



AGM

ANNUAL GENERAL MEETING

2021



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LAND ACKNOWLEDGEMENT

Hospice Renfrew acknowledges that the land on which we are situated, sits on the unceded and traditional land and territory of the Algonquin people.

We at Hospice Renfrew also recognize the enduring presence of all First Nations, Métis & Inuit peoples. Their culture and presence have nurtured and continue to nurture this land.

STATEMENT OF DIVERSITY, ANTI-RACISM AND ANTI-OPPRESSION

Hospice palliative care is based on a belief in the intrinsic value of each individual and their right to quality of life and quality of care. Hospice Renfrew acknowledges the discrimination faced by racialized minorities and Indigenous peoples; they have had their rights infringed and denied for generations. We also acknowledge the deep-rooted power differentials in Canadian society based on gender, sexual orientation, religion, age, ability, economic status and other factors. These imbalances have resulted in both conscious and unconscious discriminatory practices and barriers in Canada. Hospice Renfrew is committed to understanding and addressing the causes and effects of racism and discrimination in our society, and in particular the health sector. We want to know how they may have affected our practices and relationships with our patients and their families, our employees and volunteers, the communities and stakeholders we work with. We want every person or organization we deal with to find Hospice Renfrew welcoming, inclusive and accessible. Hospice Palliative Care Ontario has established working groups to research and understand the causes and impacts of racism and discrimination and develop action plans to address them. Hospice Renfrew will monitor their work and develop its own action plans, standards, and practices to promote and achieve our goals. Racism, discrimination, exclusion and intolerance have no place in Canadian Society and especially in health care. Hospice Renfrew condemns them in all their forms. We respect and value all people and communities we serve and work with.

OUR VISION, MISSION AND CORE VALUES

VISION

To provide care, comfort and compassion to residents and families along the palliative journey.

MISSION

Hospice Renfrew is a centre of excellence for residential palliative care

CORE VALUES

♥ Respect ♥ Empathy ♥ Passion ♥ Hospitality ♥ Stewardship

OUR PHILOSOPHY OF CARE

We continue to embrace the philosophy of care of the Ontario Palliative Care Network. We recognize that when a cure is not possible, providing care and comfort is a priority. We appreciate the value of attending to the complex physical, emotional, social and spiritual needs of the individual along with their family members in the hospice. We view each person as having unique hopes, fears, expectations and desires. We provide compassionate, supportive palliative care that is client centered, holistic and culturally sensitive.

BOARD OF DIRECTORS



Gerald Tracey
Chair



Donna Anderson
Secretary



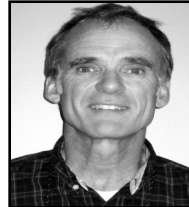
Bill McMahon
Treasurer



Kevin Cherry
Director



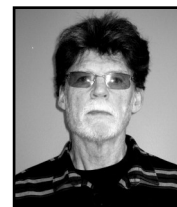
Jamie Cybulski
Director



Leo Hall
Director



Karen McEwen
Director



George Wade
Director



Danielle Thomas
Director



Dr. Phillippe Pinard
Medical Director



Marjorie Joly
Executive Director

STAFF

LEADERSHIP TEAM

Marjorie Joly ~ Cynthia Stafford ~ Debroah Coehlo ~ Betty Coulas ~ Wendy Hewitt ~ Julie Keon

STAFF

Gayle Barnes

Kelly Barr

Katherine Bartlette

Shelby Bergeron

T. Marie Connaughan

Tracy (Craig) Riopelle

Lory George

Emma Groves

Grace Hanniman

Lana Hoelke

Alexis Hotton (Blutcher)

Kelsey Jessup

Marion Kauffeldt

Dorinda Kelly

Valerie Kluge

Elizabeth Lafont

Susan Moffett

Jana Norman

Sabrina O'Reilly

Susan Phillips

Jeanne Prince

Donna Resmer

Shauna Ryan

Aimee Sinclair

Kennedee Smith

Courtney Stafford

Sarah Sutton

Vanessa VanMassenhoven

Collette Yemen

EXECUTIVE REPORT

The days turn into weeks, the weeks turn into months and before we know it, another year has passed and it's time for our AGM.

