



THE HOSPICE OF WINDSOR & ESSEX COUNTY

THE HOSPICE FOR LIFE FOUNDATION



ABOUT OUR HOSPICE

Founded to address compassionate end-of-life care, The Hospice of Windsor & Essex County Inc. has been an integral part of the Windsor-Essex region since 1979. The Hospice provides care at no cost in our two Hospice Residential Homes (Windsor and Erie Shores/Leamington), through the Community Palliative Medicine Program and through our Wellness Programs and Services. With only partial government funding, it has been through the generous support of our community that Hospice has become the first palliative hospice village in North America. Over time, The Hospice has adapted to meet the needs of the community, and continues to address the physical, social, emotional and spiritual needs of patients and their families, now and into the future.



OUR HOSPICE BOARD OF DIRECTORS

- Frank Chalmers, *Chair*
- John Martel, *Vice Chair*
- John Blanken, *Treasurer*
- Jane Wiens, *Past Chair*
- Dorothy Davis
- Greg Dufour
- Richard Gates
- Dr. Gary Ing
- Scott Lockwood
- Joan McSweeney
- Mark Nazarewich
- Mary Beth Valentine
- Joyce Zhu

OUR HOSPICE FOR LIFE FOUNDATION BOARD OF DIRECTORS

- Veronique Mandal, *Chair*
- John Blanken, *Treasurer*
- Dr. Mary Broga, *Past Chair*
- Tim Beaulieu
- Jane Boyd
- Marilyn (Duffy) Davidson
- Garnet Fenn
- Kathryn A. Hengl
- Tim A. Jones
- Dan Amicone



ACTIVE VOLUNTEERS

Volunteers are the heart of our Hospice. Our over 1,000 active volunteers offered over 42,000 hours in 2020/2021.



RESIDENTIAL HOME ADMISSIONS

Our Hospice Residential Homes had the honour to care for 303 members of our community in 2020/2021.



PALLIATIVE MEDICINE PROGRAM VISITS

Our Palliative Medicine Program carried out 4,095 visits to patients in their own homes in 2020/2021.

FROM OUR EXECUTIVE DIRECTOR

COLLEEN REAUME

As we entered the 2021/2022 fiscal year last April, unfathomable change was upon us. Together, we used our innovation and creativity to problem solve with an “all hands on deck” approach. Organizational pressures became very real, very quickly, and the solid foundation of the Hospice culture allowed for the communication and trust needed to navigate the early days of the pandemic.

As the pandemic continued, organizationally, we faced the need to recreate and overhaul our systems and practices. Our goal was always to ensure safety, while also working to maintain the compassion Hospice has always been known for.

In essence, it was like we began maintenance work on an airplane...while it was still in the air.

COVID-19 may have forced some unwelcome changes, but equally so, it provided an opportunity to be open-minded to innovation.

Over the past fiscal year, a new model of care was implemented in our Hospice Residential Homes, all existing programs were evaluated for safety and efficiency, new funding strategies were created, existing partnerships were enhanced, care shifted to a virtual model where possible, and as all of this work was taking place, the planning and implementation of a new electronic medical record continued.

Through all this adversity, it is no surprise that Hospice still discovered opportunities to not only survive, but to also thrive - and even advance.

A heartfelt thank you to our dedicated staff and volunteers who worked so tirelessly for the greater good of our patients and families. A special thank you to our Board of Directors, community partners, and loyal donors and supporters who have answered our call for help, time and again. I am so proud of our team, and although we are forever changed from recent events, our goal and mission remain the same - focused on high quality, interprofessional, compassionate palliative care.

We definitely made history together this year, and it is my distinct privilege to have made it with you.



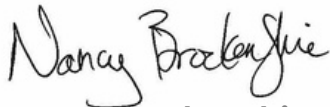
Colleen Reaume,
Executive Director



OUR NEW EXECUTIVE DIRECTOR

NANCY BROCKENSHIRE

As the incoming Executive Director, it is my distinct pleasure to join the Hospice team, and I look forward to what the 2021/2022 fiscal year will bring.

