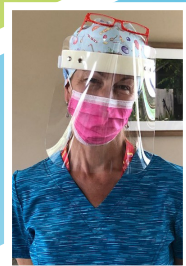




**Huron
Hospice**

ANNUAL REPORT

April 1, 2020 - March 31, 2021



The Year in Review

RESILIENCE AND COURAGE

This annual report covers the period which began just weeks after the world-wide pandemic was announced. While the pandemic has impacted almost every person and every sector, healthcare has faced unique challenges. In our own country and province, we witnessed devastating illness and death in retirement and long-term care homes as well as hospitals and other healthcare settings. There were desperate shortages of masks, gowns, ventilators and other vital resources. Exactly when we needed healthcare workers the most, there were shortages as they became ill and exhausted. Yet, even in those early difficult months and in the time since, we saw resilience and courage from so many in our communities.

This resilience and courage was on full display at Huron Hospice. Many home hospice volunteers switched to the phone and never stopped providing support to people who are sometimes alone, nearing end of life in their homes. As the demand for loss, grief and bereavement support grew because so many experienced job losses, relationship breakdowns and the death of loved ones, the Huron Hospice team offered virtual grief support groups by Zoom. When public health implemented significant visitor restrictions at the residence, our nursing team facilitated window visits, facetime, phone conversations and zoom meetings with family and friends. While many healthcare organizations struggled with staffing levels, the nursing team at Huron Hospice pulled together so that no shift was left unfilled. Every day, in all of our services, we saw our own healthcare heroes, both staff and volunteers, act with selflessness, kindness, innovation and skill during this difficult time.

Since it has been 100 years since the last world-wide pandemic, no one had a plan. We are grateful to the Huron Hospice board of directors and management team for their resilience as they made the best decisions they could day-by-day and week-by-week to ensure compassionate care and safety for everyone. As you will see in this report, while a lot of attention had to be focused on managing in a pandemic, life went on and several other developments also happened as we continue to reach toward our vision as a rural centre of excellence in hospice palliative care.

*Jay McFarlan, Board Chair
Willy Van Klooster, Executive Director*



HOME HOSPICE SERVICES

For almost 30 years, Huron Hospice trained volunteers have met people where they live to listen and provide companionship and emotional support to those with a life-threatening illness and their family members.

The location might be in a person's home, retirement or long-term care home. It might be at the hospital or another setting. Over these 12 months, most of the support has been offered by phone or in some other virtual form. When allowed by public health last summer, there were some driveway or patio visits. All volunteers offering in-person services participated in a virtual boot camp on infection prevention and control.



BY-LAW REVISION

It has been a few years since the articles of the By-Law governing Huron Hospice were reviewed. An ad hoc committee of the board was established to undertake this review and propose revisions at the Annual General Meeting. A significant change is proposed to the membership of the organization. Assuming it is approved at the AGM, for a nominal annual membership fee, General Members may attend and vote at annual and special meetings of members. For those who pay the equivalent of five years of membership fees in one year, they will become Lifetime Members. There are also classes of non-voting membership for staff, family of staff and government officials (both elected and non-elected). Finally, the board may name individuals or organizations who have made exceptional contributions to Huron Hospice as non-voting Honorary Life Members.





Huron Hospice

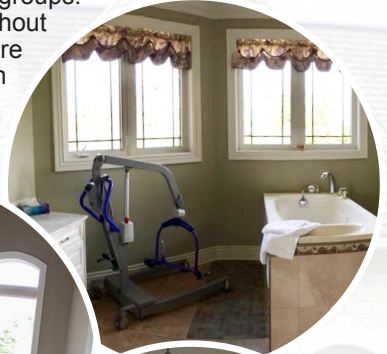
HURON PERTH AREA ONTARIO HEALTH TEAM

Under the direction of the current provincial government, the model of healthcare delivery continues to be transformed with a focus on local planning, coordination and funding to better serve patients. The former LHIN (Local Health Integration Network) model of 14 regional hubs has been replaced by three Ontario Health Regions and 14 Home & Community Care Support Services providing assistance to 42 local Ontario Health Teams. Huron Hospice is one of 64 healthcare organizations in the Huron Perth Area Ontario Health Team. Since the HPA OHT was included in the first round of OHT approvals in 2019, it has become a leader and model to many other developing OHTs in the province.