The big difference between this annual meeting and the last two or three is that Hospice Renfrew is in a much better financial position. Just a month or two prior to the pandemic in March 2020 changing everything in our lives, we had just begun serious negotiations with a senior advisor from the provincial government pleading our financial situation. We had grown tired of begging, pleading and requesting more equitable funding, arguing the funding received from the province was insufficient to keep the doors at Hospice Renfrew open. A one-time grant of \$1 million, which was received shortly after this facility opened, was quickly being depleted. There was enough cash to keep us solvent for a few more years, as long as donations and fundraising events continued to add to our coffers.

So, we asked one easy-to-understand question. ***Who do we give the keys to when we close the doors?***

After some squirming at the other end, and some *what do you mean* questions, and repeating *it's a very simple and basic question, who do we give the keys to when we close the doors*, someone woke up and we began getting some action. Suddenly, they came to us, to the board room at Hospice Renfrew and said *you can't close Hospice Renfrew. And we said yes, we can, because we can't operate it with insufficient funding.*

Then COVID hit and everything went into a tailspin. Future meetings were cancelled as Ministry of Health officials scrambled to deal with the biggest health challenge of the century.

But we got some interim funding, and then we got some more interim funding.

The decision by the board of Renfrew Hospice to basically turn the situation around and put the government's back to the wall, worked and not only did Hospice Renfrew benefit from the ultimatum that resulted in new interim funding, but so too did all hospices throughout Ontario.

For the first time in my seven years on the board there was now some hope the province would come up with a new funding formula for hospices, a formula that will lessen the stress on communities hosting hospices to raise about 50 percent of their annual operating budgets. We weren't greedy; we didn't seek 100 percent funding, but we did, and we continue to lobby for about 75 percent funding. Raising \$250,000 to \$300,000 is quite achievable but finding \$600,000 to \$700,000 every year is a challenge and it is unfair to the host community of Renfrew.

I am confident going forward, after COVID is behind us and things return to normal or near normal, the province will come up with increased funding for hospices. The decision makers not only realize the quality care and wonderful services hospices provide, but they know there is a huge cost saving between caring for a resident in hospice versus hospital.

We owe a debt of gratitude to our MPP, John Yakabuski, who opened doors for us, facilitated meetings, lobbied for Renfrew and other communities, and continues to be a staunch supporter of this facility. And that support goes far beyond his role as a member of the legislature. As the taller of ***The Twins***, he has helped to raise about \$65,000 in our last two bikes rides.

* * * * *

My heartfelt thanks and appreciation go out to my fellow board members who give freely of their time, expertise, knowledge and wisdom; our wonderful staff who welcome residents lovingly and with open arms and accompany them on their final journey in life, and our many devoted, loyal and enthusiastic volunteers without whom Hospice Renfrew just wouldn't be able to exist.

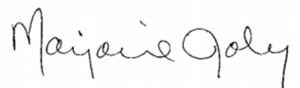
Hospice Renfrew is running on all cylinders and that is because of your commitment to your position in administration, to your job as a staff member and to your role as a volunteer. Good things happen when people work together in harmony.

Congratulations to Darlene Meleskie, this year's local recipient of the June Callwood Award which is presented to an individual who exemplifies the spirit of hospice volunteerism. On a personal note, I would like to also thank Darlene for her pleasant greeting and welcoming smile to those who enter Hospice Renfrew.

God bless!

-Gerald Tracey


Gerald Tracey, Board Chair


Executive Director, Marjorie Joly



STRATEGIC PLAN UPDATE 2020-2023

Provide an exemplary experience, through our residential palliative, grief and bereavement programs and services within the County of Renfrew.