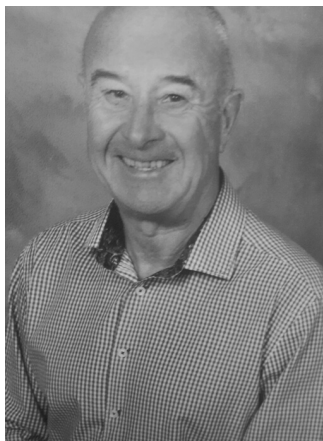


Nancy Brockenshire
Incoming Executive Director



FROM OUR BOARD CHAIR

FRANK CHALMERS



The past year has been one of growth and change. COVID-19 set the tone for Spring 2020 as we adapted our policies and procedures. Throughout it all, our focus was, and continues to be, the balance of compassion and safety, while recognizing the unique needs of each and every patient and family we care for.

On behalf of the Board of Directors, I would like to take this opportunity to thank our entire Hospice team. Never has more been asked of them, all during a time when uncertainty couldn't be greater. Our team has continued to serve our residents with compassion, while working to find innovative ways to ensure loved ones remain connected at a time when it is most important. Thank you for always bringing your best to Hospice.

I would also like to thank our donors and supporters. It has been a challenging time for many, and your continued support has helped us to provide comfort to our residents and their families throughout the pandemic.

To our volunteers, your presence is invaluable. We appreciate you, not only for the hard work you do, but also for your energy and inspiration. You are truly heroes.

As we look forward, we will continue to focus on quality, safety, and compassion as we support the palliative care needs of our community. On behalf of our Hospice Board of Directors, we thank you for allowing us the great privilege of providing service and care to our residents and their families.



Frank Chalmers
Board Chair, The Hospice of Windsor & Essex County Inc.

FINANCE AND AUDIT COMMITTEE REPORT

The Finance and Audit Committee is pleased to share the results of a challenging and often unpredictable year at The Hospice.

At the onset of COVID-19, our Hospice immediately looked for opportunities to decrease costs, control discretionary spending, and creatively pivot in-person fundraising events. This work, coupled with the support of our donors and community partners, as well as government subsidies and one-time funding initiatives, allowed our Hospice to continue to offer care to our community.

We are proud to report that our 2020/2021 results reflect that Hospice is ready and prepared for the future, and the many obstacles and opportunities that will surely arise.

Please turn to page seven to review a summary of our 2020/2021 Financial Statements, or visit www.thehospice.ca to download a copy of our Annual Audited Financial Statements.

QUALITY COMMITTEE REPORT

The Quality Committee continues our best practice of beginning each meeting with a patient story, with a goal of illustrating the importance of quality and highlighting the impact our services can have on our patients and their loved ones.

As a result of the pandemic, the committee transitioned to virtual meetings. These meetings continued to monitor trends and to ensure quality remains at the forefront of the services Hospice provides. The committee is pleased to report that throughout this unprecedented year, Hospice has maintained its high quality standards and ensured processes were in place to keep our patients, families, caregivers and staff safe.

In December of 2020, Hospice participated in a virtual accreditation process with the Commission on Accreditation of Rehabilitation Services, and achieved the highest award possible - a three year accreditation.

Next year, the organization will prepare for accreditation with Hospice Palliative Care Ontario.

"Quality is everyone's responsibility"

- W. Edwards Deming

THE HOSPICE FOR LIFE FOUNDATION FROM OUR BOARD CHAIR VERONIQUE MANDAL



Throughout the pandemic, our Foundation Board has remained steadfast in our commitment to supporting Hospice's mission, vision and values.

As we look towards the future, The Hospice For Life Foundation will continue to offer support, allowing the Hospice team to continue to offer only the best care to our community.

As stewards of the Foundation's establishment and management of current endowments, we are pleased to note that the Foundation, as of March 31, 2021, held \$4.3 million in assets. Our hope is to grow this fund to ensure the sustainability of Hospice for years to come.

