



2017 – 2018 ANNUAL REPORT

HOSPICE NORTHWEST

September 24, 2018

Presented at the Annual General Meeting, Hospice Northwest

HOSPICE NORTHWEST ANNUAL
GENERAL MEETING REPORT 2017/18
HOSPICE NORTHWEST AGM MEETING
REPORT 2017/18
THUNDER BAY, ONTARIO
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Hospice
NORTHWEST
SERVICES

MAKING MOMENTS
MATTER

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AGENDA

For the Annual General Meeting 2017/2018

Monday, September 24, 2018

6:00 pm – 7:30 pm

St. Joseph's Heritage Conference and Training Centre

1. Introductions and opening remarks from Board Chair, Barb Philp
2. Approval of AGM Minutes of October 26, 2017
3. Approval of Audited Financial Statements for Year Ending March 31, 2018, presented by Bruno Valente, Auditor
4. Appointment of the Auditor for fiscal 2018/2019
5. Board Chair Report, presented by Barb Philp
6. Nominating Committee Report: presented by Cathy Alex
7. Highlights of 2017/2018 Annual Report
8. New Business
9. Refreshment Break
10. MAiD Presentation with Dr. Margaret McKee



MINUTES OF THE ANNUAL GENERAL MEETING 2016/2017

Thursday Monday, October 26, 2017

5:00 PM to 5:30 PM

St. Joseph's Heritage Conference and Training Centre

PRESENT: Barb Philp, Katherine Poulin, Scott McCormack, Joanne Kembel, Debbie Escott, Tammy Squitti, Janis Nelsen, Edith Gagne, Jeanne Adams, Cathy Godman, Ruth Friedrich, Josie Salonen
Staff: Joan Williams,

Guests: Bruno Valente, Steve Robertson

REGRETS: Judy Harvey, David Clara, Kathy Kortes Miller, Cathy Alex

1. Introductions and opening remarks from Board Chair, Barb Philp
2. Approval of AGM Minutes of October 17, 2016

Moved: Katherine Poulin, Seconded: Jeanne Adams
3. Approval of Audited Financial Statements for Year Ending March 31, 2017, presented by Bruno Valente, Auditor

Moved: Scott McCormack, Seconded: Jeanne Adams
4. Appointment of the Auditor for fiscal 2017/201

Motion: To appoint D. Bruno Valente as Auditor for fiscal 2017/18
Moved: Debbie Escott, Seconded: Joanne Kembel
5. Board Chair Report, presented by Barb Philp
6. Nominating Committee Report: presented by Barb Philp
7. Highlights of 2016/2017 Annual Report

Motion: to accept the Annual Report as presented. Moved by: Jeannie Adams, Seconded: Katherine Poulin
8. No new business
9. Adjournment at:5:40 PM

HOSPICE NORTHWEST
FINANCIAL STATEMENTS
MARCH 31, 2018

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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, 2018 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.

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.

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

Basis for Qualified Opinion

In common with many non-profit organizations, 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.

Qualified Opinion

In my opinion, except for the effect of adjustments, if any, 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, 2018 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.



Thunder Bay, Ontario
June 27, 2018

Chartered Professional Accountant
Licensed Public Accountant

STATEMENT OF FINANCIAL POSITION

As at March 31

2018

2017

	Lottery Trust	General	Total	Total
ASSETS				
Current				
Cash	\$ 12,424	\$ 52,030	\$ 64,454	\$ 60,826
Short term investments (Note 1)	-	42,840	42,840	42,000
Accounts receivable (Note 2)	28	31,372	31,400	26,319
Inventories (Note 3)	-	2,665	2,665	7,532
Prepaid expenses (Note 4)	126	7,687	7,813	5,784
Due from general fund	7,340	-	7,340	4,012
\$	19,918	\$ 136,594	\$ 156,512	\$ 146,473