- We have an overall client satisfaction rate of 97%
- We continued to work with our community partners to ensure that we continue to provide the level of care that our residents need
- We continue to expand our volunteers' roles and membership
- We expanded our grief and bereavement services and added workshops and more group settings

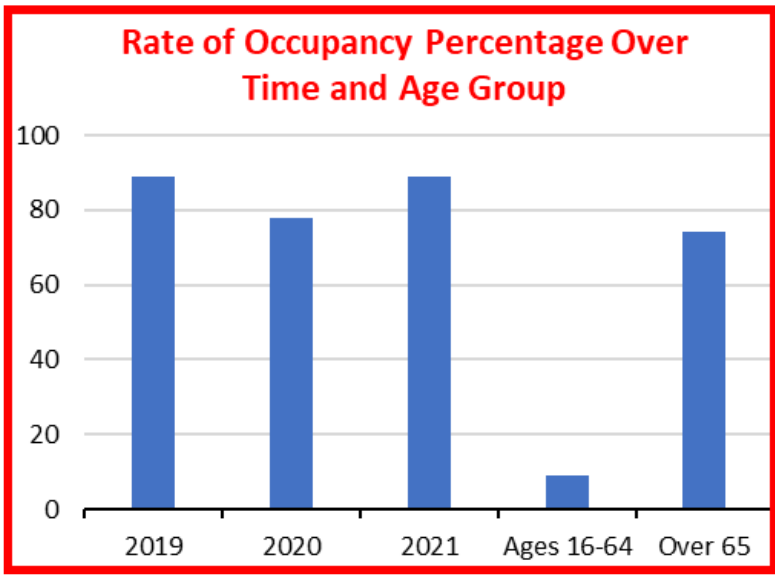
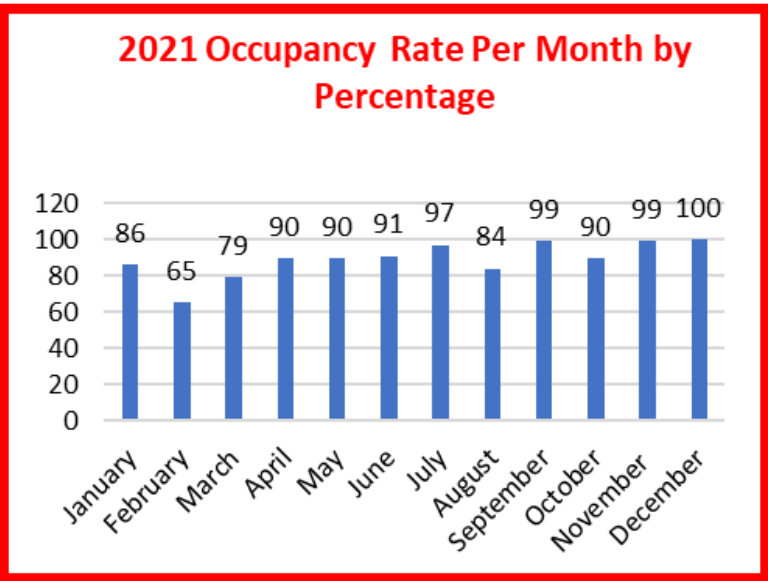
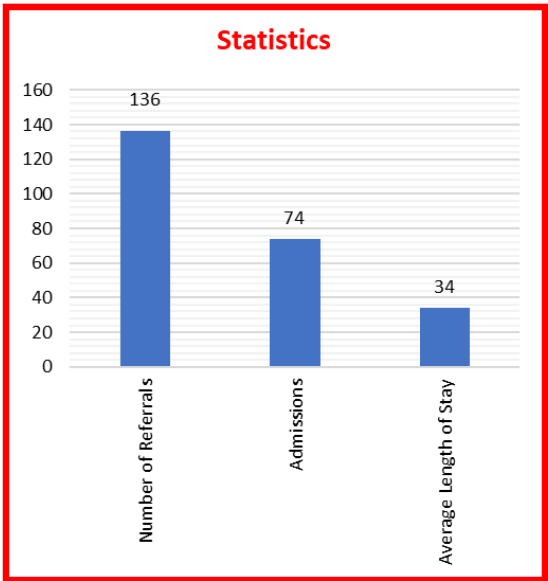
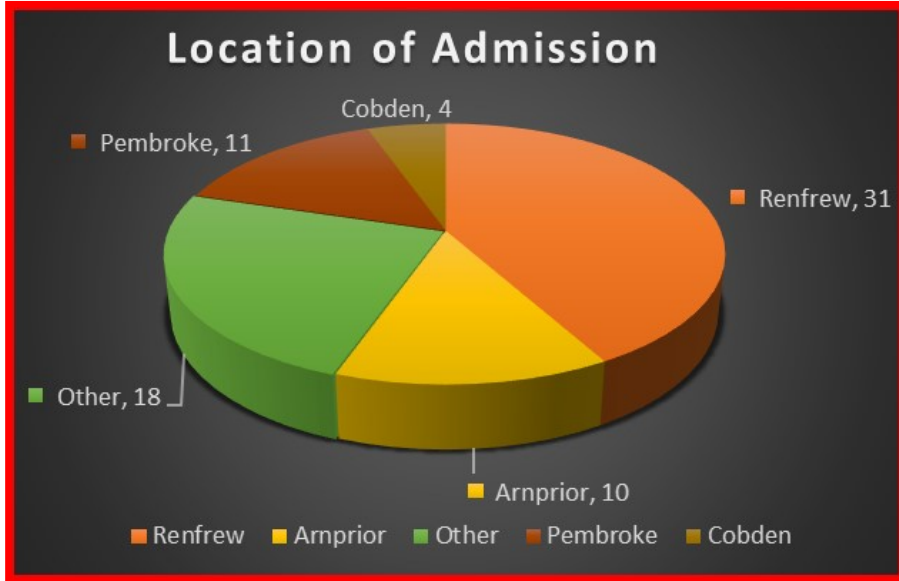
Ensure our long-term presence and sustainability

