

2012 - 2013 ANNUAL REPORT

HOSPICE NORTHWEST

October 7, 2013



Presented at the Annual General Meeting, Hospice Northwest



**HOSPICE NORTHWEST
63 CARRIE STREET
THUNDER BAY, ONTARIO
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AGENDA
For the Annual General Meeting 2012/2013
Monday, October 7, 2013
7:00 pm – 8:30 pm
Hospice Northwest Office

1. Introductions and opening remarks from Board Chair, Kathy Kortes-Miller
2. Hike for Hospice 2013:
 - a) Highlights of Hike, by Kathleen Buso
 - b) Cheque presentation by Susan Fraser, Area Director of Bayshore Home Health, Guest
3. Speaker: Jennifer Childs, CFRE, Director of Philanthropy at Lakehead University: Fundraising and the Role of a Board Member
4. New Initiatives planned for Marketing and Fundraising: Caitlyn Phirbny, Fund Development Intern
5. Questions

~ Refreshment Break ~

6. Approval of AGM Minutes of October 22, 2012
7. Approval of Audited Financial Statements for Year Ending March 31, 2013, presented by Bruno Valente, Auditor
8. Appointment of the Auditor for fiscal 2013/2014
9. Nominating Committee Report: presented by Marianne Larson
10. Highlights of 2012/2013 Annual Report
11. New Business



MINUTES OF THE ANNUAL GENERAL MEETING 2011/2012

Monday, October 22, 2012

7:00 pm – 8:00 pm

Hospice Northwest Office

Present: Present: Joan Williams, Marianne Larson, Scott McCormack, Bruno Valente, Kathy Kortes-Miller, Ron Voit, Kathleen Buso, Paul Morralee, Terri Kannegiesser, Edith Gagne, Jill Marcella, Cathy Alex

Regrets: Debbie Escott, Maxine Cayenne, Mary Lynn Dingwell

1. Introductions and opening remarks from Board Chair, Scott McCormack

2. Minutes of October 17, 2011

Motion: Approval of AGM Minutes of October 17, 2011

Moved by: Kathy Kortes-Miller

Seconded by: Marianne Larson.....**CARRIED**

3. Audited Financial Statements for Year Ending March 31, 2012, presented by Bruno Valente, Auditor

Assigning a value to volunteer hours was discussed, as a means of informing the public and funders of the wealth of resources that is offered through Hospice Northwest services.

Motion: Approval of Financial Statements

Moved by: Cathy Alex

Seconded by: Jill Marcella.....**CARRIED**

4. Appointment of the Auditor for fiscal 12/13

Motion: that Bruno Valente be appointed as auditor for 2012/13.

Moved by: Ron Voit

Seconded by: Cathy Alex.....**CARRIED**

5. Nominating Committee Report: presented by Marianne Larson

Motion: To accept Nominating Committee's recommendation.

Moved by: Cathy Alex

Seconded by: Kathy Kortes-Miller.....**CARRIED**

6. **Board of Directors Annual Report, presented by Scott McCormack, Chair**

7. **Presentation of 2011-2012 Annual Reports**

- i. Executive Director's Annual Report presented by Joan Williams
- ii. Volunteer Coordinator's Report presented by Terri Kannegiesser
- iii. Communication Coordinator/Office Administrator's Report presented by Kathleen Buso

8. **New Business:** Kathy Kortes-Miller thanked Scott McCormack for his dedication and hard work during his role of board chair.

9. **Adjournment at 7:50 pm**

Moved by: Cathy Alex

Seconded by: Kathy Kortes-Miller.....**CARRIED**

HOSPICE NORTHWEST FINANCIAL STATEMENTS

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MARCH 31, 2013

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INDEPENDENT AUDITOR'S REPORT

To the Members of Hospice Northwest

I have audited the accompanying financial statements of Hospice Northwest which comprise of the statement of financial position as at March 31, 2013 and the statement of operations, statement of changes in net assets and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not for profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. Except as explained in the following paragraph I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform an audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

In common with many non-profit organizations, the Hospice Northwest derives revenue from donations and fundraising, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, my verification of these revenues was limited to the amounts recorded in the records of the organization and I was not able to determine whether any adjustments might be necessary to revenue, excess of revenue over expenses, assets, and net assets.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for a modified opinion.

Opinion

In my opinion, except for the effect of adjustments, if any, which I might have determined to be necessary had I been able to verify ending inventory values, as described in the preceding paragraph, the financial statements present fairly, in all material respects, the financial position of Hospice Northwest as at March 31, 2013 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not for profit organizations.

Comparative Figures

Without modifying my opinion, I draw attention to Note 1 to the financial statements which describes that Hospice Northwest adopted Canadian accounting standards for not-for-profit organizations on April 1, 2012 with a transition date of April 1, 2011. These standards were applied retrospectively by management to the comparative information in these financial statements, including the statement of financial position as at March 31, 2012, and April 1, 2011 and the statements of operations, statement of changes in net assets and statement of cash flows for the year ended March 31, 2012 and related disclosures.

Thunder Bay, Ontario
June 25, 2013

Chartered Accountant
Licensed Public Accountant

HOSPICE NORTHWEST
STATEMENT OF FINANCIAL POSITION

As at March 31	2013			2012		As at April 1 2011
	Lottery Trust	General	Total	Total	Total	
ASSETS						
Current						
Cash	\$ 5,238	\$ 50,225	\$ 55,463	\$ 49,569	\$ 18,555	
Short term investments	-	30,375	30,375	30,190	30,058	
Accounts receivable (Note 2)	209	17,560	17,769	8,919	22,962	
Inventories (Note 3)	-	6,166	6,166	1,982	6,770	
Prepaid expenses (Note 4)	67	4,305	4,372	7,970	4,337	
Due from general fund	4,167	-	4,167	-	-	
Due from lottery trust fund	-	-	-	355	354	
	\$ 9,681	\$ 108,631	\$ 118,312	\$ 98,985	\$ 83,036	
LIABILITIES						
Current						
Accounts payable and accrued liabilities (Note 5)	\$ -	\$ 16,422	16,422	22,534	22,850	
Deferred contributions (Note 6)	-	8,580	8,580	10,000	-	
Due to general fund	-	-	-	355	354	
Due to lottery trust fund	-	4,167	4,167	-	-	
	-	29,169	29,169	32,889	23,204	
NET ASSETS						
Restricted	9,681	31,234	40,915	31,234	31,234	
Unrestricted	-	48,228	48,228	34,862	28,598	
	9,681	79,462	89,143	66,096	59,832	
	\$ 9,681	\$ 108,631	\$ 118,312	\$ 98,985	\$ 83,036	

