



VICTORIA
HOSPICE

ANNUAL
REPORT
2015/16



“I am so grateful for this time with my mom at Victoria Hospice.

I treasure this quiet, reflective time.

I have come to realize that all we really want as humans is connection and love.”

Katie and her mother, Elena,
Victoria Hospice patient in 2016





OUR VISION

Quality end-of-life care for all

OUR MISSION

To enhance the quality of life for those facing advancing illness, death and bereavement through skilled and compassionate care, education, research and advocacy

OUR VALUES

Respect

Commitment

Compassion

Collaboration

Integrity

Excellence

“You are connecting with people at a very important and intimate time of their life. You are dealing with their true selves, their essential being, and that’s part of the privilege and the reward of this work.”

Dr. Deb Braithwaite

Victoria Hospice palliative care physician

Victoria Hospice is a leader in providing compassionate, evidence-based palliative and hospice care to thousands of individuals and families in our community. Through our ongoing partnership with Island Health, supported by our many valued partners – including thousands of generous donors – we are able to fulfill our mission: to enhance the quality of life for those facing advancing illness, death and bereavement through skilled and compassionate care, education, research and advocacy.

YEAR IN REVIEW

This was a productive year of laying the groundwork for continued growth. Within these pages we highlight key figures and achievements during the 2015/16 fiscal year.

We had a record-breaking year in fundraising with nearly \$3.5 million in donations from the community. These funds enabled us to deliver specialized care to hundreds of patients and offer support to thousands of individuals following the death of a loved one. Our medical and clinical teams piloted a successful project in residential care consultations to support patients and loved ones on their journey through life-limiting illness, death and bereavement. The Education and Research department successfully launched new partnerships with the Northern Health Authority and Interior Health, forming a foundation for similar partnerships in the future with other health authorities.

To ensure we can maintain our service delivery support and foster top-tier accountability and transparency, we

conducted a comprehensive review of our policies and procedures, including an external review of our financial management capacity.

LOOKING AHEAD

We continue to work towards the five priority goals laid out in our 2015 – 2018 Strategic Plan and remain focussed on our first priority: to enhance care and system capacity. Our current space is no longer suitable for a modern health care facility and renovation is not an option. We are optimistic that in 2016/17 we will reach a decision on a new location for Victoria Hospice – established in consultation with Island Health and other partners – that is financially sustainable and better for care.

We are prepared for future growth and development and know that we must rely on our partners – be they donors, board members, volunteers, educational institutions or, most importantly, our patients and their families – to succeed.

Victoria Hospice Society Board of Directors



Rob Gareau
PRESIDENT



Brian Bolton
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Clark
Lawrence
TREASURER



Deedrie
Ballard



Dr. Eric
Charman
O.B.C.



Steve Clark



Eileen Harper



Tony Joe



Zahra
Rayani-Kanji



Tim Schober

Throughout these pages we shine a spotlight on a few of these stakeholders and hope you enjoy reading about them.

As always, we welcome your feedback. On behalf of our Board of Directors and the Leadership Team, we thank all of you for enabling us to provide progressive hospice palliative care services, education, research and advocacy to our community.

With gratitude,



Rob Gareau
President
Victoria Hospice Society Board of Directors



Mischelle vanThiel
Chief Executive Officer
Victoria Hospice

Victoria Hospice and Palliative Care Foundation Board of Directors



Mark
Appleton
PRESIDENT



Clark
Lawrence
TREASURER



Brian Bolton



Rob Gareau



Colin
Weavers

“Facing a life-limiting illness is daunting for anyone. At Island Health we know that dying, death and bereavement are an important part of life and we believe that quality end-of-life care affirms the value of life. When we come to the end of our lives, we hope for compassionate care and a peaceful death.”

“We are privileged to partner with an organization that brings compassion, comfort, dignity and support to individuals and families at a time when they need it the most. On behalf of Island Health, we thank the Victoria Hospice Society for making life better for scores of individuals and families by supporting them throughout and beyond their end-of-life journey.”



