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The Hospice of Windsor & Essex County

Founded in 1979 and situated on 4.7 acres of land, The Hospice of Windsor and Essex County is the largest community-based palliative care facility in Canada. To date, our innovative programs and services have supported and educated more than 34,000 people. Patients, families and caregivers are offered peace, comfort and encouragement to pursue opportunities for personal growth and wellness during a challenging time in their lives. Our full range of services include: counseling, support groups, Therapeutic Touch and Radiant Touch, transportation, education, home visits and art therapy.

For the past 35 years, through the generous support of donors and funders, people across Windsor and Essex County have had access to the first ever hospice village in Canada- featuring a Wellness Centre, Pain and Symptom Management Clinic located in the Transition to Betterness house, an eight bed Residential Home and the Solcz Family Home for Children and Family Programs. Thanks to the continued support of our community we are able to provide these programs and services at no cost.

Mission
To support, educate and empower those who are affected by or caring for a person with a life-altering diagnosis in order to achieve their desired quality of life.

Vision
An oasis of peace, comfort and trust supporting the whole person with respect, compassion and empathy.

Values
- To be true to our roots, hospitable, accepting and welcoming.
- To respond to our patients’ and family members’ needs.
- To provide highest quality of service and promote a culture of patients’ safety.
- To regard patients and families foremost.
- To be non-judgmental, flexible, open-minded and trustworthy.
- To ensure stewardship through good governance.
- To promote partnerships which enhance service delivery.
- To collaborate, coordinate, communicate and be consistent.
- To be a leader in research, innovation and education.
- To value staff, volunteers, partners and donors.
A Message from the Chair of the Board

Dan Amicone

The past year has been an exciting time for The Hospice of Windsor and Essex County. Beginning in 2014, we are celebrating our thirty-fifth anniversary of community service and it has been a year of celebrations and accomplishments. We have expanded the scope of our services to patients and families with the kick-off of the capital campaign for a new 10-bed Hospice Residential Home in Leamington, to be called the Erie Shores Campus. In addition to providing much needed residential palliative care beds, this new facility also brings supportive care closer to home for more than 40% of the patients who use our current programs and services. It has been my privilege to help the Hospice by designing the new home, modeled on my firm’s designs for the existing Residential Home, and to be a part of such a milestone development.

The excitement about the new Residential Home is infectious and serves to remind me of the true mission of this agency: to support, educate and empower all those who are affected by or caring for a person with a life-altering diagnosis. I see this mission in action every time I visit the Hospice, whether it’s for Board meetings or community events. The passion of the volunteers and staff is reflected in the care they provide for our friends, neighbours and family each and every day. I continually see the energy and vision that has followed the Hospice over thirty-five years of development; our Hospice team brings together a group of people who care deeply for patients and their families.

During this year, I have seen so many opportunities to celebrate with the Hospice. We have strengthened community partnerships with leaders such as CCAC, VON Canada, Bayshore Home Health, Transition to Betterness (T2B), the Unifor Locals, Green Shield Canada, the Ontario Trillium Foundation, St. Clair College, the University of Windsor, the Erie St. Clair LHIN, the Ministry of Health, LDMH, WRH, HDGH, local long term care facilities and many other local community partners. We are also looking to the future with new opportunities to partner with local agencies and continue to be a leader in hospice palliative care on a national level. It was also my distinct pleasure to kick off the first annual Hospice conference this year and opening the day by introducing our guest speaker. We were very honoured to have so many loyal community supporters and to be able to offer educational programming in palliative care excellence.

At this time, I would like to take a moment and thank my fellow Hospice Board members for their outstanding dedication to this organization. It is a special group of committed individuals who make our work a possibility. I must also thank Carol Derbyshire for her continued leadership and excellent management of the agency. Together, we have helped to guide the agency along the Strategic Directions and ensure compassionate care remains accessible within the community. Finally, I would like to welcome Dr. Mary Broga as Chair of the Board for the 2014/2015 fiscal year. She has made outstanding contributions as a member of the Board, and I know she will lend her expertise to lead us boldly into the future.

It has been a privilege to serve as Chair of the Board for my final year, and I look forward to my continued service to the agency.

Sincerely,

Dan Amicone
Chair, Board of Directors
A Message from the Executive Director
Carol Derbyshire

For the last 35 years, the Hospice has provided a beacon of hope to our family, friends and neighbours in the community who have been affected by a life-altering diagnosis. It is my honour and privilege to lead an organization that has been able to make such a positive impact for patients and families throughout the region. I am especially proud to reflect upon how far we have come in this thirty-fifth anniversary year, which also marks the end of our five year strategic plan for 2009-2014.

Based on the strategic directions developed by the Board of Directors, I have been working with my executive team to address six key areas for growth and development as an agency, that I am pleased to report on below. The past five years have demonstrated the Hospice’s ongoing commitment to putting patients and families first. I hope that you will share in our excitement on the great strides that the agency has taken.