Approved on behalf of the Board of Directors

 Director

 Director

HOSPICE NORTHWEST**STATEMENT OF OPERATIONS**

Year ended March 31	2013	2012
Revenues		
Grant, North West Local Health Integration Network	\$ 198,731	\$ 198,731
Grant, United Way	31,250	30,000
Grant, NOHFC	-	45,505
Donations, United Way fundraising	7,940	11,926
Donations, John Andrews Foundation	-	1,250
Donations, General	41,350	24,093
Lottery income	8,607	14,148
Fundraising and miscellaneous revenue	34,268	23,259
Interest income	183	156
Lakehead University	2,437	2,436
City of Thunder Bay	20,000	20,000
Trillium	27,120	-
	371,886	371,504
Expenditures		
Board meetings and development	861	1,012
Fundraising	12,434	14,058
Insurance	2,807	2,694
Memberships, books and subscriptions	1,428	1,958
Office equipment	7,246	1,571
Office supplies	10,737	13,519
Postage	1,705	1,388
Professional development - Staff	1,694	3,227
Professional development - Volunteer	10,109	8,230
Professional fees	6,200	6,200
Purchased services	9,011	9,735
Public awareness and program costs	24,162	22,013
Rent and utilities	18,000	18,000
Telephone	3,928	4,061
Travel	16,660	18,008
Trillium	27,120	-
Wages and employee benefits	194,737	239,566
	348,839	365,240
Excess (deficiency) of Revenues over expenditures	\$ 23,047	\$ 6,264

HOSPICE NORTHWEST**STATEMENT OF CHANGES IN NET ASSETS**

Year ended March 31				2013	2012
	Reserve for Working Capital	Restricted Lottery trust (Schedule B)	General (Schedule A)	Total	Total
Balance , beginning of year	\$ 31,234	\$ 5,967	\$ 28,896	\$ 34,863	\$ 28,598
Excess of revenue over expenditures for the year	-	3,714	19,332	23,046	6,264
Balance , end of year	\$ 31,234	\$ 9,681	\$ 48,228	\$ 57,909	\$34,862

HOSPICE NORTHWEST**STATEMENT OF CASH FLOWS**

Year ended March 31	2013	2012
Operating activities		
Cash received from donors, clients and funding agencies	\$ 358,669	\$ 390,179
Cash paid to suppliers and employees	(352,714)	(358,992)
Interest received	183	156
Interest paid	(59)	(197)
	<u>6,079</u>	<u>31,146</u>
Investment activities		
Net cash increase (decrease) during the year	6,079	31,146
Cash position, beginning of year	79,759	48,613
Cash position, end of year	\$ 85,838	\$ 79,759
Represented by		
Cash	\$ 50,225	\$ 44,995
Cash - Lottery	5,238	4,574
Short term investments	<u>30,375</u>	<u>30,190</u>
	\$ 85,838	\$ 79,759

HOSPICE NORTHWEST

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Year ended March 31, 2013

Nature and purpose

Hospice Northwest is a registered charity with the objective to encourage and support the development of palliative care volunteer programs in communities of the District of Thunder Bay. As the organization is a registered charity, it is not subject to corporate income tax.

Basis of accounting

These financial statements were prepared using the accrual basis of accounting. The accrual basis recognizes revenues as they become available and measurable; expenditures are recognized as they are incurred and measurable as a result of receipts of goods or services and the creation of a legal obligation to pay.

Revenue Recognition

The organization follows the deferral method of accounting for contributions. Contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is assured.

Investment income is recognized as revenue when earned.

Deferred contributions

Deferred contributions result from certain revenues being allocated to match expenditures to be incurred in future years. As at March 31, 2013, \$8,580 has been deferred in the accounts of the organization. As at March 31, 2012 \$10,000 has been deferred in the accounts of the organization.

Inventory

Inventory pertaining to fundraising is valued at the lower of cost and net realizable value. Cost is determined on an average invoice price basis.

Capital Assets

Capital assets consist primarily of office equipment, computer equipment and leasehold renovations. Capital expenditures are expensed in the year incurred. In fiscal 2013, \$7,246 was expensed to office equipment. In fiscal 2012, \$1,571 was expensed to office equipment.

HOSPICE NORTHWEST

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Year ended March 31, 2013

Financial Instruments

The Association classifies its financial instruments into one of the following categories based on the purpose for which the asset was acquired. The Association's accounting policy for each category is as follows:

Held for trading

Financial instruments classified as assets or liabilities held-for-trading are reported at fair value at each balance sheet date, and any change in fair value is recognize in net surplus (deficiency) in the period during which the change occurs.

Transaction costs are expensed when incurred.

Cash has been classified as held-for-trading.

Inventory as been classified as held-for-trading.

Loans, receivables, and other liabilities

Financial instruments classified as loans and receivables, held-to-maturity investments and other financial liabilities are carried at amortized cost using the effective interest method. Interest income or expense is included in net surplus (deficiency) over the expected life of the instrument. Transaction costs are expensed when incurred.

Accounts receivable has been classified as loans and receivables.

Accounts payable and other liabilities have been classified as other financial liabilities.

Donations of Voluntary Travel

The organization incurs travel expenses by volunteers totaling \$14,435 in fiscal year 2013 (2012 - \$14,845).

In fiscal year 2013 \$14,435 (2012- \$14,845) was donated by the volunteers and recorded in donations, general.

Leases

All leases are classified as operating. Rental payments are expensed as incurred.

Cash Equivalents

Cash and cash equivalents consist of cash on hand, bank accounts, and term deposits.

HOSPICE NORTHWEST**SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES****Year ended March 31, 2013**

Use of Estimates

The preparation of financial statements in accordance with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. The principal estimates used in the preparation of these financial statements are accruals. Actual results could differ from management's best estimates as additional information becomes available in the future.

HOSPICE NORTHWEST**NOTES TO FINANCIAL STATEMENTS****Year ended March 31, 2013**

1. Adoption of accounting standards for not for profit organizations

Effective January 1, 2011, the Organization adopted the requirement of the Canadian Institute of Chartered Accountants (CICA) Handbook - Accounting, electing to adopt the new accounting framework: Canadian Accounting Standards for Not-for-Profit Organizations (ASNPO). These are the Company's first financial statements prepared in accordance with ASNPO and the transitional provisions of Section 1500, First-time Adoption have been applied. Section 1500 requires retrospective application of the accounting standards with certain elective exemptions and limited retrospective exceptions. The accounting policies set out in the summary of significant accounting policy have been applied in preparing the financial statements for the year ended March 31, 2013, the comparative information for the year ended March 31, 2011 and the opening balance sheet as at April 1, 2011 (the organization's date of transition).

The organization has elected to use the following exemptions available under Section 1500, First-time adoption of ASNPO:

Section 1500. 19-12, the election to value any financial asset or liability at fair value. The financial instruments will not be valued at fair value, but will be valued at cost.

Applying these elected exemptions has resulted in no changes to assets, liabilities and equity accounts at the date of transition.