About The Hospice For Life Foundation

The Hospice For Life Foundation was established through the vision and generosity of the Toldo and O'Neil families in 2011, with the purpose of developing fundraising activities for annual support, memorial gifts, special projects, endowments and deferred giving.

The Foundation's strategy is focused on offering support for the unfunded programs and services at The Hospice, and to assist the work of staff and volunteers as they provide the highest quality of care to our patients and families.

A handwritten signature in black ink that reads "Veronique Mandal".

Veronique Mandal,
Board Chair, The Hospice for Life Foundation

FINANCIAL STATEMENTS

THE HOSPICE OF WINDSOR & ESSEX COUNTY INC.

2020/2021

The Hospice of Windsor and Essex County Inc.

Statement of Financial Position

March 31,			2021	2020
	General	Capital	Total	Total
Assets				
Current				
Cash and bank	\$ 1,583,083	\$ 87,768	\$ 1,670,851	\$ 857,575
Cash and bank - restricted (Note 2)	111,698	-	111,698	165,537
Accounts receivable	151,938	13,713	165,651	212,434
Due from the Foundation (Note 8)	2,427	-	2,427	43,119
Prepaid expenses and supplies on hand	32,667	-	32,667	75,237
	1,881,813	101,481	1,983,294	1,353,902
Investments (Note 3)	-	83,062	83,062	116,775
Capital assets (Note 4)	-	5,002,170	5,002,170	5,606,256
	\$ 1,881,813	\$ 5,186,713	\$ 7,068,526	\$ 7,076,933
Liabilities and Net Assets				
Current				
Accounts payable and accrued liabilities	\$ 503,306	\$ 120,566	\$ 623,872	\$ 522,667
Interfund payable/receivable (Note 7)	114,803	(114,803)	-	-
	618,109	5,763	623,872	522,667
Deferred contributions (Note 6)	871,299	4,841,280	5,712,579	6,009,501
	1,489,408	4,847,043	6,336,451	6,532,168
Commitments (Note 9)				
Net assets				
General fund	392,405	-	392,405	143,536
Capital fund	-	339,670	339,670	401,229
	392,405	339,670	732,075	544,765
	\$ 1,881,813	\$ 5,186,713	\$ 7,068,526	\$ 7,076,933

The financial statements are an excerpt from the complete financial statements of the organization which were audited by BDO Canada LLP, dated June 15 2021, and as such does not contain all disclosures required under Canadian ASNPO.

FINANCIAL STATEMENTS

THE HOSPICE OF WINDSOR & ESSEX COUNTY INC.

2020/2021

The Hospice of Windsor and Essex County Inc.

Statement of Operations

For the year ended March 31,	2021		2020	
	General Fund	Capital Fund	Total	Total
Revenue				
Grants and other public funding	\$4,209,075	\$ 67,625	\$4,276,700	\$3,527,647
Donations	1,298,046	34,653	1,332,699	969,031
Amortization of deferrals (Note 6)	-	625,286	625,286	648,733
Government wage subsidy (Note 11)	525,604	-	525,604	-
Donation from the Foundation	250,000	40,000	290,000	350,000
Interest and miscellaneous	115,645	23,327	138,972	47,768
Fundraising, net (Note 5)	136,097	-	136,097	919,290
	6,534,467	790,891	7,325,358	6,462,469
Expenses				
Salaries and benefits (Note 11)	5,075,420	-	5,075,420	4,277,471
Amortization (Note 4)	-	690,600	690,600	726,866
Occupancy	376,508	-	376,508	448,286
Outside services	245,504	-	245,504	287,075
Small equipment and fixtures	-	160,312	160,312	64,192
Professional services	129,824	-	129,824	24,726
Systems maintenance	82,475	-	82,475	50,772
Medical, linen and program supplies	71,090	-	71,090	103,387
Insurance	57,918	1,538	59,456	59,323
Photocopier supply and maintenance	49,367	-	49,367	72,393
Prepared food supplies	34,680	-	34,680	58,716
Licences, dues, and fees	32,809	-	32,809	32,730
Office and sundry	30,686	-	30,686	48,275
Telephone	30,155	-	30,155	32,696
Promotion and publicity	24,588	-	24,588	49,077
Transportation	18,191	-	18,191	86,257
Education and conference	12,908	-	12,908	31,504
Courier and postage	8,234	-	8,234	20,902
Resource library	5,241	-	5,241	7,577
	6,285,598	852,450	7,138,048	6,482,225
Excess of revenue over expenses (expenses over revenue)	\$ 248,869	\$ (61,559)	\$ 187,310	\$ (19,756)