Dr. Brendan Carr
President & CEO
Island Health

About the Society and the Foundation

The Victoria Hospice Society determines annual funding priorities and ensures the organization’s mission and values are upheld.

The Victoria Hospice and Palliative Care Foundation stewards and manages endowment and investment funds, principally through the co-operative program with the Victoria Foundation.

A SON'S STORY

Shawn Steele's mother died in 2015. He explains how the continuum of care provided at Victoria Hospice comforted his mom and family and inspired them to give back.

My parents Cedric and Dorene Steele led a wonderful life together filled with equal measures of hard work (managing our family business, Prospect Lake Golf Course), volunteer community involvement and adventurous world travel. Through it all, mom always put her family and everyone else's needs ahead of her own.

In the early 2000s, mom bravely fought two rounds of cancer. Sadly, her third bout came in 2014 and this time it was inoperable. Mom's health deteriorated after the sudden death of my younger brother, Darren, in July 2015.

Not long after, my father and I learned about the palliative care services offered at Victoria Hospice. We toured the Inpatient Unit and on November 16, 2015, mom moved into Victoria Hospice.

When mom arrived she was immediately met with kindness. It was a genuinely caring environment. The doctors and nurses were always attentive to my mom's needs and many generous volunteers offered a variety of services – mom readily accepted offers of foot massages!

In early December, with help from the Victoria Hospice team, we arranged for a school choir to sing to mom in her room. The choir then visited other patients' rooms and returned later that month to sing joyful Christmas carols. This was a highlight for mom. Our family shared a great Christmas Day together – mom especially enjoyed watching her granddaughter Charlotte open presents in her room.

Three days later on December 28, mom passed away peacefully with her family by her side. That day we went to the rooftop garden and rang the Victoria Hospice Carillon Bell together. It was no surprise when more than 300 guests attended her celebration of life ceremony in January. Donations were made to Victoria Hospice in lieu of flowers.

My family and I received great care from the staff and volunteers when we visited Hospice and following mom's death through their bereavement services. My father and I met with a grief counsellor on a few occasions and were given useful resources to help us through the acute grieving period. We appreciate that the organization's caring extends to families and to members of the community.

I was surprised to learn that Victoria Hospice must raise over \$3 million annually to keep their array of important services available for people and families in need. Victoria Hospice will continue to be one of our charities of choice for our family's philanthropic giving and our family extends a big thank you to the donors for their generous support.



< *Shawn, Dorene and Cedric Steele*

FULL CARE CYCLE

Supporting Quality End-of-Life Care

Victoria Hospice Nurse Amber Aleksich has participated in the annual Cycle of Life Tour for several years. It's a two-day, nearly 200 km, cycling tour on Vancouver and Salt Spring Islands. She's one of many nurses, volunteers and staff members who go the extra mile to support end-of-life care for all.

Amber sees the direct impact that quality palliative care can have on patients and their families on a day-to-day basis. In fact, it was personal experience that led her to the role she is in now. Her mother's cancer diagnosis and subsequent eight-year journey through chemo, pain, and uncertainty motivated Amber to become a palliative care nurse. Ultimately, she was able to help provide care for her mother as she approached the end.

"Two and a half years after her death I continue to strive to make my mother proud," says Amber. "I now work at Victoria Hospice, and I'm excited to be part of a team of doctors, nurses, counsellors, and volunteers who support hundreds of patients like my mom (and their families) each year."

Amber participates in **Cycle of Life** because she knows the support makes a big difference. "We can't choose when someone close to us will need support in their end-of-life care, but we can ensure quality care for all those who find themselves in that position."



Spotlight on Board Member Zahra Rayani-Kanji



At Victoria Hospice we rely on many partners to thrive as an organization – partners that include a committed group of volunteer board members. We are grateful for the leadership of our board members who lend their time, energy and expertise to help advance our mission.

We spoke with board member Zahra Rayani-Kanji, a member since 2013, about her involvement with Victoria Hospice. Like all of our board members she leads a very full life so we asked: Why Victoria Hospice?