2. Accounts receivable

	2013	2012
Interest receivable	6	10
United Way of Thunder Bay	8,750	-
Harmonized sales taxes receivable	6,367	8,290
Lakehead University	2,437	-
Harmonized sales taxes receivable - lottery	209	619
	<hr/>	<hr/>
	\$ 17,769	\$ 8,919
	<hr/>	<hr/>

3. Inventories

	2013	2012
Ornaments	\$ 2,978	\$ -
Books	3,188	-
	<hr/>	<hr/>
	6,166	1,982
	<hr/>	<hr/>

HOSPICE NORTHWEST**NOTES TO FINANCIAL STATEMENTS****Year ended March 31, 2013**

4. Prepaid expenses

	<u>2013</u>	<u>2012</u>
Hospice stories cost	\$ -	\$ 1,700
Book launch costs	-	1,000
Insurance	1,931	1,849
Memberships	674	792
Workshops	200	-
Rent	1,500	1,500
Lottery expenses	67	1,129
	<u>\$ 4,372</u>	<u>\$ 7,970</u>

5. Accounts payable and accrued liabilities

	<u>2013</u>	<u>2012</u>
Trade	\$ 14,747	\$ -
Payroll and withholding taxes	1,139	4,048
Other taxes payable	536	6,782
	<u>\$ 16,422</u>	<u>\$ 22,534</u>

6. Deferred contributions

	<u>2013</u>	<u>2012</u>
Tbaytel	\$ -	\$ -
Paterson Foundation	-	5,000
Port Arthur Rotary	-	2,500
Trillium	4,380	-
Hike for Hospice	4,200	-
	<u>\$ 8,580</u>	<u>\$ 10,000</u>

HOSPICE NORTHWEST**NOTES TO FINANCIAL STATEMENTS****Year ended March 31, 2013**

7. Statement of financial position - Lottery

	<u>2013</u>	<u>2012</u>
Assets		
Cash	\$ 5,238	\$ 4,574
Accounts receivable	209	619
Prepaid expenses	67	1,129
Due from general	4,167	-
	<u>\$ 9,681</u>	<u>\$ 6,322</u>
Liabilities		
Due to general	\$ -	\$ 355
	<u>9,681</u>	<u>5,967</u>
	<u>\$ 9,681</u>	<u>\$ 6,322</u>

8. Capital disclosure

The Organization considers its capital to be the balance retained in net assets, which is generally the difference between its assets and its liabilities as reported on its balance sheet.

The Organization's objectives when managing capital are to safeguard its ability to continue as a going concern so that it can continue to provide delivery of its services to the members. Management maintains its capital by ensuring contributions and fundraising are adequate to cover operating costs of the Organization, and actively monitoring operational results.

9. Net assets

As is common in organizations of this type, funding is typically granted for specific purposes to be expended within certain periods. Failure to expend the funds as agreed upon could result in demand for repayment by funding agencies. The net assets contains amounts which are subject to review by the funding agencies subsequent to the year-end and thus may be repayable at a later date. Repayments made will be booked in the year of repayment and not applied retroactively. During the year 2013, no money was returned (2012, \$ Nil) to the North West Local Health Integration Network.

HOSPICE NORTHWEST**NOTES TO FINANCIAL STATEMENTS****Year ended March 31, 2013**

10. Endowment

In the fiscal year ending March 31, 2011 the Board of Directors approved an Endowment payment of \$10,000 (maximum allowable investment is \$20,000) to be invested with the Thunder Bay Foundation. An additional \$1,000 was donated to the Endowment by way of specific donations. Under the terms of the agreement the amount invested is matched by the Thunder Bay Foundation.

These funds are not returned to the organization but are invested in perpetuity.

11. Restricted amounts

Program dollars totaling \$198,731 from the North West Local Health Integration Network, \$31,250 from the United Way, \$20,000 from the City of Thunder Bay and \$31,500 from the Trilium Foundation are restricted to the terms of the agreements with those agencies and are to be expended only on approved program costs.

12. Economic dependence

The organization is economically dependent upon North West Local Health Integration Network and the United Way of Thunder Bay for the majority of its funding.

13. Financial instruments**Fair Value**

The carrying values of cash, accounts receivable and accounts payable approximate their fair value due to their short term nature.

Currency and interest risks

Unless otherwise noted, it is management's opinion that the Organization is not exposed to significant interest or currency risk arising from financial instruments.

Credit risk

Credit risk is the risk of financial loss to the Organization if client, the funder or counter-party to a financial instrument fails to meet its contractual obligations, and arises principally from the Organization's receivables. The Organization does not believe it is subject to any significant concentrations of credit risk related to accounts receivable.

HOSPICE NORTHWEST

NOTES TO FINANCIAL STATEMENTS

Year ended March 31, 2013

14. Comparative figures

Certain of the comparative figures on the statement of financial position have been reclassified to conform to the current year's presentation.

HOSPICE NORTHWEST**SCHEDULE A - OPERATIONS GENERAL**

Year ended March 31 **2013** **2012**

Revenues

Grant, North West Local Health Integration Network	\$ 198,731	\$ 198,731
Grant, United Way	31,250	30,000
Grant, NOHFC	-	45,505
Donations, United Way fundraising	7,940	11,926
Donations, John Andrews Foundation	-	1,250
Donations, General	41,350	24,093
Fundraising and miscellaneous revenue	34,059	22,962
Interest income	183	156
Lakehead University	2,437	2,436
City of Thunder Bay	20,000	20,000
Trillium	27,120	-
	<hr/>	<hr/>
	363,070	357,059

Expenditures

Board meetings and development	862	1,012
Fundraising	7,628	7,777
Insurance	2,807	2,694
Memberships, books and subscriptions	1,428	1,958
Office equipment	7,246	1,571
Office supplies	10,441	12,750
Postage	1,705	1,388
Professional development - Staff	1,694	3,227
Professional development - Volunteer	10,109	8,137
Professional fees	6,200	6,200
Purchased services	9,011	9,735
Public awareness and program costs	24,162	22,013
Rent and utilities	18,000	13,500
Telephone	3,928	4,061
Travel	16,660	18,008
Trillium	27,120	-
Wages and employee benefits	194,737	239,566
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	343,738	353,597

Excess (deficiency) of Revenues over expenditures	\$ 19,332	\$ 25,434
Balance, beginning of year	28,896	25,434
	<hr/>	<hr/>
Balance, end of year	\$ 48,228	\$ 28,896

HOSPICE NORTHWEST**SCHEDULE B - OPERATIONS OF LOTTERY TRUST**

Year ended March 31	2013	2012
Revenues		
Lottery revenue received	\$ 8,607	\$ 14,148
Lottery Expenditures		
Administrative and management fees	2,668	3,609
Licenses	792	891
Ticket costs	1,346	1,781
	4,806	6,281
Net Lottery Proceeds	3,801	7,867
HST Rebate	209	297
Net amount to cover expenses	4,010	8,164
General Expenditures		
Bank charges	(3)	32
HST paid	299	427
Volunteer development and training	-	93
Circle salary	-	310
Rent office	-	4,500
	296	5,362
Excess (deficiency) of Revenues over expenditures	\$ 3,714	\$ 2,802
Balance, beginning of year	5,967	3,165
Balance, end of year	\$ 9,681	\$ 5,967