**Strategic Direction 1: Foster regional integration by developing strategic alliances with community partners.**

This strategic direction has been an important goal for our Hospice as we have forged relationships with community partners such as Bayshore Home Health, Community Care Access Centre (CCAC), VON Canada and other local health care agencies. We have established social work contracts with CCAC and VON, which are busier than ever, serving patients and families in the community as well as providing chronic pain management clinics. Our Centre of Excellence was established in 2012 and in the past year alone, we have provided continuing education to professionals and volunteers in more than 54 education sessions with 1,200 attendees. In June 2014, we hosted our first annual conference, bringing together community health leaders across disciplines to discuss interprofessional cooperation in our organizations. We are also hosting a series of long term care workshops, training health care champions and equipping them with the skills to help palliative patients in long term care facilities.

**Strategic Direction 2: Identify the Hospice’s role throughout life’s journey.**

In order to clarify our mission and mandate to the community and our partners, the Hospice is currently completing an easy to understand Model of Care that accounts for our clinical and program components in the Hospice Village, in the community and with our partners. The Model of Care also helps to highlight our relationships with Hospice Palliative Care Ontario and the Ministry of Health. In addition, we have updated all of our Hospice literature, creating a single brochure that is easy to understand and provides patients, families, visitors and community partners a comprehensive overview of the programs and services offered by the Hospice.

**Strategic Direction 3: Strengthen the foundation of Hospice’s financial and human resources.**

Responding to the strategic directions set by the Board of Directors, the Hospice has made several important strides towards securing our financial and human resources. The Community Engagement and Advancement Department has worked closely with the committee to streamline Hospice signature events, annual campaigns and donor outreach, ensuring financial viability for Hospice’s endeavours. In addition, we have created a process for review of third party events and procedures to assist families or volunteer groups who wish to host an event on the Hospice’s behalf.
Sustainable sources of funding have also been expanded to include grant funding with partners such as the Ontario Trillium Foundation, Green Shield Canada, Transition to Betterness, CIBC, Windsor Family Credit Union and many more. I am happy to announce that the Hospice successfully received special funding through the Erie St. Clair LHIN and several restricted private donations to complete many outstanding capital projects throughout the village, including new beds and patient chairs for the Residential Home and office furniture for the Community Engagement and Advancement, Finance and Volunteer departments. Equally exciting is the establishment of the Hospice for Life Foundation, which currently holds a $3 million endowment. Interest revenues from the endowment funds support capital projects, research projects and operational expenses for the agency, ensuring our sustainability into the future.

Looking to our human resources, we have completed a major recruitment drive, training volunteers as team leaders and captains, bringing our total complement of volunteers up to a massive 667! We are very proud to have once again achieved Level II Accreditation through Hospice Palliative Care Ontario for our volunteer training program. At this time, I would like to take an opportunity to thank Gordon Moore, who faithfully served the Hospice as a Board member, Chair of the Board and then Director of Finance until his retirement in March of this year. We welcome Paul Boyes to the Hospice team as Director of Corporate Services.

**Strategic Direction 4: Strive to provide excellent and safe services for patients and families.**

The Hospice’s mission is to support, educate and empower our patients and families, therefore, our first concern is always providing innovative programs and services that address the needs of the community. We have begun the process of applying for accreditation through the Commission on Accreditation of Rehabilitation Facilities (CARF), which will showcase our standards of excellence in the Hospice Village and the community. We have contracted a team lead for this project through grant funding, and are developing a work plan for the agency with the goal of applying for three-year accreditation in December 2014.

Our commitment to our patients also includes ensuring safety and security in all of our services. We have established a Quality Management Committee who regularly reviews the targets established for each department quarterly, ensuring oversight and accountability. In addition, we have conducted audits in risk management, privacy and confidentiality and health and safety training, all strides that have improved the quality and consistency of services that we offer to our patients and families.

**Strategic Direction 5: Respond to requests for expanded programs.**

For the past thirty-five years, the Hospice has been funded by the community and responsive to the needs of our friends and neighbours. Over the past five years in review, we have expanded our programs and services in a variety of ways. Our Wellness Centre offers 47 day programs and services ranging from exercise classes, to art therapy and support groups. We have collaborated with St. Clair College to offer enhanced training for caregivers and we have modified and added to our existing library resources with an increasing number of journal articles, book lists and electronic distribution. Our librarian, Anna Henshaw has also written a book on how to organize a small hospice resource library.

Most significantly, the Hospice is proud to announce Canada’s very first satellite residential home will be built in Leamington as the Hospice Residential Home Erie Shores Campus. The new ten-bed facility will offer the region more palliative care beds and be modeled on the existing Residential Home in the Hospice Village. This project came to fruition after a group of community members in Essex County approached the Hospice to run a satellite facility, with funding support from both the LHIN and the Leamington District Memorial Hospital Foundation.
We launched the capital campaign for the Erie Shores Campus on June 5, 2014 and hope to have the doors open in January 2015. This new location will be a blessing for families throughout Essex County, since recent statistics show that more than 40% of our current patients are travelling in from surrounding communities in the county. In the interim, we will continue to offer home-based palliative care with our physicians, nurses, social workers, spiritual care providers and our outstanding volunteers.

**Strategic Direction 6: Communicate the Hospice’s culture.**

For many people in the community, the Hospice is synonymous with end-of-life care. However, our mission is to support, educate and empower all those affected by a life-altering diagnosis from the time of pre-diagnosis through bereavement. This means that our programs and services are available to patients and their families as they journey through a variety of diagnoses including cancer, heart disease, COPD, multiple sclerosis, ALS, etc. It is our ongoing goal to communicate the scope of services available to the community through a variety of methods. In the past five years, we have redeveloped all of our marketing materials creating a consistent brand and community message, redesigned our website to showcase our patients, families, volunteers and provide easy navigation of all Hospice departments and information, increased the distribution of our informational newsletters to 30,000 copies per year and also launched a three-year awareness campaign from 2014-2016. We continue to form partnerships with local media outlets such as AM800 to share our messaging and we are also using social media to share interesting facts about our programs and services, history and ways to become involved with the Hospice.

