FROM ITS BEGINNING IN 1980, the staff at Victoria Hospice has always tried to provide the best physical, mental and spiritual care possible to patients and their loved ones. Thanks to individuals like YOU, Victoria Hospice has helped many thousands in the community for the past 30 years in what is one of the most difficult times of their lives: confronting advancing illness and death.

For patients and family members, coming to terms with this newly comprehended reality can be difficult, even shocking, but we know—because patients and their families tell us—it is certainly lessened by the highly professional care they receive; care that is always accompanied with deep compassion and a sincere desire to help. We are not alone in this. Home and Community Care nursing has been an important partner in helping us to meet the community’s end-of-life needs.

But, despite being a showcase association highly applauded for its service and its awards for excellence in managing care, Victoria Hospice has—like so many charitable organizations—felt the effects of the ongoing global economic turmoil. As cash-strapped donors reduced their annual gifts, it has become difficult to attain budgeted revenues, much less to ramp up to meet the increasing demand of the individuals we serve.

Historically two financial pillars holding up the organization, donations and fundraising have become less and less dependable sources of revenue, while interest and dividends are producing lackluster profits at best and revenue losses at worst. But every year, good or bad, Victoria Hospice’s needs continue; providing care and comfort to over 3,000 patients and their family members annually.

The Boards and Administrators have been justifiably concerned. Cutting costs where we can, ensuring good controls are in place, examining secondary programming, building a solid fundraising team and developing a more focused communications and marketing approach, you can rest assured we will do our part to continue to provide our vital services. The good news is that in celebrating our 30th anniversary we celebrate YOU, our loyal donors. We invite you to continue to support Victoria Hospice so that we may carry on celebrating your success and show our strength in the face of adversity. Together, let’s achieve another “30 Years of Giving”.

Thank you.
Care: Last Year at a Glance

- Number of patients registered on any given day averaged 362.
- Admissions to our 17-bed palliative care in-patient unit totaled 667.
- Length of stay in our seven acute care beds averaged eight days.
- Length of stay in our nine extended care beds averaged 13 days.
- Length of stay in our one respite care bed averaged nine days.
- Approximately 17% of all patients admitted to our palliative care unit were able to return home once their symptoms improved.
- 73% of our patients were diagnosed with cancer (most commonly lung, colon, breast and pancreatic cancer).
- Non-cancer deaths included congestive heart failure, stroke, renal failure, lung disease, HIV-AIDS, ALS and chronic liver disease.
- Time from initial registration to death averaged 105 days for cancer patients and 153 days for non-cancer patients.
- Victoria Hospice helped more than 3,000 people, including 957 patients and their families.
- Age at the time of death averaged 76 years.
- Approximately 35% of the patients under our care last year were able to die at home close to family and friends thanks to our own Palliative Response Team, our clinical teams and our partnership with VIHA’s Home and Community Care Team.
- More than 2,775 people were helped last year by our Bereavement Services following a death in the family. Bereavement Services now offers eight different bereavement support groups.
- 420 patients in the Royal Jubilee Hospital, Victoria General Hospital, long-term care homes or in their own homes were seen by our specialist palliative care physicians. These patients, who were not registered with Victoria Hospice, benefited from the expertise of our physicians.
- A total of 25 new volunteers completed the six-week training program and joined our team of more than 400 active volunteers.
- Charity Intelligence Canada chose Victoria Hospice Society as a Ci Recommended Charity for the second year in a row because of our innovative, effective and efficient methods in delivering quality care.

Victoria Hospice Society Board of Directors

John Greschner, President
Dave Traynor, Vice-President
Chris Mills, Treasurer
Marie Robertson, Past-President
Wayne Peterson, Secretary
Dana Armour
Rosemary Armour
Rob McPhee
Brian Roxburgh
Mark Sieben
Ian Swan
Lauren Tate
Anne Taylor
Jayn Tyson

Victoria Hospice Foundation Board of Directors

Peter Malcolm, President
Peter Maddaugh, Vice-President
Colin Weavers, Treasurer
Wayne Peterson, Secretary
Mark Appleton
Brian Bolton
Bonnie E. Campbell
Jennifer Coulter
Bill Eisenhauer
Eileen Harper
Margaret Lucas
Happy 30th Anniversary, Victoria Hospice!