**TERMS OF OFFICE FOR THE HOSPICE NORTHWEST BOARD OF DIRECTORS
NOMINATED AT THE AGM OCTOBER 7, 2013**

<i>Name of Board Member</i>		<i>Years of Service in 2013/14</i>	<i>Terms (2) to Expire</i>
1	Cathy Alex	2 nd year of 2 nd term	September 2015
2	Robin Cano	1 st year of 1 st term	September 2019
3	Marianne Larson	Additional year at board request	September 2014
4	Myrna Letourneau	1 st year of 1 st term	September 2019
5	Jill Marcella	3 rd year of 1 st term	September 2017
6	Kathy Kortés-Miller	1 st year of 2 nd term	September 2016
7	Paul Morralee	3 rd year of 2 nd term	September 2014
8	Katherine Poulin	1 st year of 1 st term	September 2019
9	Ron Voit	3 rd year of 1 st term	September 2017

NOMINATING COMMITTEE REPORT, October 7, 2013

- Kathy Kortés-Miller is nominated for a second three year term commencing tonight
- Marianne Larson has accepted the board's request to serve for one more year
- Robin Cano is nominated for a three year term commencing tonight
- Myrna Letourneau is nominated for a three year term as Regional representative commencing tonight
- Katherine Poulin is nominated for a three year term as Volunteer rep commencing tonight
- The board has one vacancy , created by the resignation of Maxine Cayenne

Submitted by Marianne Larson

HOSPICE NORTHWEST ANNUAL REPORT FROM THE CHAIR

The past year has been a full and exciting one at the Board table as we head into a time of growth and development in our organization. I am grateful to work with a board clearly passionate and dedicated to the Mission and Vision of Hospice Northwest. I thank Executive Director Joan Williams and Scott McCormack, Past Chair for their support and guidance during this year.

Three board members have completed their tenure and their presence will be sorely missed from our table. Mary Lynn Dingwall, our regional representative, Debbie Escott, the volunteer representative and Scott McCormack, the past chair. Thank you to all of you for your time, dedication and energy.

The board welcomes three new members; Robin Cano, Myrna Letrouneau, regional representative and Katherine Poulin, volunteer representative. We look forward to working with you.

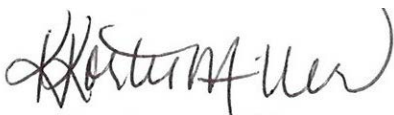
This year has been full and invigorating for the board as we have strived to support the staff in developing a fundraising and marketing plan. This process has encouraged us to focus on our Mission and Vision for Hospice Northwest and the organization's potential in the future. Thank you to the Adventure Group who was contracted to guide us. Change does not come easy. This continues to be important and challenging work. Thank you to the board and staff for the additional time and energy invested in this process.

In addition, over the last year Board Members have participated in extra Committee or Task Force work, fundraising events, such as the Hike for Hospice, Tag Days, Billboard Rescue, and meetings with the LHIN. It is a privilege to support and represent Hospice Northwest at these times and the Board is appreciative of all the effort invested by the staff and volunteers.

In summary, the work of the Board over the past year has been challenging and focussed on how best to enhance the promotion of our organization. The Board appreciates the valuable role HNW plays in our community and looks forward to another exciting year ahead full of growth and development.

Respectfully submitted,

Kathy Kortés-Miller



Board Chair

EXECUTIVE DIRECTOR'S ANNUAL REPORT FOR 2012/2013

This narrative report covers the twelve month period since our last AGM, from October 2012 to September 2013. The statistical information, as with the audited financial statements, is specific to the fiscal year ending March 31, 2013.

Highlights of 2012/13: What makes this year stand out in the evolution of Hospice Northwest is the project funded by the Ontario Trillium Foundation, for the development of a Marketing and Fundraising plan. It was clear at the outset that an expert in the field was needed to advise on a strategy for branding Hospice Northwest as the unique and worthy organization that it is in our city and region. The Ad/venture Group was awarded with the contract and did a thorough job of reviewing all aspects of the agency's functions.

The Board of Directors have shown exemplary engagement in the project and have willingly added numerous meetings and consultations to their typical schedule. The project challenged us all on the thorny issue of a corporate name change, and after all of the complexities of the issue were considered, the decision was made to direct our energies into marketing the current name of Hospice Northwest.

To assist with the rollout of our fundraising strategy we were granted a Fundraising Intern position through the Northern Ontario Heritage Fund Corporation. After some difficulty in recruiting for the position we struck gold in the hiring of Caitlyn Phirbny, who has become an invaluable member of our staff. That position will be ongoing until June of 2014.

Another highlight of the past year was the great success of the Hike for Hospice, due to the exceptional leadership of Kathleen Buso and the generous collaborative efforts of Bayshore Home Health and CERAH, the Centre for Research on Aging and Health at Lakehead University. The Hike not only allowed us to achieve our fundraising goals for the year but also garners support and builds awareness for the cause of hospice palliative care.

Client Services Data: Service levels grew by 3% year, with a slight increase of 5% in the number of clients served. New palliative referrals increased significantly and client referrals for grief and bereavement services grew slightly.

Other areas of growth include referrals from self, family and friends, which indicates success with our public awareness efforts. An increase was seen in referrals from the Long Term Care sector which has also been a priority due to the fact that palliative care is being developed in these facilities to allow people to stay home to die. A slight increase in referrals from St. Joseph's Hospital was realized, and also from the CCAC.

Funding Sources: The majority of our operational funding is provided by the Northwest Local Health Integration Network. We are funded to provide hospice volunteer services in the City and District of Thunder Bay, as well as to provide Support Service training which

is the information, education and training support that our volunteers need in order to perform their client related functions.

Hospice Volunteer Service:

LHIN targets: Service performance targets set by the LHIN for the years 2012/13 were:

a) Individuals served: 265, with the acceptable performance range from 221-299.
Number actually served: 349.

b) Number of volunteer/client service sessions required: 7000, with the acceptable performance range set from 6650-7350. Number actually performed: 10104.

The United Way of Thunder Bay increased our program funding this year for the hospice volunteer service in the City of Thunder Bay. The Allocations Committee who reviewed our application for funds this year worked very hard this year and successfully advocated for an increase to \$35000. This increase has helped to offset the decrease in funding from the City of Thunder Bay, who have agreed to give us a grant in 2013 for the amount of our contribution to an Intern through Northern Heritage Corporation.

Human Resources: Stacey Hare Hodgins was hired to review and redevelop the Circle of Friends program after Danielle Shaver Currie retired. Stacey did an informal program evaluation with the clients and volunteers who regularly attended, and proposed a program which ran weekly, with an activity or a guest speaker on a topic related to the self-management of chronic illness. The new program was informally marketed through word of mouth, marketed to our usual referral sources, and public service announcements in the media. Although the ongoing Circle of Friends clients continued to attend, they had dwindled to a small number and we were unable to attract sufficient interest to keep the program running.

