

## FINANCIAL REPORT

### Hospice of Peel Our Finances Balance Sheet, March 31, 2008

	2008	2007
Assets		
Current assets	<u>\$1,101,088</u>	<u>\$651,331</u>
Liabilities and Fund Balances		
Current liabilities	<u>\$54,278</u>	<u>\$42,999</u>
Fund balances		
Reserve for operating costs	383,545	264,233
Reserve for capital project fund	445,934	120,600
Operating fund	212,735	217,432
Bingo fund	4,596	6,067
	<u>1,046,810</u>	<u>608,332</u>
	<u>\$1,101,088</u>	<u>\$651,331</u>

### Statement of Revenue and Expenditures and Surplus - Operating Fund, year ended March 31, 2008

	2008	2007
Revenue		
Fundraising events	\$324,003	\$287,559
Bequests	343,358	
Donations	124,160	97,030
Grants- United Way	116,217	113,382
Grants- MOHLTC	471,000	402,858
Interest income	34,330	22,855
Other income	8,948	14,473
Deferred revenue adjustments	1,422,016	938,157
	<u>11,380</u>	<u>34,288</u>
	<u>1,433,396</u>	<u>972,445</u>
Expenditures		
Salaries and employee benefits	731,066	660,819
Palliative care and day program	1,879	1,805
Administration, bldg occupancy, other	153,290	167,323
Public relations and fundraising	88,086	62,497
Consulting fees & one-time expenditure	5,988	2,570
Bereavement program	2,455	1,649
Volunteer Training & Education	7,457	10,490
	<u>990,221</u>	<u>907,153</u>
Excess of revenue over expenditures	(443,175)	(65,292)
Fund balances , beginning of year	608,332	543,040
	<u>1,051,507</u>	<u>608,332</u>
Unrealized gains (losses)	(4,697)	
Cumulative gains (losses)	(4,697)	
Fund Balances, end of year	<u>\$1,046,810</u>	<u>\$608,332</u>

Extracted from the Audited Financial Statements of Calvin G. Vickery,  
Chartered Accountant Professional Corporation.

Audited Financial Statements available upon request.

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Ministry of  
Health and Long-Term Care



Funded Agency—United Way of Peel Region

## BOARD—2007/2008

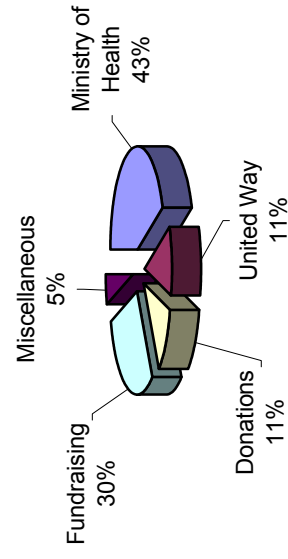
Connie Day B.Sc., RN , Board Chair  
*Associate Vice President Medical Administration,  
Credit Valley Hospital*  
Charlene (Chuckie) Shevlen, Vice-Chair  
*Retired Vice President St. Michael's Hospital*  
Stan Archdekin,  
*President & CEO of Centerfire Capital Management*  
Peter Bonanno, Idea Generator  
Dr. Alvin Kelly, Family Physician  
Dr. Jean Hudson, Credit Valley Hospital  
Esa Para Esanada, Realtor  
Frances Lavigne-Henderson, Retired Educator  
Debra May Kee,  
*Director of Human Resources Maple Lodge Farms*  
Sonia T. Mak, Partner, Borden Ladner Gervais LLP  
Stan Seggie, Treasurer  
*President & CEO, RBC Travel & General Ins Co.*  
Louise D. Smith, BScN,  
*Executive Director, Credit Valley FHT*  
Charles Yeung, 3D Electronics

## STAFF—2007/2008

Theresa Greer Executive Director  
Geraldine Aguiar Director Volunteer Development  
Randy Puma Director Resource Development  
Jennifer Hatton Fund Raising Associate  
Debbie Abate Hospice Care Coordinator  
Jane Latham Hospice Care Coordinator  
Leora Kleynhans Hospice Care Coordinator  
Patricia McFalls Hospice Care Coordinator  
Cindy Elkerton Coordinator of Bereavement & Spiritual Care (*Maternity Leave*)  
Jane Brushey-Martin Coordinator of Bereavement & Spiritual Care  
Nancy Rudderham Coordinator of Day Hospice  
Anna Lewyckyj Coordinator of Volunteers  
Dipika Nayyar Manager of Finance & Admin  
Carmen Kee Administrative Assistant