Congratulations on your continued valuable services. Victoria Hospice was there for me during a time of great sadness and loss, and I am happy to contribute to ensuring the caring help they provide be there for others in need. Sincerely, P.L.

Research and Development

♦ Current research studies in progress include: reliability and validity of the Prognostat, a new tool for survival prediction; reliability and validity of the Thai translation of the Palliative Performance Scale (PPS); phase 1 design of Hospice Palliative Care Surveillance Network, a Canadian Partnership Against Cancer project; design for study on Edmonton Symptom Assessment Scale; and, design for study validation of FAMCARE survey tool for patients and families.

♦ Over 6,000 admissions to our Palliative Care Unit and PRT were analyzed to determine the length of survival. Data was published in 2009 in the Journal of Palliative Medicine. From the analysis, we have created three kinds of tools that can be used by our clinical staff to better estimate prognosis—they include Kaplan-Meier graphs, Life expectancy tables and a Nomogram.

♦ In a recent personal trip to Chang Mai, Thailand, our Manager was able to see how the PPS—developed at Victoria Hospice—has been enthusiastically incorporated into clinical care assessment at a hospital which has become the first to use it for every patient, on every ward, every day.

♦ Current funding partners include: Canadian Institutes of Health Research – Partnerships in Health Systems Improvement; Canadian Institutes of Health Research – New Emerging Teams in Palliative Care; and, Canadian Partnership Against Cancer – Surveillance Network in Hospice Palliative Care.

Journal Articles 2009/10:

Always learning...

Only a short time ago, people facing a life-limiting illness received virtually no specialized care. Standard medical approaches didn’t address the specific needs of someone at the end of their life, and little was understood about palliative care. For 30 years, Victoria Hospice has been a leader in palliative care, offering a compassionate approach to medical, emotional and spiritual care aimed at improving the quality of life of patients and families facing advancing illness, death and bereavement. Our specialized program was developed through our own research and we share the tools and publications we’ve developed with medical practitioners around the world.

Because the more we know... the better care we can provide.

Teaching and Learning

♦ 260 physicians, nurses and pharmacists from seven provinces, two territories and two US states attended the Palliative Care: Medical Intensive one-week courses in Victoria.

♦ 93 health professionals from Northern and Western Canada participated in the semi-annual Psychosocial Care of the Dying and Bereaved one-week courses.

♦ 60 family members, volunteers and health care professionals attended our 18th annual Spiritual Care Conference.

♦ Victoria Hospice, BC Cancer Agency and VIHA held day-long education sessions for physicians and nurses in the Vancouver Island Palliative Network at Campbell River and Parksville. A total of 56 health professionals and representatives from island hospices attended.

♦ Victoria Hospice and VIHA provided two sessions of the Palliative Approach for Chronic Disease Management to physicians, nurses and others who are part of the Seniors at Risk Network and the Integrated Health Network. A total of 77 participants attended the half-day session in Nanaimo and Victoria.

♦ Victoria Hospice and VIHA co-sponsored five half-day Palliative Care Education sessions which were also video-linked to 14 sites on the Island.

♦ Six staff gave presentations at the BC and/or the Canadian Hospice & Palliative Care Association conferences and eight staff presented at educational institutions and community agencies.
Our Nurses

- With much of the work that nurses do being viewed through the accreditation standards at VIHA, the ongoing planning and development of accreditation processes remained one of the biggest challenges for the nursing department this past year. The result will be a unified approach between us, the palliative unit at Nanaimo and the Hospice Palliative Care unit at Saanich Peninsula Hospital.
- Admissions to the unit were up 20% from the previous year (to 667 from 553), as nurses needed to manage the increased pressures of caring for more patients that were typically being admitted closer to the end of life.
- Five more nurses were certified by the Canadian Hospice Palliative Care Association this past year.
- Nurses mentored 11 nursing students as well as medical students and residents in 2009/10.
- As the average number of patients registered continues to grow—from 334 last year to 362 this year—demand for nursing services has increased. For example, the evening and night nursing staff responded to 248 telephone calls from community patients between the hours of 7:30 pm and 7:30 am in the last quarter of 2009/10 alone.

Our Doctors

- Our team of dedicated physicians at Victoria Hospice provided care for patients and their families across multiple care settings in 2009/10 including:
  - 667 admissions to our Palliative Care Unit.
  - Close to 900 medical consultations in patients’ homes, residential facilities or other hospital units.
- The physicians also participated in the many research initiatives as outlined by the Victoria Hospice Society Research Department.
- Our community physicians began using new technologies to help access patient’s information and diagnostic images while in the patient’s homes thereby improving care and efficiency.
We felt at home...

