

a circle of caring



The Hospice at May Court

2007/2008

A Year in Review



Twenty Years Strong...

As the following pages will highlight, 2007/2008 was a strong year for The Hospice at May Court. In addition to achieving historic benchmarks in areas such as accreditation and community collaboration, it was a year of progress for the full gamut of Hospice committees.

After many hours of work by staff, the Hospice was granted full accreditation by the Canadian Council on Health Services Accreditation. Not only does this mean the Hospice is meeting exceptionally high standards in its operations and provision of services, but it also solidifies its leadership in the realm of hospice palliative care.

Contributing to the Hospice's success is a group of forward-thinking committees, comprised of both staff and volunteers. Each committee has submitted a summary for this report to illustrate the strides we are making to ensure a smooth and efficient evolution of the Hospice.

This fall the Hospice celebrated 20 years of serving the community with its comprehensive programs and services. With more community support than ever before, The Hospice at May Court plans to spend the next two decades much like the first — leading by example and continuing to provide patients and their families with the best care possible.

“The kindness, concern, beauty of spirit and surroundings at The Hospice at May Court are very special.”
- family member



Reminding us of What Really Matters

Message from the Chair



*Martha Nixon,
Chair of the Board*

During the past year, the Hospice at May Court has continued on its path of securing our foundation, building partnerships in the community and providing excellent care for those who need us. As a small but critical part of the health care system, we appreciate the community roots that nurture us

and the wonderful staff, who, working with so many volunteers, ensure that the circle of support is always there.

This past fall the Hospice at May Court celebrated its 20th Anniversary with a wonderful evening, looking at the many stories of the past, celebrating the great success and growth of the Hospice and the many hands that worked so hard to make it a place of remarkable calm and service. The evening was a tribute to all those who make the Hospice a special place.

It has been a pleasure to work with an active and involved Board. This year we are facing another transition as a search for a new Executive Director is underway. We are confident that this move, although difficult, was necessary for the Hospice. We will continue to work with staff to make the best staffing choice for the future. And we are fortunate to have a strong team to keep things moving in the interim.

There have been many highlights over the past year. We began the fall season with a Saturday workshop with the Board and Senior Staff to discuss our priorities for the year and to update our strategic vision document. This spring, we are again refining this document so that it will be a starting point for a new Executive Director. There will be a business plan incorporated that will help to keep us on track over 2008-09.

Congratulations to our hard-working staff. We successfully met the requirements for continuing Canadian Council on Health Services Accreditation status in March. This is particularly challenging, as many of the tasks take staff away from their primary goals- serving patients – however, we do need to ensure we can have plans written down for things such as emergencies, human resource management and safety procedure. Work will be ongoing as we continue to meet the required

benchmarks.

Our fundraising efforts this year have resulted in \$700,000 and we are very grateful to all those who worked so hard to have successful Homes for the Holidays and Hike for the Hospice events. We are particularly grateful to our major donor and partner, The May Court Club of Ottawa. We have welcomed more corporate donors this year – a trend we hope to see continue. Some very active discussions with the network of palliative care deliverers, led by The Hospice at May Court, make us hopeful as well, that government recognition of the cost-effectiveness of hospice palliative care services may be in the future. We would very much like to see funding for the residence, for example, based on a \$300 per bed, per day model, reflecting our real costs.

You will see from the reports of Board Committees, that there has been a lot of activity this year. I am particularly pleased that we have the beginnings of a human resource plan and that the Communications Committee has given leadership to the research agenda – leading us (carefully) in some exciting directions. Also, the Finance Committee efforts have led us to improve our financial management practices – a useful and timely exercise.

The new Champlain Local Health Integrated Network has begun to have an impact on the way we work, with many demands on time of the Executive Director and the Director, Clinical Programs and Education who are now members of several committees looking at more collaborative and integrated ways of doing business. While the overall future direction of the LHIN is being charted, it is clear that they have a real interest in palliative hospice end-of-life care and we have been able to provide leadership in some key areas.

Each of you reading this Annual Report will have had a part to play in making the Hospice what it is. Thank you. In the words of Katherine Arnup, a faithful volunteer in the residence, who wrote so beautifully about her sister's death in the CBC series *This I Believe*, "No matter what else is going on in my life, my time at the hospice centers my day, reminding me of the things that really matter".

Martha Nixon

Chair, Hospice Board of Directors

Thriving in Change

Message from the Executive Director (acting)



Acting Executive
Director, Elaine Leipe

The best way to describe 2007/2008 is, paradoxically “constancy” and “change”. I am ever reminded that, the only thing that is constant in life is change! Through the dedication and generosity of spirit from staff and volunteers, The Hospice at May Court continues to provide excellent, compassionate care to patients and families from all walks of life. Our bonds with the community remain strong and sure as we continue to receive marvelous support from the community we serve. Change is perhaps not as visible to the outside eye as it mainly involves bringing our infrastructure forward to meet the demands of the 21st century. Ministry of Health financial reporting is now being done electronically and many of our internal forms are being formatted and used electronically. In the not too distant future we will begin investigating the use of Electronic Medical Records (EMR).