"As a community pharmacist, I work with patients who are terminal," says Zahra, an owner of the family-run Heart Pharmacy IDA group pharmacies. "Knowing that I volunteer for an organization that supports my patients and their families through these life transitions in a loving, caring and dignified way is extremely powerful."

Zahra, a busy mother of three young daughters with husband, Farhan, says personal experience has given her additional perspective. "I have lost family members to cancer and chronic diseases and in some instances the loved one spent their last moments alone in an acute care setting. Given these experiences, being involved with Victoria Hospice was an easy decision."

Zahra says,

"Our healthcare system tends to function in silos, but dying doesn't happen in only one place. The vision for Victoria Hospice is to provide quality end-of-life care for all. Partnerships allow us to leverage limited resources in clinical care, education, research, and bereavement counselling, to reach as many Victorians as possible whether in their home or in a healthcare facility."

A COMMITMENT TO CARE

CARE IS OUR CORE WORK

Our team of highly skilled physicians, nurses, counsellors, spiritual caregivers and volunteers provide quality end-of-life care for patients and their families.

CARE ON THE UNIT

Our inpatient unit on the 3rd floor of the Richmond Pavilion at the Royal Jubilee Hospital accommodates 17 patients.

494 patients were admitted to the unit this year.

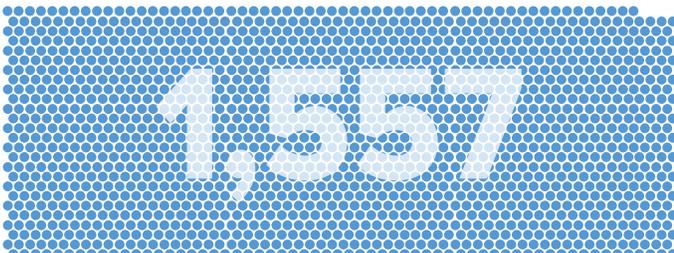
Seven beds are for acute care patients requiring complex palliative care. **Average length of stay in 2015/16 was 8 days.**

Nine beds are for long-term care patients. **Average length of stay in 2015/16 was 21 days.**

One bed is for respite care. **Average length of stay in 2015/16 was 8 days.**

CARE IN THE HOME

The Victoria Hospice Palliative Response Team (PRT) provides crisis intervention for patients and families in their homes. This includes 24-hour, on-call consultation and treatment by nurses and counsellors for symptoms that might otherwise require admission to the hospital, plus counselling through times of crisis.



Number of Palliative Response Team home visits this year

CARE IN THE COMMUNITY

Victoria Hospice palliative care specialist physicians also provide consultations for patients in hospitals and long-term care facilities.

Our physicians made 1,447 visits to homes, facilities and hospitals in 2015/16.

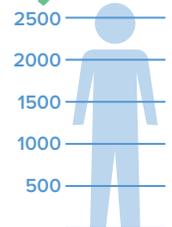
A CONTINUUM OF CARE

Our care for patients extends to their families and the broader community through our bereavement and grief counselling programs. We provide individual and group counselling, help with practical matters such as funeral arrangements, and non-denominational care prior to, and following, a death. Highly-trained bereavement volunteers provide check-in phone calls with families for up to one year following a death.