LIABILITIES

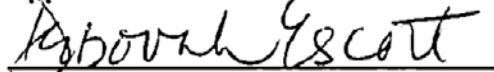
Current

Accounts payable and accrued liabilities (Note 5)	\$ -	\$ 30,162	30,162	27,014
Deferred contributions (Note 6)	-	13,080	13,080	6,400
Due to lottery trust fund	-	7,340	7,340	4,012
-		50,582	50,582	37,426

NET ASSETS

Restricted	19,918	38,472	58,390	56,567
Unrestricted	-	47,540	47,540	52,480
	19,918	86,012	105,930	109,047
\$	19,918	\$ 136,594	\$ 156,512	\$ 146,473

Approved on behalf of the Board of Directors


 Director


 Director

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

STATEMENT OF OPERATIONS

Year ended March 31	2018	2017
Revenues		
Grant	\$ 280,872	\$ 270,560
Donations	34,228	25,120
Fundraising Income - Net of Cost	32,129	59,794
Lottery Income - Net of Cost	7,585	2,652
Other Income	10,372	8,478
	365,186	366,604
Expenditures		
Bank Charges	329	302
Board Development and Meeting Costs	1,395	385
Building Cost	21,602	22,032
Dues and Memberships	1,720	4,006
Insurance	3,608	4,198
Office Equipment	1,283	957
Office	10,781	7,568
Postage	1,383	1,826
Professional fees	17,318	15,340
Program Costs	48,599	47,419
Public awareness	9,515	4,868
Telephone	3,880	3,142
¹ Volunteer Development and Training	8,619	11,624
Wages	200,094	206,486
Wages - Benefit Costs	38,177	40,216
	368,303	370,369
(Shortfall) of Revenues Over Expenditures	\$ (3,117)	\$ (3,765)

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

STATEMENT OF CHANGES IN NET ASSETS

Year ended March 31 **2018** **2017**

	Reserve for Working Capital	Internal Restricted Fund Geraldton	Internal Restrict ed Fund Terrace Bay	Restricted Lottery trust (Schedule B)	General (Schedule A)	Excluding reserve for working capital Total	Excluding reserve for working capital Total
Balance, beginning of year	\$ 31,234	\$ 12,000	\$ 1,000	\$ 12,333	\$ 52,480	\$ 79,042	\$ 82,807
Excess (shortfall) of revenue over expenditures for the year	-	(5,762)	-	7,585	(4,940)	(3,117)	(3,765)
Balance, end of year	\$ 31,234	\$ 6,238	\$ 1,000	\$ 19,918	\$ 47,540	\$ 75,925	\$ 79,042

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

STATEMENT OF CASH FLOWS

Year ended March 31	2018	2017
Operating activities		
Excess (Shortfall) of revenues over expenditures	\$ (3,117)	\$ (3,765)
(Increase) decrease in accounts receivable	(5,080)	2,306
(Increase) decrease in inventories	4,867	1,514
(Increase) decrease in prepaid expenses	(2,028)	(200)
Increase (decrease) in accounts payable and accrued liabilities	3,146	8,269
Increase (decrease) in deferred contributions	6,680	(14,268)
Net cash increase (decrease) during the year	4,468	(6,144)
Cash position, beginning of year	102,826	108,970
Cash position, end of year	\$ 107,294	\$ 102,826
Represented by		
Cash	\$ 52,030	\$ 52,729
Cash - Lottery	12,424	8,097
Short term investments	42,840	42,000
	\$ 107,294	\$ 102,826

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Year ended March 31, 2018

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.

Basis of accounting

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations.

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 reasonable 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, 2018, \$13,080 has been deferred in the accounts of the organization. As at March 30, 2017 \$6,400 has been deferred in the accounts of the organization.

Inventories

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 2018, \$ Nil - was expensed to office equipment and maintenance. In fiscal 2017, \$2,218 was expensed to office equipment and maintenance.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Year ended March 31, 2018

Financial Instruments

Measurement of financial instruments:

The organization initially measures its financial assets and liabilities at fair value. It subsequently measures all its financial liabilities at amortized cost.