- We worked with HPCO to continue to advocate for funding and explored all fundraising opportunities
- We continue to work with our local MPP to ensure that Hospice Renfrew funding remains an important priority
- We developed a communication plan to ensure that we continue to build community awareness of all that Hospice Renfrew has to offer
- We published three Community newsletters to continue to create awareness for Hospice Renfrew within our community
- We published an article in the Health Matters and participated in two radio segments.

Develop and maintain organizational excellence through strong governance, effective leadership, sound management practices and a collaborative learning and working environment for staff and volunteers.

- We hosted regular board meetings.
- We increased our board membership by 1
- We continue to be an employer of choice and hired 9 new staff members in 2021
- We received 15 new volunteer applications in 2021
- Our overall volunteer satisfaction rate is 92%
- Our overall staff satisfaction rate is 91%
- We provided over 12 in person education sessions for our staff and 6 for our volunteers
- We hosted our first Annual Education Day for our staff and volunteers
- 10 of our staff and volunteers completed the Food Safety Course
- 3 of our staff completed LEAP training
- 4 of our leadership team completed a nine-session education course on Caring For People Who Are Structurally Vulnerable

STATISTICS



FINANCE COMMITTEE ANNUAL REPORT

By: Bill McMahon, Chair Finance Committee

Committee Members: Gerald Tracey, Jim MacKillican , Charles Bulmer, Leo Hall, and Marjorie Joly

Members of the Board, Committees and the Public

2021 like 2020 proved to be a challenging year. The continued efforts of the members of all Committees and staff allowed Hospice Renfrew to survive the COVID trials and tribulations. With the determination of the Board under the direction of the Board Chair, Hospice received one-time funding which allowed our cash flow to end the year in a positive note.

Discussions with Eastern Ontario LHIN representatives during 2021 resulted in one-time funding of \$290,000. The continued support of MPP John Yakabuski and his Provincial counterparts made this funding possible. The Ministry of Health continues to deliberate on the funding model to ensure appropriate funding for hospices. Hospice Renfrew anxiously awaits this announcement.