I would like to conclude by thanking our volunteers who step forward for us day after day to help with every aspect of our organization. Currently we have 667 active volunteers and we are in the process of training more than 130 new volunteers for the Erie Shores Campus. I can say honestly that we would not be able to continue to serve our patients and families without your tireless dedication serving on Boards, assisting with administration and events, providing programs and services and keeping our Hospice Residential Home beautiful and welcoming. Our community partners are also a huge factor in our successes. Thank you for all that you do! I would like to thank my staff also for the wonderful work you do on a daily basis. You are the faces out in the community representing Hospice and serving the needs of our patients and families. Finally, my gratitude goes to the outstanding professionals who serve on the Boards of Directors of the Hospice and The Hospice for Life Foundation. Your tireless work and your love of this agency continually amazes me.

Thank you for the privilege of serving as Executive Director and I look forward to another wonderful year.

Sincerely,

Carol Derbyshire
Executive Director
Strategic Objectives

“Our values directly influence our holistic, integrated approach to patients and their families.”

Sustainability & Accountability
- Foster regional integration by developing strategic alliances with community partners
- Strengthen the foundation of Hospice’s human and financial resources (staff, volunteers and donors)

Quality of Patient Care
- To provide excellent and safe services for patients and families

Research, Education & Communications
- Communicate Hospice’s Responsive Holistic culture internally and externally
- Identify Hospice’s role throughout life’s journey
- Respond to requests for expanded programs

Values of The Hospice of Windsor and Essex County
- To value good stewardship and strong partnerships
- To collaborate, coordinate, communicate and be consistent
- To recognize the value of volunteers
- To be true to our roots: hospitable, accepting and welcoming, responding to the needs of all who contact The Hospice
- To respond to our patients’ and family members’ needs respecting their gender, age, race, culture, religion, creed or sexual orientation and identification
- To provide the highest quality of service
- To always place the needs of patients and families first
- To be non-judgmental, flexible, open-minded and trustworthy
- To be a leader in research, innovation and education
- To encourage the personal and professional development of our staff
Hospice Board of Directors Meeting Agenda

The Hospice of Windsor and Essex County, Inc.
Annual General Meeting
Thursday, June 26, 2014
6:00 p.m.

Agenda

Call to Order                       Dan Amicone
Welcome                       Dan Amicone
Minutes of the Annual Meeting- June 25, 2013            (Motion)
Ratification of Acts                   (Motion)
Audited Financial Report for the year ending March 31, 2014             (Motion)
Appointment of Auditors                  (Motion)
Consideration of the Report of the Ad Hoc Nominating Committee       (Motion)
Empowerment of Board of Directors to conduct the Business of the Year           (Motion)
Introduction of the 2014-2015 Board of Directors                 Dan Amicone
Chair’s Remarks                     Dan Amicone
Incoming Chair’s Remarks                  Dr. Mary Broga
Executive Director’s Remarks             Carol Derbyshire
Guest Speaker                        Nancy Meyers
Adjournment                    (Motion)
35 Years of Hospice: A Retrospective

Hospice funded by people of area

The Hospice: Compassion and Caring

‘You can always go to Hospice’

Today, Hospice ‘an integral part of health care’
Our History

The Hospice of Windsor and Essex County began as a small, grassroots community movement led by Canon Paul Chidwick in 1979 and has since become the oldest and largest community-based hospice in Canada.

In our 35 years of service, The Hospice of Windsor and Essex County has grown exponentially in size and services offered. The following timeline provides a comprehensive look at milestone events in our agency’s history.

- **1979** - The Hospice is established in the former Nurses’ Residence at the old Metropolitan Hospital as a volunteer organization.
- **1980** - The Patient Care Volunteer Training Program is established and designed to provide services including friendly visits, emotional support and listening presence for patients, families and caregivers in the hospital setting.
- **1989** - A satellite office is set up in Leamington District Memorial Hospital.
- **1991** - The Hospice moves to a new location at 6038 Empress Street, in St. Vincent de Paul Elementary School.
- **1992** - The concept of “day hospice” is recognized.
- **1997** - The Hospice purchases St. Vincent de Paul school and the surrounding property.
- **1998** - In recognition of county-wide services, The Hospice officially becomes “The Hospice of Windsor and Essex County Inc.”
- **1999** - The Hospice hires Dr. Charmaine Jones, the first full-time palliative care physician in Windsor-Essex.
- **2000** - Construction begins in March on restructuring and redeveloping Hospice facilities.
- **2002** - The new Wellness and Education Centre opens, offering a variety of supportive care programs and services at no cost to patients, their families and caregivers.
- **2003** - The Pain and Symptom Management Clinic opens, providing a home-like setting for visits with palliative care physicians and increased opportunities to access complimentary care services.
- **2007** - The eight bed Hospice Residential Home opens. The state-of-the-art facility allows for patients to stay in a home-like care setting as opposed to the hospital. As well, the Solcz Family Home for Children and Family Programs opens and is officially dedicated. It provides a welcoming space for programs designed to help children and youth cope with the life-altering diagnosis of a loved one.
- **2010** - The Children’s Garden is constructed adjacent to the Solcz Family Home. The garden is made possible by Carl and Elaine Cohen, in memory of Carl’s parents, Charles and Ethel Cohen.
- **2011** - April’s Garden Conservatory opens. A 650-square foot open-concept living area, built in memory April MacKinnon by Ron and Noella Truant. In November of 2011, our Solidarity Gardens opened. A place of peace and tranquility for patients and families, it was made possible by the generous support of CAW Locals 200 and 444.
- **2014** - It is announced that approval has been given for a satellite residential home to be built in the Erie Shores community. The 10-bed residence received funding support from County Council and will bring closer-to-home Hospice care to the 40 per cent of Hospice patients who live in Essex County.