It can be overwhelming when faced with the reality of a life-limiting illness. The physical and emotional challenges can be hard enough, without the added stress of being admitted to hospital. That’s why Victoria Hospice makes it a priority to ensure that our unit at the Royal Jubilee Hospital feels home-like for both patients and their families. There’s even a beautiful rooftop garden. Families and friends are welcome to visit their loved ones at any time of day or night. It’s not only the warmth of our rooms and spaces, but also our friendly staff and volunteers.

Because life’s final journey should feel as comfortable and secure as possible.

♦ Our physicians continue to work closely with many of our strategic partners through representation on multiple Vancouver Island Health Authority (VIHA) committees, the BC Learning Centre Partnership Team, BCMA Section of Palliative Medicine and through active participation in the Vancouver Island Palliative Network and both the UBC and Island Medical Programs.

♦ The physicians at Victoria Hospice continue to be actively involved in teaching and knowledge transfer:
  ▶ We trained over 24 family practice residents and 12 medical students as they underwent rotations with us.
  ▶ We provided advanced training for a physician who undertook a year of training as a palliative care fellow.
  ▶ Our physicians actively participated in teaching at UBC and the Island Medical Program where palliative care has an increasing presence in the undergraduate and postgraduate curriculum.
  ▶ We taught in VIHA home care orientation and SARIN (Seniors at Risk Integrated Network) workshops.
  ▶ Our physicians also presented at multiple conferences provincially, nationally and internationally in 2009/10.
Something That Mattered To Me
David Howells, SPIRITUAL & RELIGIOUS CARE COORDINATOR

Not everyone can be at Hospice at just the right moment. Real needs at home must be met and sometimes several family members have to leave the bedside. It is hard knowing you will not return or see the one you love again. A while ago this scenario was unfolding and we were able to talk it through. We devised a simple “Goodbye” gathering. The six key people in our patient’s life circled the bed as he slept in that deepening sleep. His granddaughter had found a pebble just beneath his Hospice window, and holding it, each one in turn went to his side and told him of their love and their gratitude for his life. There were tears and gentle laughter. Above all there was a depth of truth and openness of heart. Ending we wished him peace of heart, peace of mind and peace of soul, and the knowledge that he was held in great love. Could he hear? Did he know? There is no certainty to be had here. But to speak of your heart’s deep love is a gift worth giving, and the sense of that love covering him, showering him was palpable. If I had been that patient I know I would have received a blessing.
Our bereavement team continued their focus on expanding opportunities for seasonal and specialized services to include:

- Public seminars for bereaved family members around Valentine’s Day and the winter holidays.
- An awareness campaign around our Touchstones children’s group.
- Music therapy both on the unit and in the community.

We provided assistance to 2,775 new bereavement clients, including 117 not related to Hospice patients.

This represents an 18% increase from last year.

We made a total of 9,242 contacts with clients, including letters, group sessions, telephone calls and one-on-one sessions.

Volunteers made 1,600 contacts with clients.

We made over 100 contacts as part of our weekly children’s drop-in group, including telephone, one-on-one and family sessions.

Yellow is happy...

The death of a loved one can be difficult – including for children. That’s why at Victoria Hospice we have counselling available both before and after a death occurs. Using a range of activities, including discussion, play, and art, our counsellors will work with children to help them express their feelings and learn to cope with their loss. We understand that grief is very personal, and our expert counselling team is here to help family members of all ages contend with the death of someone close.

Because life’s journey is full of many colours.
It’s the Small Things
Lynda MacTavish, VOLUNTEER SERVICES ASSISTANT

My friend Jackie’s father had been sick for a little while. His wife and family had thought he would be able to manage at home, but he started to develop severe symptoms and he was suddenly admitted to Hospice late one evening.

Jackie described to me the fear and apprehension of that first time coming onto the unit as they sat around their father’s bed trying to be brave for his sake.

She said they heard a quiet knock at the door at one point, and one of our volunteers, who was working the late shift, entered the room. He had with him a tray with a pot of tea, china cups and saucers and toast with honey and peanut butter for the family. Her father, who hadn’t eaten anything in days, ‘inhaled it’ as she put it. The whole family visibly relaxed as they enjoyed tea and toast with him.