Currently the Circle of Friends is in a hiatus, but a reunion will be held in the next few weeks and the hope is that in some iteration, we will be able to bring back our Circle of Friends program.

Fortunately we have had no turnover in our core staff positions. Our Communications Coordinator and Volunteer Coordinator continue to perform exceptionally well and despite the additional work this year due to the Trillium project, we continue to enjoy a happy workplace.

Our Fundraising Intern, Caitlyn, was commended earlier in this report. We also have Lisa de la Rosa working with us from YES Employment until mid-November, and a new NOHFC Intern position is expected to be approved any day now, to commence by the end of this calendar year. That position will help us with the Hike for Hospice as well as the incredibly labour intensive renewal of our HPCO Accreditation in 2014.

Regional Programs: At this time last year I reported that the Nipigon District Memorial Hospital had signed a partnership agreement with HNW to deliver our program through the hospital, similarly to the Geraldton arrangement. Unfortunately they were unable to identify a staff member who had the time and resources to get the program going, and recently made the decision to withdraw. Other avenues are being explored in this community as well as in Manitowadge and Marathon, since our Marathon coordinator of many years, Irene Desjardins, has decided to retire from the program.

Fort William First Nation: We have been actively participating in the development of a palliative care program in this community, as part of the national research project, Improving End of Life Care in First Nations Communities, through Lakehead University. A public presentation is scheduled for October 10th to introduce the idea of a hospice volunteer program for this community, and determine if there is sufficient interest to go forward, with a model similar to our regional programs until the FWFN is ready to become autonomous of Hospice Northwest.

Board of Directors: It is my distinct pleasure to work for a group as dedicated as the Hospice Northwest board, who have developed into a sophisticated volunteer board with a clear understanding of their governance role and responsibilities. Though we are losing three invaluable members this year, we are gaining three top notch individuals who have already shown a strong commitment.

Respectfully Submitted

A handwritten signature in black ink that reads "Joan Williams". The signature is written in a cursive, flowing style.

Joan Williams, Executive Director

HOSPICE NORTHWEST ANNUAL STATISTICS 2012/2013

April 1 - March 31

	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Total New Referrals						
Note: some clients fall into several categories	137	146	195	177	186	209
New Palliative Referrals	Tracking of breakdown of new referrals begun in 2010/11			163	159	179
New Grief and Bereavement Referrals				16	27	30
Clients Carried Over from Previous Year	103	83	112	155	152	140
TOTAL CLIENTS	240	229	307	332	338	349
No. of Deaths/Discontinued	157	117	152	180	198	183
No. OF CLIENTS/YEAR END	83	112	155	152	140	166

ORIGIN OF REFERRALS	2009/10	2010/11	2011/12	2012/13
Family/Friends/Self	64	90	95	102
Physicians	3	4	3	2
Nursing Agencies: VON, Comcare, Bayshore, etc.	14	16	12	10
Community Care Access Centre	37	45	46	51
Long-Term Care	61	56	63	69
St. Joseph's Hospital	59	53	43	49
TBRHSC/Cancer Centre	26	27	39	25
Hospital Nursing Staff/Social Workers (including Regional Hospitals)	26	24	27	31
Community Health Centres	12	10	6	6
Other	5	7	4	4
Total	307	332	338	349

CLIENTS BY PROGRAM	2009/10	2010/11	2011/12	2012/13
Regional Program	79	83	76	88
Community Client Thunder Bay	67	78	77	74
St. Joseph Hospital	57	44	38	42
One-to-One Bereavement	11	16	30	21
Grief and Bereavement Support Group		13	12	18
Long Term Care	79	72	82	91
Circle of Friends Support Group	17	17	16	13
Hospital Visiting	6	16	12	9
Total (Note: some clients fall into several categories)	316	339	343	356

LHIN Contractual Requirements				
Performance Target for Individuals Served	260	260	260	265
Acceptable Range of Individuals Served	221-299	221-299	221-299	221-299

CLIENT DEMOGRAPHICS 2012/2013

Client Information	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/13
GENDER: Male	69	76	107	118	119	129
Female	171	153	200	214	219	220
AGE: 1 - 20 years	0	0	0	0	0	2
21 - 40 years	2	3	1	2	5	9
41 - 55 years	26	19	21	22	28	23
56 - 65 years	34	25	30	34	48	39
66 - 75 years	28	31	46	59	53	71
75 + years	141	132	196	201	201	198
Not Reported	9	19	13	14	3	7
	240	229	307	332	338	349
PALLIATIVE CLIENT DIAGNOSIS:						
Cancer	89 (38%)	96 (43%)	109 (37%)	116 (38%)	112 (37%)	96 (31%)
Other (COPD, CHF, ALS, HIV, Alzheimer's)	139 (60%)	122 (55%)	166 (56%)	187 (62%)	153 (51%)	184 (59%)
Unknown	4 (2%)	4 (2%)	21 (7%)	0	35 (12%)	31 (10%)
Total Palliative Clients	232	222	296	303	300	311
Bereavement Clients	8 (3.5% of total clients)	7 (3% of total clients)	11 (3.5% of total clients)	29 (9% of total clients)	38 (11.3% of total clients)	38 (11% of total clients)
Total Clients	240	229	307	332	338	349
Circle of Friends Clients	21	16	17	17	16	13

HOSPICE NORTHWEST VOLUNTEER SESSIONS 2012/2013

	2009/2010	2010/2011	2011/2012	2012/2013
No. of Thunder Bay Volunteers	138	178	189	201
No. of Regional Volunteers	80	81	66	57
Total No. of HNW Volunteers	218	259	255	258
Thunder Bay Volunteer Visiting Sessions (including non-client hours)	6371	6650	6995	7724
Regional Satellite Volunteer Visiting Sessions (including non-client hours)	879	1713	1864	2380
TOTAL VOLUNTEER SESSIONS	7250	8363	8859	10104
Session Summary by Type				
One-to-one Sessions	6797	7694	8102	9005
Group Sessions (including Circle of Friends)	334	582	487	478
Non-Client	119	87	270	443
Total Session Summary	7250	8363	8859	10104
LHIN Contractual Requirements				
Performance Target for No. of Sessions	6700	6700	6800	7000
Acceptable Range of No. of Sessions	6030-7370	6030-7370	6460-7140	6650-7350

VOLUNTEER COORDINATOR'S REPORT

October 7, 2013

Submitted by: Terri Kannegiesser

Recruitment Campaign/Training

The 2012 recruitment campaign commenced in May and ended on August 3, 2012. Advertisements were placed in the Summer edition of The Key as well as Wednesday and Saturday ads in the Chronicle Journal during the months of June and July. These were once again generously subsidized by Colin Bruce. A letter was sent to the editor acknowledging the tremendous support of the Chronicle Journal in our recruitment campaign.