Hospice Renfrew qualified for Federal and Provincial funding programs to offset costs of the Pandemic. In 2021 Hospice received a total of \$87,000. These funds along with the Provincial one-time funding enhanced our cash flow position. During this period of Pandemic our community continues to provide exceptional financial support. These additional revenue sources along with expenditures being less than budget provided a net excess of revenue over expenditures of \$315,000.

Since June 2020 Marjorie Joly, our Executive Director has provided a wealth of financial, budget and administrative knowledge to support the finance committee and the Board. Marjorie's management style of our human and financial resources contributes both to our financial position and the positive comments by the community as we provide care, comfort and compassion at the highest level to our residents and their families.

The Finance Committee continues to collaborate with the other Committees and staff as required.

Thank you to Board Chair Gerald Tracey, Jim MacKillican, Charles Bulmer, and Leo Hall for their input and support.

ASSET MANAGEMENT COMMITTEE REPORT

By: George Wade, Assets Management Chair

Committee Members: Millie Ritchie, John Bistko and Marjorie Joly

Several areas of the facility have been improved with replacement equipment and appliances. These include 6 new Lazyboy chairs for the resident rooms, bath chair, sit to stand lift, two washing machines, dishwasher, blanket warmer and two computer upgrades. The insulation in the attic has been upgraded.

The Garden Committee continues their hard-work to maintain the excellent gardens and ground that enhance Hospice Renfrew. Their efforts are much appreciated by the residents, their families, visitors, volunteers and staff.



FUND DEVELOPMENT COMMITTEE REPORT

By: Marjorie Joly

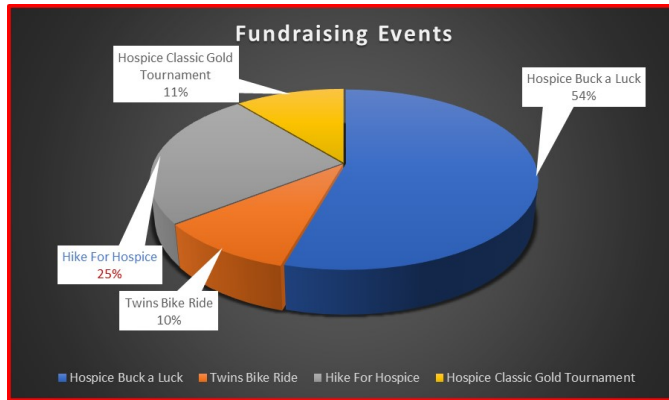
Committee Members: Kevin Cherry, Jamie Cybulski, Debroah Coelho, Pam McFarlane, Andrew Cartwright, Cathy Dunbar

2021 proved to be a very successful year regarding fundraising initiatives despite the restrictions that COVID 19 presented to us. The fund development team continued to meet on a regular basis to plan and support our fundraising endeavors such as The Virtual Hike and The Annual Classic Golf Tournament which included a 50/50 draw and gazebo raffle. Our Board Chair and local MPP took time out of their busy schedule to participate in the Twin's Bike Ride again this year. There was over 25 third party events held through out our community to help raise funds for Hospice Renfrew. We also continued to be supported by various religious organizations , schools, local businesses, groups and individuals through out Renfrew County.

We would like to thank everyone in our community for all the support that you give to Hospice Renfrew.

The committee would like to take this opportunity to thank Cathy Dunbar for all her time and dedication over the years. Cathy resigned from the committee at the beginning of 2021.

THANK -YOU TO OUR GENEROUS COMMUNITY SUPPORTERS



Hospice Renfrew is partially funded by the Ontario Government through the Local Health Integration Network (LHIN).

The organization also relies on local community generosity to fund services and programs. In other words, donors make the delivery of Hospice care possible.

Hospice Renfrew is committed to fundraising best practices to ensure the transparent and responsible management of all donated funds. Ongoing fundraising initiatives encourage the community's philanthropic culture to support present and future hospice palliative care services within the region.