Jackie told me this story because she wasn’t sure if she had thanked the volunteer properly and wanted him to know what a wonderful calming affect his thoughtfulness had given them. Along with his quiet compassion, this small act of kindness gave them so much comfort in their time of anxiety and fear.

Happy 30th Anniversary, Victoria Hospice!

We wish you many more years of excellent work that all the dedicated staff do. I was a volunteer many years ago and have seen firsthand the love and devotion given as a dear friend of ours was in your care. Keep up the great work. A. & G.R.

Happy 30th Anniversary, Victoria Hospice!

We found support, humour, understanding and information when we needed it most. Thank you, and Happy 30th, Victoria Hospice!

M. M.
A cup of tea...

Sometimes it's the little things that can make all the difference. At Victoria Hospice, our volunteers provide that extra level of care and comfort for our patients and their families. For 30 years, we've been there, in people's homes and in our hospital unit. Making tea, propping up pillows, changing beds, talking and listening. We know that even the simplest gestures can make huge differences to the quality of the lives of those we care for.

Like a soothing cup of tea, made just for you.
Our Foundation

Victoria Hospice gratefully receives generous support from individuals, businesses and foundations through Memorial Gifts, Direct Mail campaigns, Special Events, Gaming, Grants, Planned Gifts and shoppers at our Thrift Boutique. Last year, your gifts helped fund over 40% of the costs to provide specialized palliative programs at Victoria Hospice.

Community Funding Sources

- Individuals $1,159,554 16%
- Events $246,471 3%
- Gaming $149,255 2%
- Grants $85,183 1%
- Planned Giving $1,187,374 17%
- Thrift Boutique $264,179 4%
- Interest & Dividends $72,204 1%
- TOTAL $3,164,220 44%

of total revenue to Victoria Hospice

Hospice Champions

The Victoria Hospice and Palliative Care Foundation recognizes that there are leaders in our community who are champions for Victoria Hospice. The Foundation created the Leadership Awards to honour these inspiring individuals. “We wanted to find a way to recognize donors who not only give, but inspire others to give, whether financially, of their time, or their services,” says Kathleen Burton, Director of Development of Victoria Hospice.

The Community Business award recognizes a local business with a strong record of outstanding generosity that, through their advocacy and dedication to Victoria Hospice, inspires other businesses in the community to get involved.

The Times Colonist has helped Victoria Hospice promote awareness of our palliative programs, and the need for community support. Generously providing gifted advertising space for our fundraising events including Swimathon and Celebrate-a-Life, the Times Colonist has also printed articles about our specialized services. Through these gifts, they inspire others in our community to help us care for the dying.

“The Times Colonist is proud to support Victoria Hospice, for over twenty years, in their mission to provide end-of-life care for the residents of Greater Victoria. We are a community-based newspaper, and helping our local charities spread their message is our way of giving back.” says David Whitman, Times Colonist Director, Advertising Sales & Marketing.

Our cost of fundraising is only 20%* — another reason to celebrate!

* Calculated using the Donations and Fundraising Operating Revenue of $2,827,837 and the Development and Fundraising Operating Expenditures of $578,222
The Youth Philanthropist award recognizes a youth who has shown outstanding leadership in raising awareness and support among their peers in support of Victoria Hospice.

We received this heartwarming letter from Jarod Water’s grandmother:

Hello, I am raising a special needs 8 yr old who has decided to fund raise for Hospice. This summer our neighbor, Linda, died and he saw me write a cheque and asked what it was about. I explained it was in Linda’s memory and told him about Hospice where she could be kept out of pain and her children and her mother could be with her. A week later he told my sister he was raising money so people could die close to their families. He set his goal at $100. He has surpassed his goal. He hasn’t just been given money, he has worked hard around the neighbourhood doing chores as well as collecting cans and bottles.

He is incredibly proud of himself and rightly so. He was born with a brain injury and some days are very difficult for him so this is big that he decided to do it and was able to carry it through.

Yours truly, Jennifer Waters (Jarod’s Grandma)

The Distinguished Advocate award recognizes an individual who is a true supporter of the Hospice cause, giving above and beyond what is required or expected of them. The individual may have special skills, which are used for the benefit of Hospice and palliative care.