Recruitment ads also ran continuously on the Volunteer Thunder Bay website and in the Helping Hands section of the Chronicle Journal. Recruitment posters were distributed to all LTC homes in Thunder Bay and the Norwest Community Health Centre. Public service announcements were forwarded to Dougall Media and Shaw Cable for both radio and television. The majority of applications were submitted on-line through our Hospice Northwest website.

Following a successful recruitment campaign, 42 volunteers participated in our training program which commenced on September 22, 2012.

Volunteer Statistics

Retention and Acquisition Statistics for Hospice Northwest Thunder Bay Volunteers								
	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/13
Total # of Volunteers	100	104	118	145	154	178	189	207
Volunteers at Start of Year	72	86	92	105	119	138	148	168
New Grads	28	18	26	40	35	40	41	39
Retired	14	12	13	26	16	30	21	4
Total at Year End	86	92	105	119	138	148	168	203
Attrition Rate	19.44%	13.95%	14.13%	24.76%	13.45%	21.73%	14.19%	2.38%
Retention Rate	80.56%	86.05%	85.87%	75.24%	86.55%	78.27%	85.81%	97.62%
Acquisition Rate	38.89%	20.93%	28.26%	38.10%	29.41%	28.98%	27.70%	23.21%

Calculations of Attrition Rate, Retention Rate and Acquisition Rate were obtained through use of the Customer Retention & Acquisition Rates Calculator, from Vox Customer Experience Solutions (www.voxinc.com)

Volunteer Recognition Program

This year, Deborah Escott was the recipient of the City of Thunder Bay's Good Citizen Award and Maria Westbroek was the recipient of the 2012 Hospice Association of Ontario's June Callwood Award.

Volunteer Support Program

The annual Wine and Cheese party was held on June 19, 2012 and included a "stepping stones" presentation by Katherine Keeping. Regular monthly volunteer support meetings headed by Deborah Spear and Barb Fugelsang are held at St. Joseph's Hospital. These meetings are intended to support Hospice Northwest volunteers who have, or are presently serving clients in St. Joseph's Hospital.

Volunteer Advisory Committee

The Volunteer Advisory Committee continues to meet quarterly with up to six volunteers participating.

External Committees

I continue to be a member of the Caregivers Support Committee, the Thunder Bay Association of Volunteer Administrators and the newly formed Thunder Bay Family Council Support Group.

Professional Development

Volunteers are advised of workshops and conferences that are available for them to attend. For the period April 2012 to March 2013, the volunteers have had the opportunity to participate in:

Centre for Health Care Ethics: Encounters in Bioethics – April 18/12
CERAH, Palliative Care for Front-Line Workers – May 1-17/12
Centre for Health Care Ethics: Encounters in Bioethics – May 16/12
CERAH, Palliative Care for Front-Line Workers – May 22-June 5/12
Centre for Health Care Ethics – Getting Sick, Getting Well – May 23/12
CERAH, Seniors & Sexuality in Nursing Homes & Retirement Residences – May 30/12
CERAH, Advance Care Planning in Canada – June 7/12
John Howard Society & Aids Thunder Bay: Escaping the Streets – June 19/12
NWO EOL Care Network: Building a Regional Palliative Care Program – June 29/12
CERAH & QPC in LTC, Forums on Interdisciplinary Gerontology, Integrating spirituality and Diversity into LTC Homes – June 20/12
Lakehead University & Canadian Society for Spirituality and Social Work and The Society for Spirituality & Social Work (USA): 7th Annual North American Conference on Spirituality & Social Work – June 21-23/12
Regional Cancer Care Northwest: The Emperor of All Maladies – June 27/12
Centre for Health Care Ethics – Living Kidney Transplantation – Sept. 19/12

CERAH, Palliative Care for Front-Line Workers – September 20 – Oct. 25/12
Ontario Stroke Network: Depression in Seniors with Stroke and other Chronic Diseases–Oct. 4/12
Alzheimer Society, 17th Annual Dementia Care Conference – Oct. 26/12
CERAH, Palliative Care Conference 2012 – Nov. 7-2/12
Canadian Catholic Bioethics Institute: Health Care: Life & Death Choices – Nov. 26/12
HRM Mini-Retreat, Rev. Hugh Walker Presenter – Dec. 13/12
Centre for Health Care Ethics – Care and Risk – January 16/13
CERAH, Food for Thought – January 24/13
CERAH, Palliative Care for Front-Line Workers – February 5 – March 7/13
Kristen Jones-Bonofiglio & Kathy Kortez-Miller – Exploring the Value of Volunteering in Palliative/End-of-life Dementia Care SIM Lab – February 22/13

Long Term Care

Clients continue to be supported in Grandview Lodge, Lakehead Manor, Pinewood Court, Roseview Manor, Bethammi Nursing Home and Hogarth-Riverview Manor. Hospice Northwest has also developed a strong partnership with Pioneer Ridge. Twelve volunteers provided comfort to 20 residents over the past fiscal year. On many occasions, the volunteers been privileged to be at the resident's bedside during their final moments. This has been a tremendous comfort to the resident, their family members, and has proven to be an incredibly enriching experience for the volunteer as well.

Hospice Northwest was proud to be able to bring Christmas cheer to all of the residents of Bethammi Nursing Home on December 21, 2012. With a generous donation of handknitted "little people" from the craft group of the Church of St. John the Evangelist, Hospice Northwest brought smiles to the faces of many folks living in this long-term care home. Terri Kannegiesser, HNW; Stepan Bilynsky and Paulina Chow, St. Joseph's Care Group; and Brenda Coopman, the Church of St. John the Evangelist along with several volunteers participated.

Public Awareness

In an attempt to heighten awareness of the services offered by Hospice Northwest, exhibits were displayed at community events throughout the year. Not only did this provide an opportunity for public relations, but also proved to be effective in attracting volunteers during our recruitment campaign.

The following is a summary of the public events in which HNW participated:

May 6 Hike for Hospice
August 15 Rural Health Fair

Memory Box Program

The memory boxes are being well-utilized in Long-Term Care Facilities throughout Thunder Bay. The Catholic Women's Leagues and other church groups are very much involved in supplying, decorating and delivering completed boxes to our office for distribution.

Hospice Northwest Events

The 2012 Christmas Luncheon was held on December 18th in the Georgian Room at St. Joseph's Heritage.

The Candlelight Memorial Service was conducted by Reverend Deborah Kraft and Reverend Randy Boyd in Trinity United Church on December 6, 2012 at Trinity United Church.