## FUNDING—2007/2008

### Sources of Revenue 2007/2008



# Hospice of Peel

*A Special Kind of Caring Since 1985*

## Annual Report

# 2007/2008

### MISSION & VISION

#### Mission

*We provide a special kind of caring that enables people in Peel to live better with life-threatening illnesses.*

#### Vision

*We will be recognized as a foremost provider of and resource for Hospice Care.*



HOSPICE ASSOCIATION OF ONTARIO



## MESSAGE FROM THE BOARD CHAIR

Slow and steady seems to be the philosophy of Hospice of Peel for 2008 as we continue to plan for the residential facility.

In anticipation of concluding discussions for land for a facility which will house our administrative offices, day and volunteer programs and the 10 bed residential facility, Hospice of Peel staff and Board continue to put in place the foundations for this venture.

This year saw the Board reorganize the infrastructure to promote clearer lines of accountability for financial oversight and monitoring. This was needed to ensure we have separate infrastructure for operating fund raising versus funds raised as part of a future capital campaign. The Board also commissioned Inspire Consulting, formerly DVA Navion to complete a feasibility study for the Capital Campaign. Their report provided us with concrete steps to be undertaken to further lay the foundation for the fund raising efforts we will have to undertake to build the new Hospice facility.

All this work is contingent upon securing the land for our facility. The Board is anxious to complete this crucial step and are exploring all potential opportunities.

The staff of Hospice of Peel have also been moving forward. They have taken advantage of a provincial health initiative to provide secure email service for all health care providers within the province, while it was not without its challenges, our community agency is now part of One Mail – the encrypted email service created by the Ministry of Health and Long Term Care. A special thanks to all the staff for their patience and understanding while this transition was carried out. The Executive Director, Theresa Greer, continues to do an admirable job in advocating for the benefit of Hospice at various governmental agencies, including the Mississauga-Halton LHIN and Central West LHIN. This advocacy is essential in order to keep the issues of supporting those dealing with end of life circumstances in the forefront with the health planners and funders.

Volunteers fulfill many roles at the Hospice of Peel. There are those who dedicate time to assist our clients, others commit time to support the administrative functions of running the service, others help with raising the funds, while yet others donate their expertise and business acumen to ensure the organization fulfills its mandate as a charitable organization. To all our volunteers, regardless of your role, my sincere thank you and gratitude – volunteerism is key to the success of our society. Thanks to each of you for making Peel a better place in which to live.

Respectfully submitted,

Chair, Board of Directors

## MESSAGE FROM THE EXECUTIVE DIRECTOR

“To laugh often and love much; to win the respect of intelligent people and the affection of children...to leave the world a better place...to know even one life has breathed easier because you have lived. This is to have succeeded.”

-Ralph Waldo Emerson

Last year we established four strategic directions for Hospice of Peel. At the May Board Meeting we provided an update on the progress made to date. I would like to acknowledge the efforts of our staff and board to move forward in each area the directions established. It is my pleasure to outline for you the progress made over the past year.

### Strategic Direction: Toward a Collaborative Leadership Role

- The strategic plan was shared with our collegial agencies and both the Central West and Mississauga Halton LHIN's.
- The two LHIN's and CCAC's were identified as important partnerships to develop.
- Meetings were arranged and held with hospices in both the Mississauga Halton LHIN and the Central West LHIN. These meetings are ongoing in terms of developing and sharing program information, strategies and best practices.

### Strategic Direction: Toward Recognized Expertise in the Community

- A Marketing plan was developed for the agency including increased media contacts on a regular, planned basis: advertising using “GO” transit advertising opportunities; targeting new media in the area; connecting with local cable television.
- Hospice of Peel exceeds the T3010A Disbursement Quota. Over 81% of total revenues go to programming and sustainability of agency services.