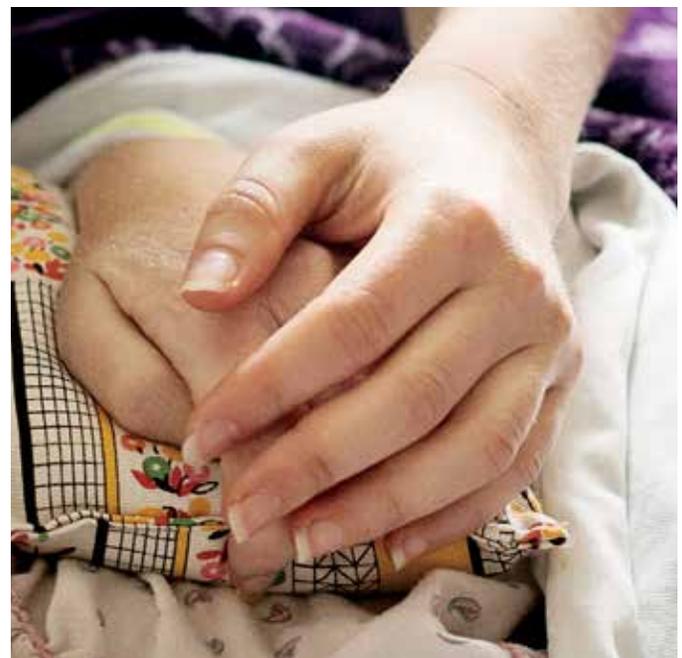
11,409

The number of phone consultations this year by Victoria Hospice physicians, nurses & counsellors to patients, families & health care professionals

2,745



The number of people Bereavement Services reached out to this year



2015/16 HIGHLIGHTS

- We continued to expand our palliative physician consultation service in the non-cancer illness patient population, specifically cardiology and nephrology.
- With the leadership of our Medical Director, Dr. Douglas McGregor, we expanded our collaboration with several Residential Care Facility Medical Directors and TORCH (*Towards Optimum Residential Care Health*) physicians, and participated in their training.
- A great deal of time throughout the year was spent in discussion around the issue of Medical Aid in Dying, which permeated all spheres of our work. We participated in public and in-house forums, as well as academic discussions on the topic in anticipation of the pending legislation.
- Clinical recruitment included nurse leadership (a clinical nurse leader), staff nurses (registered nurses and licensed practical nurses), a spiritual health coordinator, counsellors and physicians.
- Many clinical staff have become more involved in palliative care research and linking their clinical practice to research.
- Our Bereavement Services Team developed a training program for complicated grief treatment, becoming the first treatment centre for Complicated Grief in Canada.
- Our Bereavement Services Team launched Virtual Counselling to ensure that location is no longer a barrier to counselling. Telehealth appointments allow people to stay in the community where they live and receive highly specialized treatment for grief.
- Our psychosocial textbook, *Transitions*, was updated and the new edition will go to market in the Fall of 2016.



Sharing our Knowledge and Expertise in Palliative Care

Our reputation is built on solid clinical practice that is innovative and evidence-based. Resources developed by our team have been adopted throughout the hospice palliative care community across Vancouver Island, BC, Canada and even around the globe.

Victoria Hospice has provided student practicum opportunities for medical, nursing, counselling and other academic students from around the world pursuing palliative care practicum training.

Above left is Corinna, an undergraduate practicum student from the University of Victoria School of Nursing, with Hospice RN Berniece Delbrouck-Burton. We have affiliations with many educational institutions including the University of Calgary, Dalhousie University, University of Northern BC, Camosun College, and the City University of Seattle among others.

EDUCATION & RESEARCH

Victoria Hospice is a leader in delivering education and training to hundreds of individuals each year. Physicians, nurses, pharmacists, social workers and counsellors look to us to build skills in the field of palliative care, whether they are seeking a basic understanding or more advanced, complex knowledge.

We recognize that a broader sharing of expertise facilitates greater system-wide capacity to deliver quality end-of-life care across all settings. Therefore we continue to innovate and partner with other organizations to extend our reach and advance our mission.