Home Support Program: Our Home Support Program continues to offer in-home support for patients and their caregivers with visits from trained volunteers who are supported by the Home Support Coordinator. Volunteers continue to be the back bone of this program, graciously giving of their time to provide emotional and practical help to those who are alone and/or unable to attend Day Hospice.

Day Hospice Program: The Hospice is filled with life on Tuesdays, Wednesdays and Thursdays when patients arrive, most often thanks to volunteer drivers, to spend the day socializing, doing art, being pampered with reflexology or a manicure, enjoying “happy hour” and lunch, cards, meditation, music and more. Many patients have expressed appreciation for a place to come where they feel cared for and safe, as expressed by a patient who felt completely comfortable removing her wig during the hot weather! Volunteers, with the leadership of the Day Hospice Coordinator, are an integral part of this program providing consistent hospitality, companionship, humor and compassion for patients.

Residential Program: Staff and volunteers continue to provide exemplary care to patients and families and this is reflected in the fact that for the first time ever, in addition to government funding, the Residential Program has become self-sustaining from donations! Our occupancy rate remains over 90% and our average length of stay is 16 days, which means that we truly are providing end-of-life care. Patients and families have been very grateful for the generous donation of televisions and internet access in each of the patient rooms.

Family Support Program: Our Family Support Program is growing in leaps and bounds as the need for support through the illness and death of a loved one and bereavement thereafter is recognized and validated. Care and support is provided by staff and volunteers to all ages, including children and youth, through personal counseling and group work.

The program coordinators have also been busy doing presentations at local and provincial conferences.

Volunteer Program: Through word of mouth, we continue to have requests from members of the community to volunteer at The Hospice at May Court. This year we trained a record number of volunteers to work directly with patients and families. In a survey of volunteers, people consistently reported that they feel they “receive” much more from their volunteer time at the Hospice than they actually “give”. Certainly the patients, families and staff at the Hospice benefit enormously from the generosity of our volunteers.

Education and Research: Education is slowly becoming embedded in the core values of the Hospice. Education is being provided on several levels both internally and externally. There is an ongoing need to educate the larger community about hospice palliative care and internally there is a need to keep abreast of the newest research and evidence based best practices.

The Hospice at May Court, in partnership with the University of Ottawa and the Sisters of Charity Organization (SCO) is engaged in several research projects. As a leader and model of excellence in Hospice Palliative care, it is important that we contribute to local, national and international bodies of knowledge in Hospice Palliative Care.

As The Hospice at May Court moves forward it is our core values that keep us grounded and focused on providing the best possible care for patients and families. And, this in turn allows us the solid foundation to weather and embrace continued change, and to meet the constantly shifting needs of the workplace.

Committees in Action

Communications Committee Expands

The Communications and Community Outreach Committee expanded its areas of interest this year, with the Board's approval, to include two new aspects of communication: education and research; and advocacy and policy development. This strengthens the Hospice's capacity to share its experience and expertise with others, to ensure continuous quality improvement based on sound evidence and to communicate effectively with its health care partners, funders and supporters. These changes are aligned with the Hospice's strategic planning process.

The Committee developed a Communications Strategy to guide the Hospice's communications activities. This will be further refined as the Hospice's strategic planning advances. We established closer links with the Homes for the Holidays committee and will play a more active role in the event. A working group of our Committee took on the task of reviewing all Hospice communications products; their preliminary report and recommendations were exciting and we plan to take a full report to the Board in the fall. The Committee built on outreach work to cultural communities done in previous years and established some new contacts in the



Committee member Diane Koven (left), and Committee Chair Janet Dunbrack at 20th Anniversary Celebration in October.

community. Education and research have moved ahead this year. A palliative care researcher joined the Committee and the Hospice is involved in at least three research projects that will support excellent care and provide information that documents the Hospice's unique and successful model. An expert on government relations also joined the Committee this year and has been a source of guidance.

Janet Dunbrack
Chair, Communications Committee

Human Resources Committee Makes Strides on Strategy

The Human Resources Committee has focussed its efforts over the past year on the development of the Hospice's first ever Human Resources Strategy.

In addition to being a requirement of the Canadian Council for Health Services Accreditation, a Human Resources Strategy is critical given a number of emerging issues; namely the increasing challenge to recruit and retain nursing staff, budget constraints, likely attrition as the Hospice workforce and volunteers become eligible for retirement and/or a reduction in hours, and changing expectations of our staff and volunteers.

Ian Mumford
Chair, Human Resources Committee

The objectives of Human Resource Strategy Endorsed by the Hospice Board of Directors

- Maintain a full complement of engaged staff and volunteers to achieve the Hospice's mission;
- Recognize the intrinsic value of each employee and volunteer as individuals;
- Provide safe working conditions and an environment that will maintain the dignity of the individual;
- Treat its employees and applicants for positions without discrimination;
- Provide continuous learning opportunities;
- Recognize the value and potential of self motivated people who thoroughly understand their roles, not only what they're supposed to do, but the reason why;
- Provide fair and equitable compensation; and
- Provide a work environment that fosters and encourages collaborative effort.