Hospice Quick Facts

The Community Engagement & Advancement department was chosen to present at this year’s Hospice Palliative Care Ontario conference.

Hospice provides over 6,500 rides per year for those who require help getting to and from appointments or our wellness programs.

The Volunteer Services team has Level 2 accreditation status with the Hospice Palliative Care Association of Ontario.

The Children’s House was the result of a gift from the Cardella family. Vince & Dianne Cardella donated the house, moving it from its original location on Riverside Drive to the Hospice Village.

Hospice offers more than 47 wellness programs at no cost to patients and their families at any stage of diagnosis.
The Hospice of Windsor and Essex County Staff

Executive Office

Carol Derbyshire, Executive Director
Lina Sabatini, Executive Assistant

Executive Consultants

Penny Craig
Sandra Kroh

Centre of Excellence

Steve Brennan, Director
Marina Gasic, Education Coordinator
Jean Gellner, Librarian
Anna Henshaw, Librarian
Lisa Paolatto, Special Projects Coordinator
Bonnie Storey, Quality Management Coordinator

Community Engagement and Advancement

Fr. Matthew Durham, csb, Director
Dr. James Henderson, Consultant
Dana Hyde, Donor Relations & Stewardship Specialist
Hana Irving, Operations Manager
Laura Lemmon, Community Engagement & Events Specialist
John McKibbon Jr., Consultant

Corporate Services

Paul Boyes, Director
Karen Gerard, Receptionist
Diane Hodgson, Accounting and Human Resources Manager
Linda Ingersoll, Receptionist
Patrick Metivier, Maintenance/Security
Irene Mielnik, Coordinator of the Lottery Booth
Harold Neice, Maintenance Manager
Stephanie Postma, Technology Administrator

Dale Ross, Finance Administrator
Michelle Scott, Administrative Assistant
Judy Thompson, Finance Administrator

Patient and Family Services

Joseph Perry, Director
Suzanne Acton, Nurse Educator
Anna Amicarelli, Coordinator of Volunteers
Michael Bennett, Social Worker
Samantha Bondy, Administrative Assistant
Dr. Sheri Bergeron, Palliative Physician
Elaine Blain, Coordinator of Volunteers
Stefan Branov, Social Worker
Erica Briffa, Nurse Educator
Dr. Darren Cargill, Palliative Physician
Karen Dingle, Administrative Assistant
Ashley Edwards, Coordinator of Volunteers
Janet Elder, Palliative Liaison Coordinator
Cathryn Ellis, Nurse Educator
Dr. James Gall, Palliative Physician
Christine Gross, Coordinator of Complementary Care
Kristi Holmes-Soucie, Coordinator of Volunteers
Alexandra Katzenberger, Social Worker
Heather MacKenzie, Nurse Educator
Susan MacTaggart, Manager of Volunteer Services
Janice Moroun, Coordinator of Volunteer Services for the Residential Home
Cheri Paterson, Nurse Educator
Dawn Pears, Coordinator of the Residential Home
Karen Ross, Nurse Educator
Linda Sabatini, Service Coordinator
Rev. Paul Sharrow, Spiritual Care Services
Francoise Stanutz, Palliative Care Coordinator
Bonnie Storey, Clinical Administrative Assistant
Cindy Tayles, Coordinator of Volunteers
Brianne Thompson, Social Worker
Marie Wood, Assistant Coordinator of the Residential Home
The Hospice Announces First Satellite Location

The Hospice of Windsor & Essex County Inc. is excited to announce the first satellite hospice location to be built in Canada. Currently in the planning stages, the new ten bed Hospice Residential Home will be located on the shores of Erie and will provide an oasis of peace for patients and families who reside in the county.

For thirty-five years, the Hospice has tried to respond to the needs of the community, no matter how large or small. The satellite Hospice will be built with the same philosophy in mind. Currently, more than 40% of patients who stay in the Residential Home at the Windsor campus are residents of the county. Each day, family and friends make long journeys into the city to visit patients – something that can be addressed by the new home which will be located near Leamington District Memorial Hospital, keeping families and communities together.

“It is amazing how this satellite location has become a reality. When we were first approached by Essex County to build another Residential Home, we knew it would not be an exact replica of the Windsor model. We are so very excited to create a home that reflects the needs, cultures and diverse community of Erie Shores,” says Carol Derbyshire, Executive Director of the Hospice.