2015/16 HIGHLIGHTS

- Our flagship Palliative Care Medical Intensive course partnering with the Northern Health Authority and Interior Health to provide educational opportunities for health care professionals in Northern and Interior BC was revised. *See facing page for more details.*
- Two Island Health Collaborative grants with the University of Victoria and a grant from the Canadian Music Therapy Trust Fund were received.
- We secured a grant from the University of British Columbia to develop palliative care online modules for medical students, a program led by our Medical Director, Dr. Douglas McGregor.
- We built a new partnership with Pallium Canada, a national organization focused on the development and dissemination of peer-reviewed education, resources and clinical tools for health care providers in palliative hospice care. Through this alignment we co-hosted a LEAP (Learning Essential Approaches to Palliative Care) training program.
- In partnership with the University of Victoria and the Palliative Outreach Resource, we co-hosted the “Equitable access in palliative care for structurally vulnerable people” workshop which attracted 60 attendees from the Greater Victoria area.
- We actively engaged in the development of a governance framework, new terms of reference and related documents for the establishment of PallEdBC (a community of practice linked to the BC Centre for Palliative Care).
- We introduced monthly Tea Time Teachings, a series of popular, practice-oriented, internal education workshops.
- We reviewed and reformatted our second annual Bucket List Festival from a one-day event to two half-day events.

Educating Caregivers Throughout BC

After much invigorating legwork – overcoming obstacles, strategizing and planning– we successfully launched a new partnership with the Northern Health Authority and Interior Health laying the groundwork for similar partnerships in the future with other health authorities.

These innovative partnerships enabled us to offer our Palliative Care Medical Intensive (PCMI) course to health care professionals in Northern BC and supported the planning for subsequently launching the course in the Interior. For more than 20 years we have offered PCMI in Victoria and Greater Vancouver, training hundreds of health care practitioners in end-of-life care. Now we are extending our reach.

In February and March 2016, we brought the PCMI course to fifteen sites in Northern BC using videoconference technology. The videoconferences constituted phase one of a two phase program that also includes an in person component in Prince George, BC. The course provided Northern Health professionals with skills to better manage the palliative care needs of their patients in a rural setting.

Developing capacity within this community was a collaborative learning experience for everyone involved. We will continue to expand our audience and provide more specialized training in palliative care.



Victoria Hospice staff in Prince George, B.C.
L–R: Caelin Rose (Community Psychosocial Counsellor),
Dr. Douglas McGregor (Medical Director),
Carolyn Wilkinson (Clinical Nurse Specialist),
Dr. Helena Daudt (Education & Research Director)

FEEDBACK FROM OUR LEARNERS

“I went back to work filled with ideas for our team to improve our palliative care program.”

“It has been a privilege to attend this course. I am grateful to everyone for bringing their work to the north!”

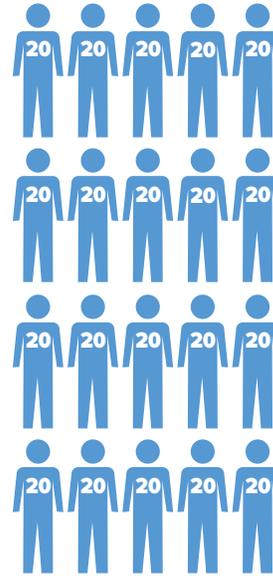
“The face-to-face learning was excellent. I also liked how the videocenference groups were broken up so we could connect with people from different specialties and communities. I appreciated the variety of presenters and use of local people. Thanks again for sharing your knowledge and experience.”

VOLUNTEERS

Volunteers play an essential role in the success of our programs and services. They are our highly valued and treasured ambassadors. Volunteers provide support to our clinical team on the unit and in the community, and at our many events throughout the year. On the unit, volunteers enhance and enrich our nurses' abilities to focus on their core work of providing quality palliative care.

We take great care in screening and training our volunteers during our intake periods every nine months. In September and October 2015 we had a successful intake of Unit and Community volunteers as well as Bedside Singers. Last year, we provided workshops for volunteers on such topics as Mindfulness & Resilience, The Cancer Journey, and Mealtime with Patients.

16,000
Number of volunteer hours contributed by
300
volunteers
in 2015/16



20 Victoria Hospice
volunteers have over
20 years of service each!



Volunteers provide comfort to our patients and their families in a variety of ways.





Each year beautiful quilts are donated by individuals and guilds such as Victoria Quilters' Guild and The Westshore Quilters' Guild.



7,000 hours of giving

In May 2015 a special Volunteer Appreciation Reception was held at Government House in honour of the 35th anniversary of Victoria Hospice. Eighty-seven-year-old volunteer Alastair MacIsaac received a special pin for completing 7,000 hours of volunteer service at Victoria Hospice.