Tom Burdge certainly fits the bill. Tom received his Honourary Life Membership to the Society in 2000 for donating many hours of service as a Bereavement and Community Volunteer. Yet, he still finds the time, every holiday season, to bake rounds and rounds of shortbread. Tom’s shortbread has become famous, and every year people line up to buy his buttery baking. Tom selflessly donates all of the money he raises to Victoria Hospice.
### Statement of Combined Operations Fiscal Years ending March 31

<table>
<thead>
<tr>
<th>Operating Revenues</th>
<th>Fiscal 2010</th>
<th>Fiscal 2009</th>
<th>Fiscal 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations &amp; Fundraising</td>
<td>2,827,837</td>
<td>2,654,723</td>
<td>3,107,411</td>
</tr>
<tr>
<td>Government Contracts</td>
<td>3,632,554</td>
<td>3,449,363</td>
<td>3,305,541</td>
</tr>
<tr>
<td>Thrift Boutique</td>
<td>264,179</td>
<td>250,227</td>
<td>239,527</td>
</tr>
<tr>
<td>Publications &amp; Courses</td>
<td>360,919</td>
<td>421,743</td>
<td>392,232</td>
</tr>
<tr>
<td>Interest &amp; Dividends</td>
<td>72,204</td>
<td>85,243</td>
<td>128,313</td>
</tr>
<tr>
<td>Other</td>
<td>42,777</td>
<td>54,073</td>
<td>48,243</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>7,200,470</strong></td>
<td><strong>6,915,372</strong></td>
<td><strong>7,221,267</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Expenditures</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>In-Patient Nursing</td>
<td>2,509,873</td>
<td>2,434,776</td>
<td>2,407,037</td>
</tr>
<tr>
<td>Community Nursing</td>
<td>202,711</td>
<td>182,658</td>
<td>178,968</td>
</tr>
<tr>
<td>Physician &amp; Medical</td>
<td>704,524</td>
<td>673,592</td>
<td>653,245</td>
</tr>
<tr>
<td>Counselling, Bereavement &amp; Spiritual</td>
<td>1,080,371</td>
<td>985,328</td>
<td>951,166</td>
</tr>
<tr>
<td>Palliative Response Team</td>
<td>587,822</td>
<td>544,126</td>
<td>540,813</td>
</tr>
<tr>
<td>Volunteer Services</td>
<td>210,207</td>
<td>206,139</td>
<td>170,835</td>
</tr>
<tr>
<td>Publications &amp; Courses</td>
<td>244,457</td>
<td>297,372</td>
<td>289,080</td>
</tr>
<tr>
<td>Learning Centre &amp; Staff Education</td>
<td>180,567</td>
<td>224,264</td>
<td>227,702</td>
</tr>
<tr>
<td>Administration, Communications &amp; Misc</td>
<td>609,354</td>
<td>604,914</td>
<td>601,253</td>
</tr>
<tr>
<td>Development &amp; Fundraising</td>
<td>578,222</td>
<td>660,298</td>
<td>603,400</td>
</tr>
<tr>
<td>Thrift Boutique</td>
<td>149,195</td>
<td>155,617</td>
<td>155,161</td>
</tr>
<tr>
<td>Research &amp; Projects</td>
<td>326,775</td>
<td>263,434</td>
<td>200,405</td>
</tr>
<tr>
<td>Depreciation &amp; Amortization</td>
<td>181,773</td>
<td>180,357</td>
<td>184,146</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>7,565,851</strong></td>
<td><strong>7,412,875</strong></td>
<td><strong>7,163,211</strong></td>
</tr>
</tbody>
</table>

| Operating Surplus (Deficit)                             | (365,381)   | (497,503)   | 58,056      |

<table>
<thead>
<tr>
<th>Endowment &amp; Investment Items (not available for operating costs)</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations to Endowments</td>
<td>27,255</td>
<td>55,250</td>
<td>51,100</td>
</tr>
<tr>
<td>Endowment Funds Valuation Gains (Losses)</td>
<td>269,872</td>
<td>(426,572)</td>
<td>(104,524)</td>
</tr>
<tr>
<td>Investment Funds Valuation Gains (Losses)</td>
<td>151,713</td>
<td>(196,720)</td>
<td>(137,355)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>448,840</strong></td>
<td>(568,042)</td>
<td>(190,779)</td>
</tr>
</tbody>
</table>

| Change in Net Assets                                         | 83,459      | (1,065,545) | (132,723)   |