This year more than ever grants and generous support from community organizations were vital to keep our doors open and our programs and services running. Thank-you!



MEDICAL DIRECTOR REPORT

By: Dr. Pinard, Medical Director

We continue to accept referrals for end of life care and pain and symptom management. We have the same three core physicians involved for patients who do not have local physicians. We have managed to provide proper palliative care in the context of Covid without having a major outbreak. Even better, we have done so with more flexible visiting rules for families than what has been done in long term care and hospitals. I work in those settings, and I have witnessed the devastating effects of lockdowns and restrictions on patients and families. In the last year, for various reasons, we have had patients with longer lengths of stay than expected. This has become a real challenge. We are addressing the issues related to being able to accept patients urgently and the ability to discharge patients who have become more appropriate for long term care. We are working on improving the process. There is an absolute need for the LHIN (home and community care branch) to update their process for the hospice patients who have done better and require a transfer to a LTC facility. Hopefully this issue will be resolved this year.

CLINICAL SERVICE REPORT

By: Cynthia Stafford, Clinical Service Coordinator

Covid-19 continued to present challenges throughout 2021. Despite ever-changing guidelines and restrictions, Hospice Renfrew staff routinely adapted their practices to reflect the same. As a result, not a single case of Covid was detected amongst residents and staff and families continued to benefit from exceptional quality of care.

Aside from infection control practices, Hospice clinical services welcomed many other significant changes including the acquisition of a new pharmacy provider. Early in 2021 we entered into a partnership with Aikenhead's Drug Mart to supply us with all of our pharmaceutical needs. This local partnership has allowed us to receive medications more efficiently while also supporting a local business.

We also integrated an electronic medication administration reporting system (eMAR) into daily medication recording practices. The goal of electronic reporting was to reduce risk of medication errors, facilitate bedside practice and reduce use of paper. eMAR has been successfully adapted into daily use and we continue to monitor for efficiency.

Hospice ramped up our infection control practices in various ways including the implementation of hand hygiene auditing and reporting as well as amplified cleaning and disinfecting procedures.

The acquisition of new equipment has allowed us to enhance comfort to our residents. With the purchase of a new tub stretcher and lift we were able to resume use of our jacuzzi tub, offering a relaxed, spa experience for our guests. We also purchased our first double electric bed which not only allows additional bedspace for our residents but an opportunity for family members to share the bed with their loved one in their final days if they so wish. The feedback we have received from our families has been extremely positive.

In our attempts to avoid admission delays while continuing to promote safety and follow provincial admission guidelines, we successfully partnered with Renfrew County Paramedics, HCCS and Renfrew Victoria Hospital to acquire and process PCR tests for community patients awaiting hospice admission without delay. This partnership significantly improved the turnaround time for acquiring Covid-19 status results on admission. We continue to utilize and adapt these practices with our partners to seamless hospice admissions.

Though we anticipate that Covid-19 will continue to impact our clinical operations for some time, we have demonstrated our ability to adapt and modify our daily practices to encompass health and safety practices while maintaining excellent standards of care and comfort to our families.

VOLUNTEER REPORT

By: Debroah Coelho, Volunteer Coordinator

As the months moved forward so did the gradual increase of more volunteers returning. In January we had 24 active and by the year end there was 39. All teams are being well represented and all have been willing to step up when needed.

2021 brought on the challenges with the pandemic along with many changes that occurred all while keeping everyone safe. On a positive note, all our active volunteers have been double vaccinated and followed protocols with ease. Despite these ups and downs we were able to have ALL three Celebration of Life ceremonies, have all our annual holiday dinners, provide therapy dog visits, and music therapy as the year moved on. Our goal in 2022 is to bring more of those events and visits as they are so well received.

