as with Rural Reflections mural). The committee will be flushing out more ideas.

Looking Forward

Although the committee was not able this year to work on creating a formal business planning process for Hospice Renfrew the committee still fully supports the importance of good business planning and evaluating yearly performance against clear annual operational and financial objectives. The success of the Hospice Communication Plan 2015-2017 in steering the work of the committee over the last couple of years indicates the merits of a good planning process. The Fund Development Committee goal in the coming year is to work on spearheading a Hospice Strategic Retreat in the Fall of 2017 with the aim of using the retreat to kickstart a structured business planning process for Hospice.

In conclusion the committee wishes to thank the Renfrew Hospice Board for its continuing support for our work.

Doug Hewitt-White
Committee Chair



HUMAN RESOURCE COMMITTEE 2016 ANNUAL REPORT

2016 in Review

- * Committee confirmation of various staffing changes
- * Joint meetings with Finance Committee to discuss impact of wage and benefit on future year budgets
- * Implementation and adoption of numerous Human Resource related policies
- * Provision of support to Maureen and Helen on Human Resource matters
- * Receipt of PSW funding from the Ministry
- * Adoption of the 2016 salary grid

2017 Challenges

- * Adoption of 2017 salary grid
- * Receipt of PSW funding from the Ministry
- * Continued lobbying of LHIN and Ministry for equitable funding as wage costs are 75% of overall budget
- * Continued support to Maureen and Helen on Human Resource related matters
- * Forecasting of future Human Resource requirements to ensure Hospice goals are met
- * Employee search for Resource Development and Communications Coordinator to address the long term financial stability
- * Employee search for Resident and Family Support Counsellor financed by the LHIN and United Way

Thank you to Connie Legg and Donna Anderson for their exceptional work on Human Resource policy review and the vetting by the Executive Committee and Board.

Bill McMahon
Board Treasurer



ASSET MANAGEMENT COMMITTEE 2016 ANNUAL REPORT

Committee members

Rob Dougherty, chairman

Millie Ritchie

George Wade

Maureen Sullivan Benz

Our committee has spent a great deal of its time over the last year preparing for the renovation of the basement area. Maureen and her group have been successful in securing the necessary funding so that the project can proceed. Thanks to George Wade for his work with Maureen and Andrew Van Wyk of M. Sullivan and Sons in fine tuning the spec's. It is exciting to think that by fall this area will be transformed.

Gardening Committee- Our gardening committee again deserves mention for their diligence in maintaining the gardens. Their hard work does not go unnoticed.

This will be my last report for the asset committee as I am leaving the board. I would like to take this opportunity to thank Millie Ritchie for her contribution to the committee. Millie has been a tireless member from the start and continues to provide important input.

The committee members are always open to new ideas and suggestions for improvement to our Hospice. Please feel free to bring your ideas forward.

Thank You

Rob Dougherty

Chair



MEDICAL ADVISOR 2016 ANNUAL REPORT

Hospice had a busy year. We have provided excellent care to many residents and have, at times, had to maintain a waiting list. We continue to prioritize our admissions based on diagnosis, location of resident (ie home vs facility) and type of care (end of life vs symptom management vs respite).

Care is provided ideally by the family physician but if the family physician is uncomfortable with palliative care or is not from the community we either assume care or work with the physician in a consultative fashion. We have ongoing support from the Pain and Symptom Management Team at Elizabeth Bruyere in Ottawa.

We provide care for residents throughout Renfrew County and also for residents from nearby areas.

As many are aware Medical assistance in dying (MAID) became legal June of 2016. For physicians they have the choice of participating but have a mandatory requirement to refer if asked. No local physician has decided to provide the service at this time and the hospice has decided it is not compatible with our goals of care. If a resident requests MAID we are committed to helping them access the service outside of the hospice.

Our physician team remains very dedicated and as new physicians are welcomed to the community they seem happy to provide palliative care. The current group of physicians provides weekend coverage. The ministry, to date, has not reopened the issue of on call funding for smaller hospices but I continue to monitor the situation.

The ministry is looking at changes to a program call Facilitated access to medication. This may in the future have some impact on what medications our physicians are able to prescribe in the palliative care setting. I continue to monitor the developments on this front and continue to work closely with other palliative care physicians in Ontario and the also with the OMA.

The telehealth set up is used for our weekly rounds and for education purposes and continues to be a valuable tool.

Thanks to the board and staff for supporting the physicians and the hospice. We look forward to working together over the coming year.

Respectfully submitted

Stephanie Langlois
Medical Advisor



Appointment of Medical Advisor

Resolved that Dr. Stephanie Langlois continue as Medical Advisor for the upcoming year (2017) or until a successor has been duly appointed.

Moved by: _____

Seconded by: _____

Approved by: _____
Connie Legg, Chair of the Board of Directors

Approved by: _____
Donna Anderson, Secretary of the Board of Directors

Date: _____



Appointment of Delegate Medical Advisor

Resolved that: Dr. Philippe Pinard be appointed as Delegate Medical Advisor for the upcoming year (2017) or until a successor has been duly appointed.