The satellite Hospice Residential Home will have individual patient suites, including a patient bed, pull out double couch, fireplace, television, large private washroom, bar fridge and a private outdoor patio. The primary goal in designing a residential home is to recreate a homelike environment, allowing patients to bring in personal mementos, share memories with their family members, and join the Hospice family, which includes volunteers who provide respite services and fresh home cooked meals each day.

During the planning and construction phase, the Hospice continues to provide supportive services throughout Essex County with at home care by palliative physicians, nurse educators, social workers, spiritual care providers and volunteers.
County Council Pledges $2 Million Toward Erie Shores Hospice

Windsor Star
Apr. 16, 2014
By Monica Wolfson

County council committed $2 million over 10 years Wednesday to help pay for a $6-million satellite hospice facility in Leamington.

“This is an absolute necessity,” Tecumseh Mayor Gary McNamara said.

The Erie Shores satellite campus of the Hospice of Windsor and Essex County would be located across the street from Leamington Memorial Hospital on nine acres of land donated by the Amicone family.

The proposal calls for the construction of a 10-bed residential facility much like Windsor’s operation, hospice executive director Carol Derbyshire said. She pointed out that 40 per cent of the 1,723 new referrals to hospice in Windsor last year were county residents.

The Local Health Integration Network has agreed to pay for nursing and personal care workers, but the community has to pay and construct the facility, Derbyshire said. A hospice operation needs 100 volunteers and during a recruitment event, 175 people came to pledge support, she said.

Co-chair of the capital campaign, Cole Cacciavillani, said the shovel will go in the ground in July and will start taking patients in December.

Without soliciting any money yet, project organizers have already raised $1 million. Officials requested $200,000 a year for 10 years from the county with the first payment in 2014.

Blackburn Radio News
June 9, 2014
By Mike Vlasveld

There’s still lots of work to be done before Leamington’s new hospice opens its doors. Executive Director at the Hospice of Windsor and Essex County Carol Derbyshire says they’re setting up what the facility will look like in terms of staffing, from nurses to support workers and the like.

“We will be hiring social work, and pastoral care. We will be working with the docs out here. Our physicians from Windsor will come out and be working with them and recruiting some of the docs to help us out.”

Derbyshire says there will be eight full-time staff at the 10-bed hospice, along with about a hundred volunteers. A recent volunteer recruitment night saw 178 people turn out. Derbyshire says they’ll be holding volunteer training sessions for about eight weeks, starting three weeks from now, and again in the fall.

The Leamington hospice is expected to open in January of 2015.
Standing and Sub-Committee Reports for 2013-2014

Building and Property Management Committee

Goals and Objectives
• To work toward and in consultation with the landscape architect to create, complete and maintain the landscape projects situated at The Hospice.
• To maintain and monitor a capital (multi-year) maintenance plan for the period of 1 to 25 years. The capital fund includes annual, upfront and combined expenses to cover costs, etc. for timelines as to requirements/upkeep.

Report submitted by Dan McCulloch
Like the rest of Hospice, things were busy and eventful on the building side of things this past year. Highlights include the creation of the Healing Gardens project surrounding the Hospice Residential Home, with thanks to the Chlumecky family for their generous donation, which made these gardens possible. We also completed re-surfacing of the Hospice parking lot with new parking lines added and the Hospice Auditorium was refurbished with new paint and furniture.

We are happy to report the completion of building maintenance and capital projects as per the twenty-five year plan for this fiscal year. We have also added air-conditioning to the Energy Room and the Nurse’s station in the Hospice Residential Home and selected agency air-conditioning units. Finally, initial plans for Welcome Gardens to the Hospice Village were created.

A special thanks to the Building and Property Management Committee members (Dan Amicone, Tony Aversa, Garry Moore, Bill McPhedran, Ron Truant and Steven White, consultants) for their hard work and dedication.

Building & Property Management Committee Membership

Dan Amicone
Tony Aversa
Bill McPhedran
Garry Moore
Ron Truant (consultant)
Steven White (consultant)
Standing and Sub-Committee Reports for 2013-2014

Finance/Administration Committee
Goals and Objectives
• To continue and ensure a balanced global budget by year end.
• To continue to work towards sustainable funding sources like Ministry of Health, local ministry initiatives and foundations/grants.

Report submitted by John Blanken
The Finance Committee worked hard to ensure a balanced budget for fiscal 2014. We are pleased to welcome the new Director of Corporate Services, Paul Boyes to our team, who replaced Gord Moore in March 2014, following his retirement. I am very happy to report that as of year end, we have a balanced budget, thank you for the efforts of the Committee and the Hospice team who increased fundraising and donations in the 2013/2014 year. We are once again working with our new auditors, BDO on annual audits for the Hospice and The Hospice for Life Foundation.

Personally, I would like to thank the committee, along with Gord Moore for his outstanding management of the Hospice finances. We wish him all the best in his retirement.

Finance/Administration Committee Membership

John Blanken (treasurer)
Terry Shields
Steve Truant
Jerry Udell
Personnel Committee
Goals and Objectives
• To continue to review non-financial benefits to help boost staff morale.
• To continue to maintain a benefit package to ensure that staff have the most comprehensive package keeping in line with other community health care providers.