COMMUNICATIONS COORDINATOR/OFFICE ADMINISTRATOR'S REPORT

Submitted by Kathleen Buso, October 7, 2013

FUNDRAISING INITIATIVES

2011/2012 was a very successful year in terms of fundraising for Hospice Northwest. Approximately \$23,400 was raised through the following fundraising events, third-party fundraisers, and major one-time donations:

Fundraising events for the 2012/13 period:

- May 2012 – **1st Annual Hike for Hospice** raised over \$20,000, with a net profit of over \$17,000
- May 2012 – **United Way Billboard Rescue** - \$4491.00
- May 2012 – **City of Thunder Bay Dress Down Days Program** - \$1325
- June 2013 – **LCBO Tag Days Event** - \$2500
- April 2012 – March 2013 – **Wings of Remembrance Ornament Sale** - a total of \$7644 was raised through ornament sales, with a net profit of \$5900
- January 2013 – **Italian Hall Spaghetti Supper Fundraiser** - \$750
- March 2013 – **Trinity United Church, Community Outreach Partner donation** – \$580

Fundraising events to date in 2013/14

- **Life's Way Book Sales**- \$4856 as of May 2013, with sales ongoing
- May 2013 – **1st Annual Hike for Hospice** raised over \$40,000, with an additional \$15,000 worth of prizes, food and services donated. Net profit was \$36,000.
- May 2013 – **United Way Billboard Rescue** – \$3845
- June 2013 – **LCBO Tag Days Event** - \$3400
- September 2013 – **Miles with the Giant** – 12 Hospice Northwest volunteers helped out as road marshals for this marathon, generating a donation of \$360

Our future fundraising events will be a continuation of our most successful ventures to date:

1. **Wings of Remembrance Ornament Sale** – this sale continues to be a very well-received fundraising and awareness building initiative and will be continued in the 2013/14 year, with the campaign launched in mid-November 2013. This year, we will be introducing several new ornaments to the campaign, including a higher end crystal snowflake and a uniquely designed Life's Way ornament. Net proceeds are expected to continue in the \$5000 - \$6000 range.
2. **United Way Billboard Rescue** – staff and board members will continue to participate in this fundraising event held each May

3. **Hike for Hospice** – this yearly event is continuing to grow in number of participants and in the total of funds generated. It has now become Hospice Northwest's signature event. For 2014, our fundraising goal has been raised to \$60,000. Hospice Northwest is very grateful to all of our generous sponsors and donors and our enthusiastic Hikers and volunteers.
4. **City of Thunder Bay's Dress Down Day Program:** Because Hospice Northwest was the recipient of donations through this program for two consecutive years in 2011 and 2012, we were not eligible to re-apply until 2014. An application for the 2014 year has been sent in.
5. **Italian Hall Spaghetti Supper** – we have reapplied to the Italian Cultural Centre for another fundraising dinner for 2014. We are also investigating additional 3rd party type fundraisers similar to this one.
6. **LCBO Tag Days** – this is another fundraising event which we plan to pursue each year in the summer months. It is also a very valuable information/promotional opportunity, as our volunteers speak with hundreds of people over the course of the two day event.
7. **Life's Way sales** – sales from Hospice Northwest's book entitled *Life's Way: Reflections of Hospice Northwest Volunteers in Northwestern Ontario* are expected to continue throughout 2013/14, with the book being available for sale online, in our office and in various retail locations within Thunder Bay.
8. **Donor Database** – Hospice Northwest has begun the development of a donor database, using Sumac Fundraising Software Program. Our Fund Development Intern will be utilizing our existing donor information to build an effective tool which will enable Hospice Northwest to work toward our goal of increasing memorial donations, and to eventually develop a Planned Giving and/or Major Gift Giving Campaign in the future.

I continue to be a member of the Lakehead Fundraising Association, which provides a forum for fundraisers in Thunder Bay to communicate more effectively, and to access opportunities for training and skill development.

COMMUNICATIONS

Marketing and Promotions

Candlelight Memorial Service: This event has now become an annual one for Hospice Northwest. For the past two years, Hospice Northwest has hosted this non-denominational service at Trinity United Church, in partnership with Rev. Deborah Kraft of St. Paul's Anglican Church and Rev. Randy Boyd from Trinity United. The service is open to the public and provides an opportunity for those grieving the loss of a loved one to gather together to share their grief and pay tribute to those who have died. It also

provides a chance for the agency to promote our grief and bereavement services to the public. The 2012 service had approximately 70 participants in attendance. It was also live-streamed, allowing for an additional 91 people to view the event. Another Candlelight Service is planned for December 2013, with additional community partners participating.

Marketing and Fundraising Plan: In 2012, Hospice Northwest was granted Trillium Foundation funding to complete a strategic marketing review and develop a marketing and fund development plan in order to strengthen our brand identity. Hospice Northwest also received a Northern Ontario Heritage Fund Corporation grant to hire a Fund Development Intern who is currently working on developing the recommendations generated by the review into a concrete work plan.

Promotional Articles: We continue to promote the agency through feature stories in various local newspapers and magazines. Within the 2012/13 fiscal year, we submitted one article to the Chronicle Journal highlighting the Circle of Friends Support Group. We also received coverage in the Walleye for our Candlelight Memorial Service in December 2012. Another article was submitted to the Chronicle Journal in late September 2013, focusing on the nature of the partnership between Hospice Northwest and St. Joseph's Care Group. It is expected to run in the paper in mid-October 2013.

Other ongoing promotional efforts will include information displays at community events, distribution of brochures, appearances on Community Matters, speaking engagements upon request and advertising in the Chronicle Journal and the Source, when the budget permits.

Digital Advertising: Hospice Northwest will be running ads on three plasma screen televisions in Thunder Bay for a period of one year. The screens are located in the Thunder Bay Diagnostic Clinic, the Port Arthur Health Centre and the Thunder Bay Tournament Centre.

Printed Materials

The ***Hospice Herald***, which is produced and distributed four times a year, continues to be an effective form of communication between staff and volunteers in Thunder Bay and the Region. Upcoming meetings and educational events are highlighted, as well as any community programs and news that might be of interest to our volunteers.

Hospice Horizons, a newsletter for supporters of Hospice Northwest, was designed and sent out to all those who donated or participated in the Hike for Hospice, along with their charitable receipts. The newsletter was designed to educate our donors on who Hospice Northwest is and encourage them to continue to offer support to the agency in the future.

Electronic Communication

FACEBOOK

Hospice Northwest continues to build our facebook presence, with a current 'like' count of 137 viewers. Facebook provides us with a free means of advertising upcoming events and fundraisers such as the Wings of Remembrance Ornaments and the Candlelight Memorial Service, as well as a way for our brand to become more recognizable within the community. A new Hike for Hospice Event Page was created for the 2013 Hike for Hospice and will be utilized again for the 2014 Hike.