### Key Figures & Financial Highlights

**Combined Revenues** increased to $7,200,470 from $6,915,372 (4%)

**Donations** during the year increased by $173,114 (7%)

**Expenses** increased to $7,565,851 from $7,412,875 (2%)

Prior year **Operating deficit** of $497,503 decreased to a deficit of $365,381

**Valuation on Investments** increased from a loss of $568,042 to a gain of $448,840
## Statement of Combined Financial Position  
Fiscal Years ending March 31

### Assets

<table>
<thead>
<tr>
<th></th>
<th>Fiscal 2010</th>
<th>Fiscal 2009</th>
<th>Fiscal 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; Prepaids</td>
<td>681,252</td>
<td>720,391</td>
<td>1,460,430</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>295,613</td>
<td>395,326</td>
<td>94,805</td>
</tr>
<tr>
<td>Publications Inventory</td>
<td>71,729</td>
<td>106,690</td>
<td>166,406</td>
</tr>
<tr>
<td>Endowment Funds</td>
<td>1,619,910</td>
<td>1,372,273</td>
<td>1,743,595</td>
</tr>
<tr>
<td>Investment &amp; Insurance Funds</td>
<td>1,143,947</td>
<td>967,685</td>
<td>1,213,025</td>
</tr>
<tr>
<td>Equipment &amp; Building</td>
<td>596,293</td>
<td>745,068</td>
<td>892,229</td>
</tr>
<tr>
<td>Long Term Note Receivable</td>
<td>178,934</td>
<td>178,934</td>
<td>193,964</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,587,678</strong></td>
<td><strong>4,486,367</strong></td>
<td><strong>5,764,454</strong></td>
</tr>
</tbody>
</table>

### Liabilities

<table>
<thead>
<tr>
<th></th>
<th>Fiscal 2010</th>
<th>Fiscal 2009</th>
<th>Fiscal 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payable to Vancouver Island Health Authority</td>
<td>425,793</td>
<td>408,921</td>
<td>592,344</td>
</tr>
<tr>
<td>Holiday Pay &amp; Accounts Payable</td>
<td>362,555</td>
<td>394,578</td>
<td>416,653</td>
</tr>
<tr>
<td>Deferred Revenues</td>
<td>409,898</td>
<td>376,895</td>
<td>383,939</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,198,246</strong></td>
<td><strong>1,180,394</strong></td>
<td><strong>1,392,936</strong></td>
</tr>
</tbody>
</table>

### Equity

<table>
<thead>
<tr>
<th></th>
<th>Fiscal 2010</th>
<th>Fiscal 2009</th>
<th>Fiscal 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invested in Capital Assets</td>
<td>596,293</td>
<td>745,068</td>
<td>892,229</td>
</tr>
<tr>
<td>Endowment Fund Balances (restricted)</td>
<td>1,652,415</td>
<td>1,372,273</td>
<td>1,743,595</td>
</tr>
<tr>
<td>Operating Fund Balances (unrestricted)</td>
<td>1,140,724</td>
<td>1,188,632</td>
<td>1,735,694</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,389,432</strong></td>
<td><strong>3,305,973</strong></td>
<td><strong>4,371,518</strong></td>
</tr>
</tbody>
</table>

### Sources of Operating Funds

*Total: $7,200,470*

- Government Support: $3,632,554 / 50%
- Publications, Courses & Other: $403,696 / 6%
- Donations, Fundraising, Thrift Boutique, Interest & Dividends: $3,164,220 / 44%

- In Patient & Community Nursing: $2,712,584 / 36%
- Depreciation: $181,773 / 2%
- Research & Projects: $326,775 / 4%
- Administration & Communications: $609,354 / 8%
- Thrift Boutique: $149,195 / 2%
- Publications & Courses: $425,024 / 6%
- Volunteer Services: $210,207 / 3%
- Counselling, Bereavement & Spiritual: $1,080,371 / 14%
- Palliative Response Team: $587,822 / 8%
- Development & Fundraising: $578,222 / 8%
- Physician & Medical: $704,524 / 9%
- Physician & Medical: $704,524 / 9%

Complete copies of the audited financial statements are available upon request, or online at www.victoriahospice.org.

Victoria Hospice investment funds are managed by the Victoria Foundation.