The focus this year was resident driven. To accommodate that, there were some role adjustments to be more with residents and assist the nursing staff. Hours got changed to reflect that in resident and family support as well as reception. These changes have been well received, by the staff, residents, and volunteers. We also introduced soup day once a week. This is great to enjoy with family and provide comfort. Such great feedback was received by family members that we will continue during the winter months. I hope that this will only improve as we go into 2022 with having all shifts represented by a volunteer in each time slot. Our garden team did not disappoint with all the extras to ensure all plants and flowers looked healthy and bountiful. Decorations for summer, fall and winter always looks exceptional. The baking and bereavement team were always available and provided that extra comfort. Lastly, reception really stepped up with helping guide all visitors that came to the door and ensuring that all protocols were met.

In conclusion, our volunteers put in 5,134.15 hours and was in contact with 11,468 people. Overall, 2021 was a great year to really redirect our focus and care plan to help provide the most outstanding care, comfort, and compassion to all who are part of our hospice family.



JUNE CALLWOOD VOLUNTEER AWARD

The June Callwood Award was established in 1994 by the Hospice Association of Ontario, joined in 2011 with Ontario Palliative Care Association to form Hospice Palliative Care Ontario, to acknowledge and thank outstanding hospice volunteers throughout Ontario. The award was named in honour of the late June Callwood, the Award Patron, long-time advocate of hospice, community activist, author, and recipient of the Order of Canada. June was a recipient of this award in 1995. Each hospice in Ontario that is a HPCO organizational member, was invited to nominate one volunteer from within their organization who exemplifies the spirit of hospice volunteerism.

“Darlene is a selfless and passionate caring woman who is respectful and thought kindly of by others,” says Debroah Coelho, Volunteer Coordinator. Prior to retirement, Darlene showed empathy and kindness as a hospice nurse, which she then continued as a volunteer since 2016 here at Hospice Renfrew. “We are so thankful for all our volunteers,” says Executive Director, Marjorie Joly. “Volunteers are special people whom we rely on to help us in many ways. Darlene has played a key role in many areas, most recently as she serves as part of our Grief & Bereavement Support.”



GRIEF AND BEREAVEMENT SUPPORT

By Julie Keon, RSSW, Grief & Bereavement Counsellor

Our Grief & Bereavement Counsellor, Julie Keon, RSSW, provides support, psychoeducation, validation and counsel to our residents and their families as needed while they are guests at hospice. In 2021, we had 74 admissions. Apart from brief stays (less than 24 hours), our counsellor was in direct contact with most of our residents and their families. By regularly checking in and seeing family members/ residents on a one-to-one basis, individuals tend to cope well in the early days/ weeks and months following the death of their loved one. Written materials are also provided as well as information on the bereavement services offered through hospice to assist them after the death of their loved one.

Individual Short-Term Grief Counselling

Total Number of Clients * Does not include sessions with family members/guests of hospice	52 ● 13 Males ● 39 Females
Community Members *4 were family members of hospice guests who sought counselling AFTER the death of their loved one weeks to months following the death.	38
Range of Numbers of Sessions per Client * sessions depending on nature of death/ complexity of grief	3-10
Average Number of Sessions	5
Experience Traumatic/Sudden Death	11
Anticipatory Grief	5
Referral Source: self-referral as well as from family physicians, community nurses, funeral directors, hospital Social Workers, Victim Services	

Monthly Grief Support Group:

This is a volunteer facilitated, monthly drop-in grief support group offered the third Thursday of each month. This group is open to everyone in the community.

Holiday Grief Support Group

This was a special grief group in December that focused on Surviving the Holidays. This two-hour grief group was run by Julie Keon and offered twice to accommodate need.

Mourning Has Broken Workshop

This 5-week closed group is a blend of education, reflective exercises, rich discussion and sharing. Participants learn about normal grieving, creative coping strategies and finding hope. This group is run by our Grief & Bereavement Counsellor and was offered in the fall of 2021.

Celebration of Life Ceremonies

Hospice Renfrew offered three **Celebrations of Life** ceremonies in 2022 on February 24th, May 27th and October 25th. These ceremonies offer the families and friends of those who died at hospice, an opportunity to honour their loved one and to reunite with the staff and volunteers. It is meaningful for everyone to reflect and remember the people who were entrusted in our care at the end of their lives.