Currently: 137 fans

FEMALES (74%)	0%	2%	11%	13%	26%	15%	8%
	13-17	18-24	25-34	35-44	45-54	55-64	65+
MALES (23%)	0%	3%	3%	4%	7%	4%	1%

HOSPICE NORTHWEST WEBSITE

The Hospice Northwest website continues to be updated with upcoming events, downloadable copies of our newsletter and printable copies of our volunteer training modules. Visits to the website increased substantially during the weeks preceding the Hike for Hospice. Data obtained through Google Analytics shows that traffic to our website has increased 25.81% over the past year. However, despite this, we can see that page views and duration of page visits have both dropped. Further our Bounce Rate, which identifies visits that view one page only then "bounce" to another site, has increased nearly 10% (however, to keep this in perspective, generally in terms of internet marketing, 50% bounce rate is acceptable while anything over that is a cause for concern). This suggests that people are coming to the website with specific purposes rather than simply to learn more about Hospice Northwest. For this reason we will be looking into ways to keep our website up to date with news and information to suit the needs of our followers.

WEBSITE ANALYTICS (Taken from Google Analytics)

Category	Number	Change from previous year
Visits	4,421	↑ 25.81%
Unique Visits	3,036	↑ 33.16%
Page Views	15,048	↓ 3.22%
Pages/ Visits	3.40	↓ 23.08%
Avg. Visit Duration	00:02:31	↓ 19.25%
Bounce Rate	45.10%	↑ 9.27%
% of New Visits	66.74%	↑ 1.86%

FUN FACT

Traffic to our Website spiked the first week of May and the first week of December; we attribute this to Hike for Hospice and our Candlelight Ceremony respectively.

WHAT ARE PEOPLE LOOKING AT? STARTING PAGES		This graph demonstrates the first page that visitors view on our website; in many cases, due to our high bounce rate and short visits, it can be assumed that these are the pages that people are specifically looking to view. Presumably they are finding these pages through Google searches.																		
Home Page	48.42%	<p style="text-align: center;">What are People Looking at? Starting Pages</p> <table border="1"> <caption>Data for Starting Pages Pie Chart</caption> <thead> <tr> <th>Page</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Home Page</td> <td>48.42%</td> </tr> <tr> <td>Hike for Hospice</td> <td>9.05%</td> </tr> <tr> <td>Volunteer</td> <td>4.89%</td> </tr> <tr> <td>Contact Us</td> <td>4.77%</td> </tr> <tr> <td>Resource Library</td> <td>3.36%</td> </tr> <tr> <td>Funding</td> <td>2.60%</td> </tr> <tr> <td>Palliative Care Support Program</td> <td>2.38%</td> </tr> <tr> <td>Other (all other pages on website)</td> <td>24.53%</td> </tr> </tbody> </table>	Page	Percentage	Home Page	48.42%	Hike for Hospice	9.05%	Volunteer	4.89%	Contact Us	4.77%	Resource Library	3.36%	Funding	2.60%	Palliative Care Support Program	2.38%	Other (all other pages on website)	24.53%
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HOSPICE NORTHWEST: FUND DEVELOPMENT INTERN REPORT

Submitted by Caitlyn Phirbny

Following the creation of the Trillium funded Marketing and Fundraising Plan for Hospice Northwest, an intern was hired on a one year contract (June 2013-June 2014) to develop a three year implementation plan. This implementation plan, which is based on the strategies presented within the Marketing and Fundraising Plan, is intended to act as a guiding document for the agency to strengthen the brand and allow for an increased capacity of fundraising. The main needs for the plan were highlighted as such:

- to increase awareness of our agency, with specific need to identify Hospice Northwest as a separate agency apart from St. Joseph's Care Group
- to increase our capacity to raise funds
- to ensure satisfaction of both clients and volunteers
- to increase efficiencies of current efforts and resources

The following highlights some of the initiatives that are part of the three year plan aimed at achieving the above mentioned goals:

Community Awareness

One of the primary goals that has been identified in the Marketing Plan is increased community awareness, particularly aimed at distinguishing Hospice Northwest as a separate entity from St. Joseph's Care Group. In order to combat this, our intern has been tasked with actively engaging the community through information sessions and Health Fairs. In addition, partnerships with new community groups including Confederation College, Lakehead University, and Leadership Thunder Bay, to name a few, have been initiated.

Promotional Products

Through increasing community engagement, we found a need to offer promotional products with Hospice Northwest contact information on them. By providing branded items to individuals we meet in the community we hope to keep our brand visible in their everyday lives. Our hope is that this will increase familiarity and lead to increased awareness and by association, donations. These products have been available to the public at various Health Fairs, information sessions, and community events throughout the city this summer and fall. Visitors to the Hospice Northwest information table are asked to complete a short True/False game aimed at educating people about our services.

Expanded Grief Support Programs

In the process of ensuring satisfaction of client experience, we've begun to investigate possible ways of expanding our grief and bereavement support services.

Client Communication Plan

In order to ensure that our brand is well represented throughout the process of client support, we're currently in the midst of implementing a new series of communication tools throughout

the clients and their family's journey with us. As part of this communications plan, an initial gift to the client will be given at the first meeting with the client and volunteer. The gift (a bamboo plant) will include literature about the extent of services available, as well as a write up on the volunteer assigned to the client. This is intended to inform the family and client about who will be coming into the home/room (as in both the individual volunteer and Hospice Northwest as an organization) and help them feel more comfortable with the process in general.

Volunteer Recruitment for Fundraising Purposes

In order to increase Hospice Northwest's capacity to sustainably raise increased funds, Hospice Northwest has begun to explore ways of attracting new volunteers with the sole purpose of fundraising. This recruitment involves setting up committees of community experts to help with Marketing and Fundraising efforts. Community connections with students, experts in those fields, and retired individuals have been made to help fill these committees. In addition to these committees, changes in literature about volunteering opportunities will be made to show the distinct difference between client support volunteers and fundraising focused volunteers.

Volunteer Advocacy Training

Since our volunteers are the face of our organization, they are our best advocates for the work we (they) do through our services. However, recent observations have suggested that despite the advantage volunteers have to be advocates, some feel unprepared to properly do so. In order to make volunteers more capable and comfortable with this task, efforts are being made to provide advocacy training. This training will be aimed at ensuring volunteers are accurately knowledgeable about Hospice Northwest services as well as provide ways to represent that brand to client families.

Volunteer Recognition

In order to assist efforts to make our volunteers better advocates for our brand, efforts are being made to recognize them in the institutes they frequent. A program of installing plaques announcing their presence within long term care facilities and hospitals though out the city is in the works. The program will tentatively begin with St. Joseph's Hospital by the end of 2013.

Die-alogues

Die-alogues (a working title) is a new initiative Hospice Northwest is developing with help from Leadership Thunder Bay. It will be an event aimed at engaging the community in discussions on death and dying topics. The project, which is initially being developed by Leadership Thunder Bay to be replicated in the future solely by us, will present a specific topic, an engaging speaker on said topic, and open discussion by participants. The discussion, which will take place over coffee and desserts, is aimed to make individuals think about dying issues in a practical way before the issue is imminent, as well as make them aware of certain aspects of the topic and services available to them. This event will not only raise funds for Hospice Northwest, but also create awareness of our organization and our services. The initial event is projected to take place near the end of May 2014.



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