Report submitted by Christine Davison
The Hospice of Windsor and Essex County Inc. has always valued the tireless service of our staff. The women and men who dedicate their professional careers to serving the patients and families here at Hospice are our ambassadors in the community and we very much appreciate their diligent work. As a result, we are dedicated to supporting our employees along their life’s journey.

In the last year, the Personnel Committee worked closely with Hospice staff to redevelop the benefits package for staff, decreasing co-pay amounts on the drug portion of the plan. Thank you to everyone who helped to participate on the Committee this year, your input has been invaluable.

Personnel Committee Membership

Brian Bildfell
Dr. Mary Broga
Christine Davison
Veronique Mandal

*Appointed Hospice staff members
Standing and Sub-Committee Reports for 2013-2014

Marketing/Communications Committee

Goals and Objectives
- To increase the membership of the committee to include members of the marketing committee and volunteers in the community who have expressed interest.

Report submitted by Veronique Mandal
This has been a very exciting year for the Marketing and Communications Committee. We have addressed our strategic goal for the year by welcoming two new members, Mrs. Marion Fantetti and Mrs. Christina Calleja-Falconer. Both new members bring a wealth of personal and professional experience, which has been an asset to this team.

We continue to address our strategic directions for the agency, streamlining Hospice marketing and communications materials, with a particular focus on educating the community about the full scope of Hospice services, available from the time of pre-diagnosis through bereavement. With that goal in mind during our thirty-fifth year of anniversary celebrations, the Committee has developed both a Communication Plan and an Awareness campaign, to solidify a strong brand identity and share Hospice’s mission.

A major focus of our campaign has been using social media tools to engage new donors and multi-generational age groups with interesting facts about the Hospice, as well as sending our newsletters with each agency mailing. In the past year alone, more than 30,000 copies of the newsletter have been distributed to donors, patients, volunteers and community partners. The newsletters showcase the achievements of the agency and staff, helping to connect the community to Hospice. We have also updated the Hospice branding manual to reflect branding standards for the entire agency, outlining acceptable uses for the Hospice logos in print, media and on the web, including a specific third-party event logo and a logo for the new Erie Shores Campus Hospice Residential Home.

Looking forward to next year, I anticipate more strides in promoting the agency mission and mandate throughout the community. This is particularly important with the launch of the new Erie Shores Campus and the expansion of Hospice wellness programming.

Thank you to each of the members who serve on this Committee for their dedication, wisdom and assistance throughout the year. We have very exciting things ahead.

Marketing/Communications Committee Membership

Christina Calleja-Falconer
Marion Fantetti
Jose Guzman
Michellyne Mancini
Veronique Mandal (chair)
Lori Newton

*Appointed Hospice staff members
Community Engagement & Advancement Committee
Goals and Objectives
- To create and maintain a more systematic and strategic direct mail (donor base) approach toward a more sustainable funding base.
- To identify and enhance 8 to 10 Hospice “signature” events and set in motion efforts to significantly increase revenue(s) for each event identified. To work in tandem with the Finance Committee.

Report submitted by Irene Schiller
The 2013/2014 year was the first year of formal operations for the recreated Community Engagement & Advancement Committee. We are very excited to report that this has been an excellent year for the Community Engagement & Advancement department, as they worked to align fundraising with the strategic goals of the agency.
We have streamlined Hospice events, created a review process for third-party events, including procedures for assisting third party committees with their fundraising efforts, ensured outstanding donor stewardship with the implementation of donor matrices, and collaborated with volunteers and events committees with great success.

We have increasingly engaged new community partners to find sustainable sources of funding, and as the Chair, I am proud to report that the agency secured more than $100,000 in grants funding from community partners such as the Ontario Trillium Foundation, Green Shield Canada, the Realtors Care Association, Windsor Family Credit Union, CIBC and many others. Looking forward to the 2014/2015 year, the Committee will look towards building new and ongoing partnership with community members, in particular finalizing multi-year sponsorship agreements.
Standing and Sub-Committee Reports for 2013-2014

French Language Services Committee
Goals and Objectives
- To continue to meet the objectives of the French Language Services Plan as adopted by the Board of Directors and the Ministry of Health and Long Term Care.

Report submitted by Irene Schiller
The 2013/2014 year was another successful year for the FLC committee. We strengthened community relationships by reaching out to French organizations and showing them what services we have to offer their members. We collaborated with internal personnel to ensure all material, both printed and electronic, is available in both official languages.

We look forward to implementing our plan to engage the community and to strengthen our relationship with the community.

French Language Committee Membership

Gilbert Authier
Nicole Baker
Marthe Dumont
Mary-Jane Finn
Irene Schiller (chair)
*Appointed Hospice staff members
Standing and Sub-Committee Reports for 2013-2014

Quality Care Committee

Report submitted by Kevin Marshall
The Hospice Quality Care Committee has focused its attention on several key initiatives associated with work being done by management and staff within the Hospice Centre of Excellence.

This year, three key items included the implementation and improvement of the Hospice Dashboard program for the agency as a whole. The establishment of the Quality Care Committee dashboard, to be reviewed quarterly, will ensure that key quality targets are monitored for both achievements of goals or in the case of discrepancies, addressed to meet quality standards.

We also established the Hospice accreditation process with Commission on Accreditation of Rehabilitation Facilities (CARF). This process will include ongoing monitoring with the goal of submitting an application for intent to survey in December 2014, requesting that the official evaluation commence in June 2015, with the expectation that we will be awarded a 3 year Accreditation Certificate.