Looking Ahead with the Strategic Plan Working Group

After reviewing the Hospice's Strategic Plan and undertaking an environmental scan, The Strategic Working Group has recommended changes to the Plan. These will be reviewed and discussed by the Board of Directors, staff, volunteers, and stakeholders in the coming year.

The Strategic Plan includes background information (the history of The Hospice at May Court and important performance statistics), a review of key partnerships and relationships, recent successes and challenges, an assessment of service demand and expectations, and a vision for the Hospice in 2013.

The Working Group has recommended a continued focus on excellence—maintain the nine bed residence, and expand and improve the Home Support, Day Hospice,

Family Support and Volunteer programs. In addition, other strategic priorities have been recommended: stable and predictable government funding, fundraising from the community, improvements to the Hospice facility and infrastructure, human resources (staff and volunteer) planning, securing our reputation as a solid partner within the community and hospice network, education, and research.

Once the Strategic Plan is finalized, functional plans will be developed and performance indicators will be established in order to measure our progress.

Ian Mumford

Chair, Strategic Planning Committee

"We were truly impressed with the care, compassion, concern and respect shown especially towards my dad, but also to us as family. The volunteers and medical staff went out of their way to make a difficult situation the best it could be."

- family member



The newly-renovated River Room

Highlights from the Finance Committee

The Finance Committee meets on a regular basis throughout the year and is charged with the responsibility of ensuring our financial systems are operating effectively and we are managing within our budgets. We work closely with Management in the formulation of the budget and then monitor the results on a monthly basis. At the year end we meet with our auditors to review the results of the audit and review statement presentation.

Although we receive and appreciate Government support it only accounts for 38% of our required income. The ongoing generosity of our donors, supporters and hundreds of volunteers allows us to continue to deliver our programs to the community. The May Court Club of Ottawa continues to be our largest contributor and is in

fact our true partner in the broadest sense.

Managing and delivering our programs will continue to get more expensive as we deal with accreditation and other regulatory requirements. Our year ending March 31, 2008 shows a shortfall of almost \$62,000 and highlights the need for increased funding. Our financial stability is dependant on increased revenue sources both from governments and our generous community support. We are optimistic that with the increased awareness of the need for more palliative resources in the community that new funding sources will be created.

Charlie Armstrong

Chair, Finance Committee



Facts and Figures 2007/2008

434 referrals, 242 of those to residence.

A total of 124 patients were admitted to the Residence Program.

108 patients benefitted from the Day Hospice Program.

42 patients received care in their home.

408 individuals took part in the Family Support program.

146 client care volunteers gave a total of approximately 19,343 hours of their time.

The Hospice's Development Assistant processed 4529 donations.

The majority of the money raised during the 2007/2008 fiscal year came from private donations.

The Hospice's two major fundraising events, Hike for Hospice and Homes for the holidays raised a combined total of approximately 20% of the Hospice's fundraising budget.

Hospice Stars

The Hospice at May Court's profile drew national attention this year thanks to an eloquent and well-spoken volunteer, and staff-member with a beautiful and generous spirit.

Volunteer **Katherine Arnup** was featured on the CBC Radio program "This I Believe" with a short essay she wrote about her experience with palliative care entitled "Living Every Moment."

Hospice staff member **Caroline Nakayenga, RPN** received Flare Magazine's 2007 Volunteer Award for Community & Leadership. Not only is Caroline an amazing nurse in the Hospice's residence, but she is the founder of her own NGO providing education and personal support to young Ugandan Orphans whose parents have died of AIDS.

If the theory of surrounding oneself with greatness to achieve great things is true— both of these women, along with the many other exceptional Hospice staff and volunteers are proof that the Hospice is on the right track.

Some Memorable Moments from 2007/2008

In the presence of good friends from the past and present on a brisk Autumn evening, the Hospice Celebrates **20 years of serving the community**.

The finishing touches are put on the **River Room** and the renovations are complete. This room is now used more than ever by patients and families.

The Hospice receives a visit from the from **US Ambassador's wife Susan Wilkins** because of her involvement in Fashion for the Holidays.

The nurse Coordinators are ushered into the virtual realm of the 21st century with **brand new computers** and internet access.

To the delight of patients and family members, the **Hospice residence** is equipped with brand new televisions, complete with cable television and internet access.

Colonel by Secondary School Students pushed over the \$10,000 mark with a donation from their infamous coffee mornings. In addition to their financial contribution, they continue to volunteer their time for the clean up days and Homes for the Holidays.



Colonel by Secondary School students take a break during the fall clean-up day.



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The Hospice at May Court is a community-based organization committed to providing care and support to people faced with a life-threatening illness and their families. Care is provided at no cost to anyone—regardless of age, culture or religion.