LOSS, GRIEF & BEREAVEMENT SERVICES

Just as it was not possible to have grief groups meet in person, the demand for grief support grew with the pandemic. For almost 3 decades, Huron Hospice has understood that losses take many forms. The pandemic brought job losses, relationship losses and death. Grief often became complicated or unresolved because people could not be with loved ones when they died or gather with family and friends for funerals and receptions following the death. Huron Hospice was successful in obtaining emergency funding to develop virtual grief support groups.

The funding also purchased several ipads for those without the necessary technology. Several 8-week groups were offered and almost all were fully subscribed. Satisfaction survey results were very positive with 92.3% satisfied or very satisfied and several comments provided about the value of not having to drive in the winter or when feeling emotional following a group. In the future, Huron Hospice will be offering both live and virtual grief groups.



HOSPICE RESIDENCE SERVICES

During these 12 months, only one nurse contracted COVID-19. She immediately isolated and was well enough to return to work in 2 weeks. When public health directed that any nurse who worked in a retirement or long-term home and at another job could only work in one location, this impacted our nursing team as several chose the other location. Despite the challenge, our team consistently covered all shifts so that Huron Hospice maintained staffing stability. Due to visitor restrictions, more family members at home to support those near end of life and because all new admissions had to isolate for 14 days (even with a negative COVID test), occupancy was not consistently at pre-COVID full levels.

During this year we bid a sad farewell to our founding medical director, Dr Agnes Kluz, and welcomed Dr Meagan Nolan. We also posted a Request for Proposals to all pharmacies in Huron County. We express our gratitude for the service offered by Brown's Pharmacy since opening and now welcome Michael's Pharmacy as our new provider.

Home Hospice Clients	355
Grief Group Participants	72
Hospice Residents	44
Number of Volunteers at March 31	130
Number of Volunteer Hours	5,269
Donations Received	\$551,717
Facebook Followers at March 31	2,495

COMMUNITY SUPPORT

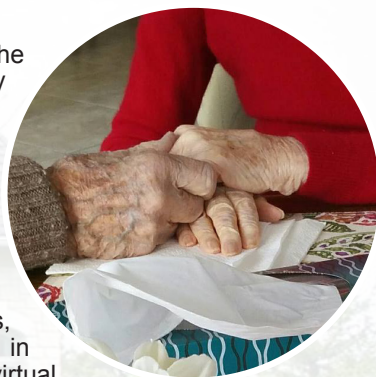
A cause of deep concern when the pandemic began was the impact on funding since fundraising events would not be possible. Our Manager of Fund Development, in collaboration with the leadership team and many fundraising volunteers, innovated to the new reality. The Hike For Hospice became the Hike Where You Like For Hospice. A 50/50 draw was introduced. A retro telethon called There's No Place Like Home was created and was a great success. Work also began in earnest to develop a comprehensive Planned Giving Program to educate the community on the benefits of leaving legacy gifts to charities such as Huron Hospice. In the end, the combined gifts from donations and fundraising was \$551,717 compared to the non-COVID previous year of \$519,078. Community support from Huron County continues to amaze us.

VOLUNTEER SUPPORT

It was a hard year for volunteers who wanted to serve but often could not or only in a modified way. With the exception of only a few months, hospice residence, kitchen, music and hairdressing volunteers were unable to provide support out of concern for everyone's safety. With the exception of only a few safe months when outdoor visits were possible, home hospice volunteers were able to support their clients only by telephone. Gardening volunteers also had limitations during Stay-at-Home Order periods. However, cleaning, maintenance, spiritual, fundraising, correspondence, sewing and board volunteers were generally able to offer service – even if virtually – which was very helpful during the pandemic. Many thanks to all of our 130 volunteers for your service and even your frustration when unable to serve.

PHASE TWO CAPITAL CAMPAIGN

About a week after the pandemic was announced, the Capital Campaign Cabinet began meeting weekly by Zoom and did so all year. The campaign is raising funds to expand the residence with four bedroom suites and several other spaces inside and out to complete the work that could not be finished when the residence opened in 2018. It was less than ideal not to be able to discuss a capital gift with a potential donor over a cup of coffee; however, approaches by phone have been made strategically to families who have received services from Huron Hospice, businesses, foundations, farmers, professionals and other people in our community. The cabinet has also been making virtual presentations at Huron County municipalities. In anticipation of the build, the board of directors established an ad hoc Capital Building Task Force to oversee the construction.