Finally, we are happy to report that we have begun the process leading to Hospice's first Quality Report. This includes the development of an agency Cultural Competency Plan, the establishment of quality targets for the agency as a whole (dashboard process), and methods of monitoring the outcomes of the agency targets (board dashboard).

Quality Care Committee Membership

Dr. Hakam Abu-Zahra
Brian Bildfell
Dr. Laurie Freeman Gibb
Kevin Marshall (chair)
Thom Morris
Gisele Prevost
Dr. Donald. J Rudzinski
Joyce Zhu
*Appointed Hospice staff members
Advisory Committee Reports for 2013-2014

Volunteer Advisory Committee
Goals and Objectives
• To develop and enhance volunteer training and continuing education in keeping with the newly approved Standards of Hospice Palliative Care, i.e. Square of Care Model through the Ministry of Health; Cultural Sensitivity (on-going education) as part of the volunteer training program.
• To develop a formalized and current recruitment plan in response to agency and community needs.
• To identify, train and mentor Volunteer Team Leaders/Captains in all areas of volunteering.

Report submitted by Brian Bildfell
The 2013/2014 year was a very productive one for the Volunteer Advisory Committee. We are proud to report that we have once again received Level II certification through Hospice Palliative Care Ontario for our volunteer training program. This is a wonderful accomplishment for the Hospice and speaks to our leadership in volunteer recruitment and training.

We are in the process of reviewing and updating our patient care training manual and we have successfully updated our volunteer orientation presentations. We are proud to welcome 66 new volunteers to our ranks, who have successfully completed training in the fall and winter sessions. The Share the Journey program has also been redesigned and re-launched under its’ new name, and to date we have made five presentations to community partners and Hospice staff. Finally, more than 300 volunteers attended our Volunteer Appreciation dinner in April – we are continually grateful for their time and generosity.

Anticipating the new Hospice Residential Home Erie Shores Campus, the Hospice has held volunteer recruitment sessions in the county. The first session, held at Leamington District Memorial Hospital had an unprecedented 178 attendees, marking a wonderful start for the recruitment campaign. Currently, staff in the volunteer department is working on processing and training 130 new volunteers in collaboration and partnership with LDMH Volunteer Services.

I would like to take this opportunity to thank the members of the Volunteer Advisory Committee and the staff for their patience and assistance. I look forward to another successful term next year.

Volunteer Advisory Committee Membership

Marianne Angus
Shirley Bellemore
Brian Bildfell (chair)
Elaine Cline
Joanne Duffy

*Appointed Hospice staff members
Advisory Committee Reports for 2013-2014

Electronic Information Systems Committee
Goals and Objectives
• To continue to build a functional and up-to-date technology system for the agency.
• Research and develop program enhancements that will allow accurate and meaningful agency/departmental reports.
• Continue to integrate/enhance service provision reports requested by funders, i.e. CCAC.
• Provide leadership in the field of information technology by seeking opportunities to link with other health care providers locally and within the LHINs by attending meetings as requested by the LHINs and participating in task forces or sub-committees.

Report submitted by Christine Davison
There have been several exciting technical developments over the past year, thanks in part to our dedicated donors and dedicated IT staff. The Hospice has implemented a new database to manage clinical data, donor relations, volunteer coordination and scheduling. SUMAC launched in March and has been an asset to the agency by providing one consolidated system for all departments. This has allowed for: enhanced reporting and the development of more accurate, timely and meaningful reports that can be produced efficiently; better coordination between departments and resources; more effective donor campaigns and communications; and ease of managing clinical data to required standards.

These initiatives will ensure that Hospice has the best services possible to deliver the best care possible to the community.

Electronic Information Systems Committee Membership

Christine Davison
Ted Paterson
Adam Rybak
Noella Truant
Ron Truant
Julka Vlajic

*Appointed Hospice staff members
Dan Amicone
President

Dr. Mary Broga
1st Vice President

Brian R. Bildfell
2nd Vice President

John Blanken
Treasurer

Kevin Marshall
Past President

Membership at Large

Dr. Hakam Abu-Zahra
Christine Davison
Dan McCulloch
Joan McSweeney
Veronique Mandal
Irene Schiller
Terry Shields
Victoria Thompson
Stephen Truant
Jerry Udell
Joyce Zhu
## Agency Financial Statements for 2013-2014

### Sources of Operating Funds

<table>
<thead>
<tr>
<th>Types of Funds</th>
<th>Amount ($)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations &amp; Fundraising</td>
<td>1,645,000</td>
<td>48</td>
</tr>
<tr>
<td>Government Support</td>
<td>1,660,000</td>
<td>49</td>
</tr>
<tr>
<td>Interest &amp; Dividends</td>
<td>98,000</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3,403,000</td>
<td>100</td>
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</table>

![Pie chart showing sources of operating funds: Donations & Fundraising 48%, Government Support 49%, Interest & Dividends 3%]
### Agency Financial Statements for 2013-2014