Pictured above, from left to right: Mischelle vanThiel (Victoria Hospice CEO), Alastair MacIsaac (Victoria Hospice Volunteer), The Honourable Judith Guichon (Lieutenant Governor of BC)

Alastair MacIsaac is a retired soldier and was aide-de-camp for two different Lieutenant Governors General.

He has been a volunteer at Victoria Hospice for 21 years. He gravitated to hospice work as numerous friends and former colleagues became unwell and needed care. He was immediately taken by how well hospice patients were cared for, noting in particular the compassionate staff, the pain-free environment for patients, and the ability for them to retain some independence.

Alastair says of volunteering at Victoria Hospice,

“It can be very soul satisfying to sit at the bedside of a patient who feels afraid and to provide comfort.”



COMMUNITY SUPPORT & DONATIONS

Donations fund almost half of Victoria Hospice's annual operating costs.

Support from our generous donors is critical to our ongoing operations. Donations ensure patients receive expert palliative care at our hospice unit, or 24-hour support at home from our Palliative Response Team, and counselling services and support for families. Donors also support many of our education and research initiatives.



Every gift helps – no matter what size. Every gift matters.

We are encouraged that 2015/16 was another record-breaking year for fundraising. This remarkable accomplishment was made possible by thousands of committed and kind-hearted donors by way of mail appeals, fundraising events, individual giving, memorial gifts and estates.

In November 2015, Dr. Peter Houghton fulfilled a lifelong dream when he played on stage accompanied by an orchestra at the Live to Dream concert in partnership with the Civic Orchestra of Victoria and the Victoria Gilbert and Sullivan Society. The event raised \$35,000 for Victoria Hospice.

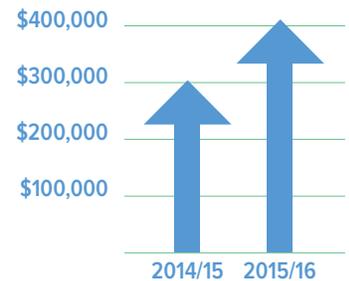


2015/16 HIGHLIGHTS

- Total funds raised: \$3,497,969
- Number of donors: 7,363
- Estates: Donors who left a gift in their will for Victoria Hospice accounted for more than 40% of donations received. **Estates contributed \$1.4 million in 2015/16.**
- We received the second largest gift from a living individual in our history: \$199,850 from an anonymous donor.

Strong community support for Victoria Hospice

Thank you to the many individuals and groups who host third party events to increase community awareness and raise money to support Victoria Hospice. All Victoria Hospice events raised a total of \$550,000 throughout the year.



Third party events set a new record in 2015/16, raising \$408,000, a big jump from last year's total.

Over the years a wide range of third party events have raised funds for Victoria Hospice – from loud rock concerts to quiet garden tours. Here is a pictorial array of some of the great events from 2015/16:

Thanks to a matching gift of \$53,000 from long-time donor Rudi Hoenson (see page 13), the 4th annual Hike for Hospice raised over \$100,000!



The 5th Annual Anneswer to Cancer soccer tournament scored another big goal on May 9 by raising over \$45,000!



The Jaguar Car Club has been supporting Victoria Hospice since 2011 through their annual car show, Jaguars on the Island.



Victoria Hospice was honoured to be the beneficiary of Gordy Dodd's 6th Annual Peace Walk.



Rudi Hoensen Compassionate Leader



In 2008, Rudi Hoensen lost his beloved wife Sylvia to cancer. She spent her last week at Victoria Hospice where the excellent care and pain management she received prompted Rudi to give back. He has been an unwavering supporter of Victoria Hospice ever since.

At 93 years young, Rudi's zest for life is astonishing given all that he has witnessed. In World War II he spent three-and-a-half years in captivity as a Dutch prisoner-of-war and was starved to the point of near death. Then in 1945, he witnessed – and survived – the Nagasaki atomic bomb. Remarkably, Rudi survived with his kind heart intact.