EMPLOYEE AND VOLUNTEER SATISFACTION SURVEYS

While some might suggest that the middle of a pandemic is the wrong time to offer employee and volunteer engagement and satisfaction surveys, we felt it was just the right time to do so.

<u>INDICATOR</u>	<u>VOLUNTEERS</u>	<u>EMPLOYEES</u>
Response Rate	48.2%	63.3%
Very satisfied or satisfied in your role	92.6%	88.9%
Very satisfied or satisfied with level of support from Huron Hospice	81.1%	77.8%
Very likely or likely to recommend Huron Hospice as a place of employment (or to volunteer) to someone else?	98.1%	55.6%

Detailed action plans were developed to address areas for improvement, in particular in relation to communications, professional development, consultation and debriefing. Progress reports are provided quarterly to the employee groups and board.



With Deep Gratitude to Our Donors

Make Every Day Matter (\$1000)

Janet Buchanan	Scott & Mary Hall	Laurien Trowell
Diane Aitken	Bayfield Lions Club	Barbara Brown
Mary Jane Coxon	Dorothea Ducharme	Helen Dykstra
Marilyn Elgie	Scott & Mary Hill	Ron Hamilton
Sue & Watson Huff	K2 Wind	Kevin & Nancy Kale
Kinsmen Club of Goderich	Rob McGuffin	Compass Minerals
Theresa & Ricky Lougheed	Kathy & Greg O'Reilly	Fred Radley
Luann's County Flower & Gifts	Gerald & Judith Roy	Sepoy Wiring Limited
St Peter's Catholic Women's League	Dan Templeton	Helen Varekamp
Agnes & Geert Waanders	Jennifer Wincey	

Friend (\$1000-\$4,999)

Esther McCutcheon	HT&C Mutual Insurance	Eric & Karen Kirk
Veendyk Farms	Nelly & Henry Baker	Betty Burns
B&T Dykstra Farms	Bert & Nellie Dykstra	Friehaven Farms
Shirley & Bev Hill	Hill & Hill Farms	Murray Robinson
Ian & Joanne Matthew	Jake & Shirley Rylaarsdam	Gayle Waters
Brad Turner & Jessica Petelle	Koos & Natalie Vermue	Heather Tout
Suzanne Robinson	Tracy Van Osch	Rosalée Elderidge
Wykbill Farms	Janice Simpson	Doreen Gray
Maryjane & Mark Westbrook	John Eckert	Carmina DeYoung
Huron Telecommunications	West Wawanosh Mutual	Belgrave Kinsmen
Douglas & Susan Marriott	Marthan Wick	Libro Credit Union
Bryan Underwood	Helen Varekamp	Betty Dow Estate
Pat Fields	Helen Bieman	Helen Pinder
Barbara June Luck Estate	Barry & Monica Page	Willy Van Klooster
Huron Agri Products Ltd	ABC Investments	Da-Lee Dust Control
Excalibur Insurance Group	Horizon ProResp Inc	Seebach & Company
Southbridge Care Homes	Frank Bruxer	Goderich Electric Ltd
Carlyle Peterson Lawyers	CIBC Securities Inc	Doug & Cathy Elliott
Brown's Guardian Pharmacy	Haskett Funeral Homes	Roza Morgan
Robert's Farm Equipment	Virtual High School	Walton Raceway
Meinen Custom Homes	Riverside Funeral Home	Loblaws Inc
Corinna Forbes	Elaine McTaggart	Dan Loebach
Londesboro & District Lions Club	TLC Animal Husbandry	Christopher Walker
Paul & Finola MacGinty	Fred & Hedwig Kruger	Duncan Jewell
Falconer Funeral Homes	Milt & Wanda Dietz	Peter Klaver
Roma Harris	Barry & Monia Page	

Companion (\$5,000-\$9,999)

Compass Minerals	Rotary Club of Mitchell	Jeanette Irwin
Hugo & Moira Maaskant	Brendan Lane	Metzger Meats
Knights of Columbus 5420	Rotary Club of Goderich	Sue Smith
Anonymous	Lions Club of Clinton	Connect Marketing
Community Futures Huron	Groves TV & Appliance	Nicolas Potvin
Vandenheuvel Structures	Legion Ladies Auxiliary 109	Everspring Farms Ltd
Tuckersmith Communications	Bruce Power L.P.	