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FINANCIAL STATEMENTS

THE HOSPICE FOR LIFE FOUNDATION

2020/2021

Hospice for Life Foundation		
Statement of Financial Position		
March 31,	2021	2020
Assets		
Current		
Cash and bank	\$ 764	\$ 2,502
Accounts receivable	2,056	2,232
	<u>2,820</u>	<u>4,734</u>
Investments (Note 2)	4,339,100	3,715,606
	<u>\$ 4,341,920</u>	<u>\$ 3,720,340</u>
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities	\$ 18,385	\$ 18,383
Deferred contributions (Note 4)	146,503	-
	<u>164,888</u>	<u>18,383</u>
Due to Hospice of Windsor and Essex County Inc. (Note 5)	2,427	43,119
	<u>167,315</u>	<u>61,502</u>
Net assets		
Endowments (Note 3)	2,000,000	2,000,000
Unrestricted net assets	2,174,605	1,658,838
	<u>4,174,605</u>	<u>3,658,838</u>
	<u>\$ 4,341,920</u>	<u>\$ 3,720,340</u>

The financial statements are an excerpt from the complete financial statements of the organization which were audited by BDO Canada LLP, dated June 14 2021, and as such does not contain all disclosures required under Canadian ASNPO.

FINANCIAL STATEMENTS

THE HOSPICE FOR LIFE FOUNDATION

2020/2021

Hospice for Life Foundation		
Statement of Operations and Net Assets		
For the year ended March 31,	2021	2020
Revenue		
Investment income (Note 6)	\$ 625,931	\$ 146,032
Donations	2,557	7,441
Interest Earned	6	32
Other Income	-	343
	<u>628,494</u>	<u>153,848</u>
Expenses		
Donation to The Hospice of Windsor and Essex County Inc.	150,000	450,000
Investment Management Fees	38,117	38,648
Professional Fees	7,596	16,192
Marketing and Promotion	1,388	8,428
Legal Fees	982	22,609
Meetings Expense	259	-
Office Expense	4	154
	<u>198,346</u>	<u>536,031</u>
Excess of revenue over expenses (expenses over revenue)	430,148	(382,183)
Net assets, beginning of year	3,658,838	4,859,594
Endowment net asset transfer	-	(944,751)
Income recognized from deferred contributions	125,619	126,178
Donation to The Hospice of Windsor and Essex County Inc.	(40,000)	-
Net assets, end of year	<u>\$ 4,174,605</u>	<u>\$ 3,658,838</u>

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IN 2020-21 OUR HOSPICE...

planned and worked towards the implementation of a new electronic medical record, connecting us with partner hospitals in our region.



IN 2020-21 OUR HOSPICE...

introduced a new, evidenced based model of care in both of our Hospice Residences. The team rallied together to make this change a resounding success.



IN 2020-21 OUR HOSPICE...

was in awe at the generosity of our community - monetary donations, as well as donations of PPE and other items were critical and allowed us to provide safe care.



IN 2020-21 OUR HOSPICE...

Palliative Medicine Program stretched to meet growing needs - completing 1000+ more visits to patients in our community than in the previous year.



IN 2020-21 OUR HOSPICE...

implemented virtual care and virtual visiting, working with new technology to offer the same amazing care to our patients from a safe distance.



IN 2020-21 OUR HOSPICE...

team stepped up in ways we could never have imagined. Their compassion, commitment, and resilience was extraordinary, and we are so grateful.





the

hospice

of Windsor and Essex County Inc.

**ANNUAL REPORT
2020/2021**