Now, 71 years later, his exuberance, strength and lack of bitterness are nothing short of inspiring. "I could sit around and mope but what good would that do?" asks Rudi. "What else is there to do but to stay positive?" He says talking to people on a daily basis is what keeps him young and upbeat. He likes to joke around and connect with others.

Rudi's sense of humour and civic duty are admirable. As a well-known philanthropist in Victoria he has given millions to local charities. As for Victoria Hospice, Rudi says while the service in hospital settings is excellent, Victoria Hospice is different:

"The contact with patients at Hospice is what sets it apart. It's less sterile, more dignified, more compassionate."

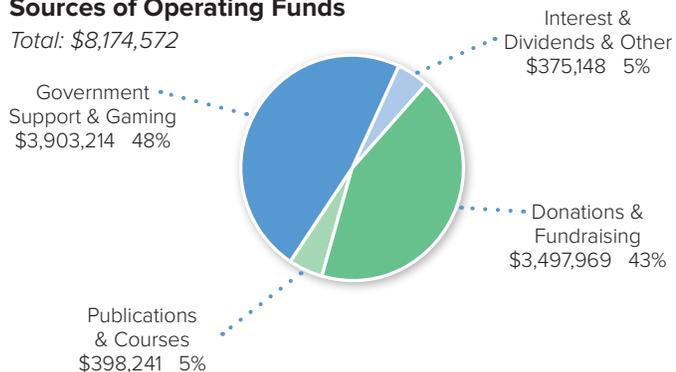
We thank you, Rudi, for your compassion and leadership as one of our most generous donors.

Statement of Combined Operations Fiscal Year ending March 31, 2016

Operating Revenues		Fiscal 2016	Fiscal 2015	Fiscal 2014
	Government Contracts	3,849,144	3,947,518	3,944,004
	Donations & Fundraising	3,497,969	3,252,179	4,104,918
	BC Gaming Commission	54,070	51,035	51,778
	Thrift Boutique (closed)	0	184,748	216,677
	Publications / Courses	398,241	392,038	333,784
	Interest & Dividends	292,451	220,983	154,853
	Other	82,697	71,127	13,592
		<u>8,174,572</u>	<u>8,119,629</u>	<u>8,819,606</u>
Operating Expenditures				
	In Patient Nursing	2,966,092	2,739,561	2,820,488
	Medical	789,101	758,295	755,148
	Counselling / Bereavement / Spiritual	841,438	924,718	913,968
	Community & PRT Nursing	866,347	875,367	931,492
	Volunteer Services	127,892	134,514	137,212
	Publications / Courses	231,646	250,316	228,964
	Education & Research Services	362,499	306,369	309,359
	Administration / Finance / Communications	765,860	949,255	724,213
	Donations & Fundraising	600,023	694,425	912,855
	Thrift Boutique (closed)	0	141,005	186,462
	Committees / Projects / Misc.	66,433	174,733	162,485
	Amortization	44,625	118,362	118,970
		<u>7,661,956</u>	<u>8,066,920</u>	<u>8,201,616</u>
Operating Surplus (Deficit)		<u>512,616</u>	<u>52,709</u>	<u>617,990</u>
Endowment & Investment Items				
	Donations to Endowments	0	0	0
	Endowment Fees & Valuation Gains (Losses)	(197,622)	210,555	336,662
	Investment Fees & Valuation Gains (Losses)	(223,285)	226,451	283,875
		<u>(420,907)</u>	<u>437,006</u>	<u>620,537</u>
Change in Net Assets		<u>91,709</u>	<u>489,715</u>	<u>1,238,527</u>