### Strategic Direction: Toward Innovative Integrated Services

- A capital planning study was completed and presented at the May Board Meeting. Further efforts continue to secure property and move forward the goal to establishing a residential hospice.
- The Spiritual Care Program was introduced at Hospice of Peel with the expansion of the Bereavement Coordinator position to include Spiritual Care ~ Coordinator of Bereavement and Spiritual Care.
- Both spousal and youth bereavement support groups were introduced.
- The job description of the Case Managers were reviewed and the name changed to reduce confusion in the community ~ Hospice Care Coordinator.
- Caseloads for Hospice Care Coordinators were reviewed and a target set.
- The tool to match volunteers with clients was

reviewed. It is the eleven-point tool that is part of the standards of practice manual.

- Hospice clients were profiled in terms of language, age, gender and geographic distribution. Hospice volunteers were profiled in terms of language, age, gender and geographic distribution
- An inventory of our volunteer pool was completed. Our volunteers represent 18 different languages spoken. The top 5 after English include: French, Polish, Chinese, Hindi and Urdu.
- Client feedback forms were developed for the bereavement and spiritual care programs.
- Open House for community partners was held. Presentations to MH CCAC, Credit Valley and Brampton Civic are planned.

### Strategic Direction: Toward a Comprehensive Set of Resources

- Hospice of Peel was part of a submission for funding to the Aging at Home government funding in conjunction with other members of the Mississauga Halton Palliative Care Network.
- Fund Development Strategies were developed with specific concentration in the Corporate Community.

Hospice of Peel has experienced some success in achieving the milestones set for the first year of the Strategic Plan. The accomplishments of our agency are due in no

small measure to the compassionate care, dedication and professionalism provided by our volunteers and staff. I wish to express my sincerest appreciation to all of those who support our clients in an effort to provide quality care at the end of life.

Hospice of Peel is also dependent on our community who for the past twenty-three years have continued to support the work of hospice. Over fifty percent of our budget comes from the generous support of our community through donations to United Way (10%) or in memoriam donations, corporate and individual donations or support for our special events (43%). To our generous community, know that you have helped Hospice of Peel be successful this past year in providing support to 817 individuals living with a terminal illness and their families.

I would also like to acknowledge the efforts and thank our board and volunteer committee members who continue to support efforts to move forward our goal to build a residential hospice and to sustain hospice services in our community for years to come.

Respectfully submitted,

Theresa Greer  
Executive Director

## 2007 / 2008 HIGHLIGHTS

### Client Services

- ◆ 817 clients served
- ◆ 2915 home visits made
- ◆ 7852 direct service volunteer hours provided

### Community

- ◆ Continuation of Hospital partnerships
- ◆ Attendance by Hospice Care Coordinators at Hospital “Rounds”
- ◆ Leadership to Palliative Care Network
- ◆ Enhanced Communication Tools
- ◆ Public Awareness presentations & displays
- ◆ Networking & contacts with multicultural and multi-faith communities

### Volunteer Training/Community Resources

- ◆ Medigas
- ◆ Turner & Porter Funeral Home
- ◆ Wards Funeral Home
- ◆ Mary Simpson

### Service Enhancement

- ◆ Continuum of Care service delivery model developed
- ◆ Bereavement Support Program began
- ◆ Spiritual Care Program began
- ◆ Music therapy introduced in Day Program

### Volunteer Management

- ◆ 100 Volunteers provided direct service to clients and made 1770 home visits
- ◆ 75 Volunteers provided support [board, committee, office administration and fundraising]
- ◆ Total of 12,757 hours were contributed by 175 volunteers
- ◆ Enhanced training included: transportation provider, therapeutic touch, bereavement training, education events, spiritual care training, and monthly professional development sessions
- ◆ Client Volunteer Team Meetings provide a forum for discussion, mentoring and supervision

### Fund Development

- ◆ Strengthened existing relationships, built partnerships in the community and corporate sector.
- ◆ Fine tuned marketing and communications plan
- ◆ All three “in house” events produced highest net incomes to date
- ◆ Hospice of Peel corporate sponsorships increased at all levels
- ◆ Increased number of third party events
- ◆ On-going implementation of the three year strategy that embraces Hospice of Peel Strategic Plan
- ◆ Increased data base, both donor and volunteer