#### Uses of Operating Funds

<table>
<thead>
<tr>
<th>Types of Expenses</th>
<th>Amount ($)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient &amp; Family Care</td>
<td>2,070,000</td>
<td>61</td>
</tr>
<tr>
<td>Administration &amp; Communication</td>
<td>598,000</td>
<td>17</td>
</tr>
<tr>
<td>Fundraising &amp; Marketing</td>
<td>374,000</td>
<td>11</td>
</tr>
<tr>
<td>Education &amp; Research</td>
<td>170,000</td>
<td>5</td>
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<tr>
<td>Building</td>
<td>197,000</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,409,000</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*A full copy of the audited financial statements for The Hospice of Windsor & Essex County Inc. are available upon request from the Director of Corporate Services by calling 519.974.7100.*
Dr. Donald Rudzinski
President

John Blanken
Treasurer

Membership at Large

Tim Beaulieu
Jane Boyd
Kelly Cole
James Cooke
Garnet Fenn
Kathryn A. Hengl
Tim A. Jones
A Message from the Chair of the Foundation Board

Dr. Don Rudzinski

The 2013/2014 year has been an exciting time of growth and development for The Hospice for Life Foundation. Under the successful management of the Foundation Board, the Hospice team and Connor, Clark and Lunn, the Foundation’s assets have appreciated in value, strengthening the sustainability of the endowment.

As the Hospice agency celebrates thirty-five years in 2014, it is my distinct pleasure as Chair of the Foundation Board to know that we are helping to support a community movement that touches the lives of so many patients and families throughout our region. Working with the Foundation Board has been a gift to me personally, as we seek to create a sustainable source of funding to ensure the perpetuation of Hospice programs and services now and for the future.

During the past year, the Foundation Board has worked closely with the Hospice team to oversee management of the funds, develop marketing materials and a community presence, as well as meet with financial and legal planners regarding planned giving opportunities. Included with this annual report you will find summaries of what has been accomplished this year through efforts of the Hospice Foundation Board’s Audit and Finance Committee, chaired by Mr. Garnet Fenn, and its Marketing and Communications Committee chaired by Mr. Tim Jones.

In closing, I would also like to welcome Kevin Marshall to the Hospice for Life Foundation as the incoming Chair of the Board. Kevin has been a wonderful asset to the Hospice as a member of their Board of Directors, and I am confident that he will continue to offer his expertise to the Foundation. Welcome Kevin and may I say it has been a privilege to serve as Chair of the Board. I will look forward to my continued service to the agency.

Thank you to all,

Dr. Donald J. Rudzinski, C. Psych.
Chair, Hospice for Life Foundation Board
Hospice for Life Foundation Board of Directors Meeting Agenda

The Hospice for Life Foundation
Annual General Meeting
Thursday, June 26, 2014
6:30 p.m.

Agenda

Call to Order              Dr. Don Rudzinski
Welcome              Dr. Don Rudzinski
Minutes of the Annual Meeting- June 25, 2013             (Motion)
Ratification of Acts                   (Motion)
Audited Financial Report for the year ending March 31, 2014             (Motion)
Appointment of Auditors                  (Motion)
Consideration of the Report of the Ad Hoc Nominating Committee           (Motion)
Empowerment of  Board of Directors to conduct the Business of the Year           (Motion)
Introduction of the 2014-2015 Board of Directors        Dr. Don Rudzinski
Chair’s Remarks             Dr. Don Rudzinski
Incoming Chair’s Remarks                  Kevin Marshall
Adjournment                    (Motion)
During the 2014 fiscal year of the Hospice for Life Foundation (the “Foundation”) the Audit and Finance Committee (the “Committee”) further refined its governance processes meeting quarterly and focusing on investment returns, risk management, strategic planning and reporting. The Committee completed a 15-step process of governance with the help of Hospice administration.

I am happy to report that assets totaled $3.1 million at March 31, 2014 up from $2.5 million in 2013 and investment returns exceeded the Committee’s internal target for the year. I want to thank my Committee members for their time, effort and guidance in making the second year of the Foundation a success and their focus on governance excellence. The Committee is an important element of our goal of promoting a sustainable and prudent funding environment for The Hospice that is donor and community focused.
Communications/Marketing Committee
Report submitted by Tim Jones

During the 2013-2014 reporting year, the Marketing Committee (the “Committee”) of The Hospice for Life Foundation is proud to report that we helped to finalize the “wish list” initiative, creating a catalogue of donor opportunities at a variety of price points. The committee continues to meet regularly, helping to strengthen the financial resources of the Foundation through planned giving meetings with potential donors and financial and legal planners, including helping to raise the community profile of the Foundation.

To meet this goal, a full set of printed materials have been created, including a brochure highlighting the Foundation, specific information pages for each type of planned giving opportunity, and containing folders. We have distributed more than 1,000 of these packages in the past year alone. In addition to printed materials, these items have their own website sub-pages in the Hospice for Life Foundation section of the website, allowing for ease of access through the website and a custom mobile interface. Finally, ongoing advertising for the Foundation and planned giving opportunities is highlighted in various community publications.

I would like to thank my committee members for their time and effort to move along the important task of the Marketing committee. The committee has the goal of aiding the Hospice in maintaining a positive partnership with our community, as well as their long term sustainability.

Hospice for Life Foundation Communications/Marketing Committee Membership

Tim Beaulieu
Jane Boyd
Kelly Cole
Jim Cooke
Carol Derbyshire
Garnet Fenn
Tim Jones (chair)
Paul Pietraszko

*Appointed Hospice staff members