TESTIMONIALS

Board of Directors, resident's family members, staff, and volunteers share some of their sentiments and their passions of what it means to them personally to be involved with Hospice Renfrew.

VOLUNTEERS

- ♥ "It is very difficult to find the words to describe how rewarding it is to be able to volunteer at Hospice Renfrew. Everyday has at least one "special" moment."
- ♥ "Volunteering at hospice brings me great joy, to know that I may bring comfort, share laughter or lend an ear for a moment in time and that this may help elevate love for humankind is a wonderful feeling... because in the end, all we need is LOVE."
- ♥ "To be able to be there for our residents, their families and friends, to be present for them. To offer them all the support and comfort they need during this very difficult time in their lives is what makes it all worthwhile."
- ♥ "The comments from the residents when the sweet smell of baking drifts by their noses gives me a sense of pride that I can do something for a resident or their families to make something special for them. Great place to volunteer, great people to work with."

STAFF

- ♥ "I love the time I have spent here and at this point of my employment. I love the management, staff and volunteers. They have treated me with respect and complimented for the job that I have been doing thus far. I feel very valuable and an integral part of my place of employment."
- ♥ "My job is fulfilling and I feel the organization is valued and appreciated in the community."
- ♥ "It is a privilege to work at Hospice Renfrew, I truly love my job!"



BOARD OF DIRECTORS

- ♥ "I want to thank everyone of our volunteers who give unselfishly of their time in so many ways throughout the year. Your dedication and commitment is truly valued and without your thousands of hours in time given to Hospice Renfrew, it just would not exist."
- ♥ "Keep up the great work. Hospice Renfrew is in excellent hands."
- ♥ "A huge thank-you to our dedicated staff including those who provide direct patient care and all those who fulfill other duties. We are blessed to have an awesome team and an awesome Executive Director."
- ♥ "To my fellow board members—Bill McMahon, Donna Anderson, Leo Hall, Jamie Cybulski, George Wade, Karen McEwen, Kevin Cherry and Danielle Thomas—and the many individuals who sit on various committees, you truly are a special group of individuals."

TESTIMONIALS

Residents and Family Members



- ♥ “We would like to express our gratitude to all of you, our “Hospice Angels”, who so lovingly cared for our mother during her final days. Here at Hospice we all feel you are very special people doing God’s work.”
- ♥ “To all of the staff & volunteers, with Thanks...You all made this journey much easier with your continuous care and unending compassion. You are all angels on earth. Thank-you for your kindness.”
- ♥ “With sincere thanks for the excellent care and kindness shown to our mom for the short time she was there. It gave us comfort knowing she wasn’t alone in her final moments. Thanks again for your compassion. What a beautiful place to pass away with wonderful nurses.”
- ♥ “Thank you to all the Hospice staff and nurses for the excellent care for our mother. From day one, she has felt right at home and has been so happy with the care she has been given.” The doctor has been top notch in the care given to my mother and the advice and counsel the family have been given along the journey of mom’s sickness. We couldn’t have asked for better. The Hospice volunteers have been so remarkable. Thanks so much.”
- ♥ “Your compassion and all around support for our mom and us was not unnoticed.”
- ♥ “Mom’s stay was short as my sister and I got an early morning call that there was a significant change in her condition Sunday morning. Although we had good intentions to get there quickly...Mom had already passed.”
- ♥ “As we arrived the two night nurses met us at the front door. Amazing... they had finished their shift but stayed to let us know that mom was not alone when she passed. They were there with her till her last breath was taken. Your staff truly has it all. The compassion, respect and support was over and above.”
- ♥ “You are all: the most kind, special people to dedicate your time and energy to assist and take care of someone in their final days of their life.”
- ♥ “May God Bless each and everyone of you! From within my heart again, thank-you so much.”



A butterfly lights besides
us like a sunbeam
and for a brief moment
its glory and beauty
belong to our world.

But then it flies again
And though we wish it
could have stayed

We feel lucky to have
seen it.