Moved by: _____

Seconded by: _____

Approved by: _____
Connie Legg, Chair of the Board of Directors

Approved by: _____
Donna Anderson, Secretary of the Board of Directors

Date: _____



NOMINATING COMMITTEE 2016 ANNUAL REPORT

The Nominating Committee of Hospice Renfrew endeavours to have a Board of Directors reflective of the community, with balanced competencies as well as geographical representation from Renfrew County.

Nominating Committee Members:

- Connie Legg, Board Chair
- Bill McMahan, Treasurer
- Jim MacKillican, Advisor

Non-profit boards have a collective responsibility to maintain public trust. Accountability for a non-profit board is all about:

- Being answerable for the organizations actions
- Accepting the consequences of the organizations actions, positive or negative
- Accepting responsibility to those affected by the organizations actions, or inaction
- An internal drive to evolve and become a better quality, efficient and effective organization

Non-profit boards accomplish tasks with the following organizational structure:

- Bylaws-rules and regulations that govern boards operations
- Executive Officers-leadership responsibilities on the board
- Committees-efficient way to get “detail” work of board done
- Job Descriptions-expectations of board members and committees
- Meetings-where the board conducts business
- Decision making process-how the board arrives at resolutions

Our present Executive Committee:

- Board Chair – Connie Legg
- Treasurer – Bill McMahan
- Secretary-Donna Anderson
- Executive Director-Maureen Sullivan-Bentz

Emeritus/Advisory:

- Jim MacKillican- Past Chair

New Board Members as recommended by the Nominating Committee

- George Wade
- Matt Beimers

BOARD SLATE OF OFFICERS 2017/2018

Chair-Gerald Tracey

Treasurer- Bill McMahan

Secretary-Donna Anderson

Medical Advisor-Dr. Stephanie Langlois

Executive Director-Maureen Sullivan-Bentz (ex-officio)

Members:

Owen Snider, Leo Hall, Karen McEwen, Jamie Cybulski

***Advisory** Jim MacKillican, Connie Legg ***Honourary**-Dr. Arthur Dick *non-voting members

Connie Legg
Board Chair



Adoption of Nominating Committee 2016/2017 Annual Report

Resolved that the Annual Nominating Committee Report be adopted.

Moved by: _____

Seconded by: _____

Approved by: _____

Connie Legg, Chair of the Board of Directors

Approved by: _____

Donna Anderson, Secretary of the Board of Directors

Date: _____



Motion for Appointment of Legal Counsel

Resolved that John M. Cooke be appointed as legal counsel on a fee for service basis by the Board of Directors of Hospice Renfrew for the upcoming year (2017) or until a successor has been duly appointed.

Moved by: _____

Seconded by: _____

Approved by: _____
Connie Legg, Chair of the Board of Directors

Approved by: _____
Donna Anderson, Secretary of the Board of Directors

Date: _____



Creating a Compassionate Palliative Care Community in Renfrew County

Since April 2015 Hospice Renfrew, as the hub of palliative care excellence in Renfrew County, has been working towards the creation of a compassionate palliative care community throughout the County. When we first began speaking to the public about this initiative it was a foreign topic to most. Over the past two years we have presented to hundreds of people including community groups, service agencies, schools, churches of all denominations, County wide-media outlets and the general public.

In recent months when we talk about creating a compassionate community in our County, people have come to understand what we mean by this and have become engaged with us in our efforts to build a compassionate community. We have covered Arnprior to Deep River, Barry's Bay to Beachburg and everywhere in between. Each week we receive a new request for education in another part of the County. People are truly interested and engaged in palliative care.

We have formed partnerships with local paramedics who work with us to ensure our residents who have frequent short stay visits with us (pain and symptom management or respite) are closely followed in the community. Paramedics now attend our weekly rounds at Hospice so that we all can maintain a pulse on what is happening with our residents and determine when they may need a return admission to hospice for short stay or end of life.

Several local grade schools have become very involved in helping us to spread the word about hospice palliative care. Some young grade school students even wrote speeches this past year about their experience with losing a family member and the kind of care they received at home and at hospice. Three local schools held their own 'hike for hospice' in their settings raising over a thousand dollars for hospice. We heard many of these children returned home to tell their families why we all needed to be compassionate about palliative care in our community. Our annual hike has grown, in just two years, from 150 participants to over 900 people. People from all across Renfrew County participating, many who have never been directly affected by hospice, but who are adopting the cause as they 'care' about palliative care.

University students from all across Ontario have been applying for consolidation experiences at Hospice. We have worked with the Pain and Symptom Management Team, CCAC and Bayshore Home Health to ensure these students get a broad a meaningful experience. To understand that palliative care begins at diagnosis and finishes at end of life. We are working with Algonquin College and Ottawa University to create new opportunities for students in the BScN program to acquire acute care skills through a collaborative relationship with Bayshore Home Health, the local hospital and Hospice. We have partnered with local hospitals, community service agencies and long term care facilities to offer the HPCO volunteer training and other education support to them.

Our new Caregiver Evening Away program has truly shown our palliative care community about compassion. This program is offered to current resident family members, people on our wait list and people who have been with us for a short stay but are still well enough to live at home. There is a request for us from an outlying seniors group in the County to bring this program to their community.

We are recruiting a resident and family support counselor to help us build our grief and bereavement program both internal and external to Hospice. We will slowly begin to integrate our direct support services into the extended community.

Hospice Renfrew is truly committed to creating a compassionate palliative care community in Renfrew County.