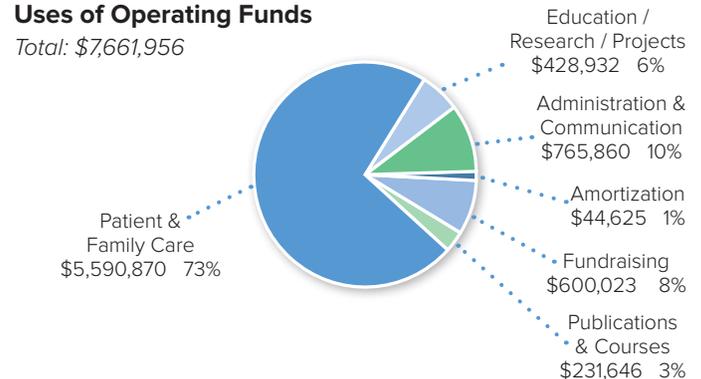
Sources of Operating Funds

Total: \$8,174,572



Uses of Operating Funds

Total: \$7,661,956



Statement of Combined Financial Position Fiscal Year ending March 31, 2016

Assets	Fiscal 2016	Fiscal 2015	Fiscal 2014
Cash & Prepaids	303,031	990,238	1,132,820
Accounts Receivable	48,314	167,903	145,700
Publications Inventory	7,912	12,567	11,866
Endowment Funds	2,969,319	3,139,965	2,919,315
Investment & Insurance Funds	4,463,401	3,501,614	3,219,520
Equipment & Building	190,650	142,011	156,299
Irrevocable Trust Receivable	178,934	178,934	178,934
	<u>8,161,561</u>	<u>8,133,232</u>	<u>7,764,454</u>
Liabilities			
Payable to Vancouver Island Health Authority	309,627	236,522	269,310
Accounts Payable & Accrued Liabilities	335,026	423,874	368,349
Deferred Revenues	297,676	355,228	477,110
	<u>942,329</u>	<u>1,015,624</u>	<u>1,114,769</u>
Equity			
Invested in Capital Assets	190,650	142,011	156,299
Endowment Fund Balances (restricted)	2,969,319	3,139,965	2,919,315
Operating Fund Balances (unrestricted)	4,059,263	3,835,632	3,574,071
	<u>7,219,232</u>	<u>7,117,608</u>	<u>6,649,685</u>
	<u>8,161,561</u>	<u>8,133,232</u>	<u>7,764,454</u>

TREASURER'S REPORT

The 2015/2016 fiscal year was quite positive for Victoria Hospice. The Society and Palliative Care Foundation Statement of Combined Operations shows an Operating Surplus of \$512,616 for the year, driven by an increase in revenues from donations and fundraising and effective cost control by management as total operating expenditures were \$113,826 under budget.

Despite investment market performance that resulted in valuation losses on investment and endowment funds, which reduced the overall combined surplus to \$91,709, the Society and Palliative Care Foundation were in a strong combined financial position to conclude the year. This is in stark contrast to a combined budgeted deficit for the year of -\$162,451.

Also during the year, our Society Finance Committee led the development and adoption of an Operating Reserves policy "to provide reserve funds to protect against potential future operating deficits".

The annual external audits of both the Society and Palliative

Care Foundation produced unqualified audit reports and confirmed there are no concerns with financial reporting, misstatements, or internal control deficiencies. (Copies of the reserves policy and audited financials are available upon request.)

The start of the 2016/2017 fiscal year has continued on a positive trend. We commenced a new three-year Service Agreement with VIHA, retroactive to April 1, 2016, at an annual amount of \$3,994,352, a \$767,000 or 24% increase from previous funding levels. We also received the two largest gifts in our history, \$1.4 million from the estate of Judy Kedwell and \$2.4 million from the estate of Lloyd Barrett.



Sincerely,

Clark Lawrence, BCom, CPA, CA
Board Director & Treasurer
Victoria Hospice

“My mom was not afraid to be herself. She always told the truth, even if it hurt to hear it sometimes. This is the most important lesson I learned from her: to live life with honesty and integrity.”

Katie and her mother, Elena,
Victoria Hospice patient in 2016



**VICTORIA
HOSPICE**

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RICHMOND PAVILION
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VICTORIA BC V8R 1J8

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www.victoriahospice.org

Charitable Registration Number
11928 4230 RR001