Contributor (\$10,000-\$24,999)

Bill Anderston	Anonymous	Bryan & Linda Vincent
Allen & Nancy Ische	Howick Mutual Insurance	Town of Goderich
RBC Foundation	Linda & Don Edward	Diane Aitkin
Usborne & Hibbert Mutual	UNIFOR Local 16-0	Peter Tovenati
In Memory of Jim Shanahan	Rita Coombs Estate	Blissful Blinds
Grace Cameron	Alvin McGee	Eleanor Erskine
Progressive Turf Equipment	Nancy Denomme	Margaret Roney and Family

Visionary (\$25,000-\$99,999)

Bayfield Community Group	Daryl Ball	Devereaux Family
Tuckersmith Communications	Allan Avis Architects	David & Susan Bender
The estate of Kathleen Whitmore	Janmaat Family	Anonymous
JP Bickell Foundation	Knights of Columbus 5290	Gord & Anne Lavis
McGavin Family & McGavin Farm Equipment		

Community Builder (\$100,000 plus)

Jim and Brenda McIntosh	Doris Stanworth Estate
-------------------------	------------------------

FINANCIAL Statement

	Apr 1, 2020-Mar 1, 2021	Apr 1, 2019-Mar 1, 2020
Revenue		
Ontario Health	\$495,311	\$487,311
Donations	493,779	330,606
Fundraising	227,499	188,472
COVID Emergency Funding	321,390	0
Other	9,199	13,230
Total Revenue	\$1,547,178	\$1,129,619
Expense		
Salary & Benefits	\$1,008,245	\$1,033,706
Amortization	71,788	77,939
Fundraising Expenses	29,391	38,961
Operations	32,531	38,594
Share The Care & Grief Recovery	18,519	8,339
Utilities	9,029	10,046
Consulting & Professional Fees	10,265	37,953
Insurance	8,857	7,409
Advertising & Subscriptions	7,166	4,984
Office, Telephone, Travel	17,881	18,538
Training & Recognition	1,997	1,789
Bank Charges	219	315
Long-Term Interest	30,578	32,598
Miscellaneous	1,078	2,603
Total Expense	\$1,247,544	\$1,313,774
Surplus / Deficit	\$299,634 (\$100,000 transferred to Operating Reserve Fund)	(\$184,155)

HURON HOSPICE ANTI-RACISM STATEMENT

At the core of Huron Hospice is a steadfast belief in the intrinsic value of each individual and their right to quality of life and quality of care. Huron Hospice acknowledges the long-term and historical trauma that has been a reality for racialized minorities and Indigenous peoples who have had their rights denied and infringed for generations. Recent events have triggered a renewed and more stringent effort by Huron Hospice to reflect on and review our own processes and to take action on anti-Black racism and racism in all its forms.

BOARD OF DIRECTORS

Jay McFarlan (Chair)	Carole Alce
Yvonne Kitchen (Past Chair)	Tony Davison
Daryl Ball (Vice-Chair)	Gail Trewhitt
Kevin Kale (Treasurer)	Michelle Hansen
Elizabeth Kruspe (Secretary)	Robin Wark
Ralph Smith (Board Lawyer)	Jasime Clark
Mareen Cole	Lisa Talyor

COMMUNITY PARTNERS

Huron Perth Ontario Health Team	CMHA
Huron Perth Healthcare Alliance	Ontario Works
Hospice Palliative Care Ontario	Goderich Probation Office
Huron Perth Hospice Palliative Care Network	Huron Perth Centre for Children & Youth
Southwest Palliative Care Network	Rural Response for Healthy Children
Huron Community Family Health Team	Huron Perth Public Health Unit
Alexandra Marine General Hospital	Tanner Steffer Foundation
Listowel Wingham Hospital Alliance	County of Huron Social Services
Choices For Change	Room2Grow
PAIL Network	Centre for Employment & Learning
Huron Perth Catholic District School Board	Alzheimer's Huron
Avon Maitland District School Board	Huron Safe Homes for Youth
Falconer Funeral Homes	Huron Perth Children's Aid Society
Haskett's Funeral Homes	Huron Respite Network
Huron Women's Shelter	Big Brothers Big Sisters
One Care	Victim Services



**Huron
Hospice**

Huron Hospice Administration | Clinton Hospital – West Wing
98 Shipley Street | Clinton, ON N0M 1L0
Phone: 519-482-3440, ext. 6301 | infohospice@tcc.on.ca