Financial assets measured at amortized cost include cash, short term investments and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

Impairment:

Financial assets measured at amortized cost are tested for impairment when there are indicators of possible impairment. The amount of the write-down is recognized in net income. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously

Contributed services

A number of people have contributed significant amounts of time to the activities of the Organization without compensation. The fair value of these contributed services is not readily determinable and, as such, is not reflected in these financial statements.

Donations of Voluntary Travel

The organization incurs travel expenses by volunteers totaling \$8,735 in fiscal year 2018 (2017 - \$14,953).

In fiscal year 2018 \$9,725 (2017- \$13,963) was donated by the volunteers and recorded in donations.

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 short term investments.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Year ended March 31, 2018

Use of Estimates

The preparation of these financial statements in conformity with Canadian accounting standards for not-for-profit organization requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reported period.

Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary.

Provisions are made for slow moving and obsolete inventory.

Accounts payable and accruals are estimated based on historical charges for unbilled goods and services at year end.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in earnings in the years in which they become known.

NOTES TO FINANCIAL STATEMENTS

Year ended March 31, 2018

1. Short-term investments

	2018	2017
Term deposit earning interest at 2.0% maturing October 2018	\$ 10,200	\$ 10,000
Term deposit earning interest at 2.0% maturing October 2018	32,640	32,000
	\$ 42,840	\$ 42,000

The term deposit for \$ 10,200 is used as security for the organization's credit cards.

2. Accounts receivable

	2018	2017
Interest receivable	\$ 331	\$ 228
United Way of Thunder Bay	-	-
Harmonized sales taxes receivable	2,404	2,171
Lakehead University	2,437	2,437
Harmonized sales taxes receivable - lottery	28	104
Northern Ontario Heritage Fund	10,847	20,611
Youth Employment Services	-	-
New Hires Rebate Credit	-	768
Local Health Integration Network	15,353	-
	\$ 31,400	\$ 26,319

3. Inventories

	2018	2017
Ornaments	\$ 2,665	\$ 5,290
Books	-	2,242
	\$ 2,665	\$ 7,532

HOSPICE NORTHWEST**NOTES TO FINANCIAL STATEMENTS****Year ended March 31, 2018**

4. Prepaid expenses

	2018	2017
Hike for Hospice	\$ 1,899	\$ 284
Insurance	2,365	2,589
Memberships	1,046	1,248
Rent	1,663	1,663
Prepaid data management fee	840	-
	\$ 7,813	\$ 5,784

5. Accounts payable and accrued liabilities

	2018	2017
Trade	\$ 20,747	\$ 14,773
Government remittances	9,415	12,241
	\$ 30,162	\$ 27,014

6. Deferred contributions

	2018	2017
Hike for Hospice	\$ 9,100	\$ 5,150
John Andrews Foundation	1,250	1,250
Tbaytel	2,730	-
	\$ 13,080	\$ 6,400

7. 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 statement of financial position.

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 clients. Management maintains its capital by ensuring contributions and fundraising are adequate to cover operating costs of the Organization, and actively monitoring operational results.

8. 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 recorded in the year of repayment and not applied retroactively. During the year 2018 and 2017, no money was repaid to any funding agencies.

NOTES TO FINANCIAL STATEMENTS

Year ended March 31, 2018

9. 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 \$1,500 was donated to the Endowment by way of specific donations. Under the terms of the agreement the amount invested was matched by the Thunder Bay Foundation.

These funds are not returned to the organization but are invested in perpetuity. At the discretion of management the investment income is either paid out to the organization or reinvested. In fiscal year 2017 there was no return. In the fiscal year 2018 there is \$684 available for distribution.

10. Restricted amounts

Program revenues totaling \$227,056 from the North West Local Health Integration Network , \$24,771 from the United Way, \$20,538 from the Northern Ontario Heritage Fund Corporation, \$3,800 from Thunder Bay Foundation, and \$2,270 from Tbaytel are restricted to the terms of the agreements with those agencies and are to be expended only on approved program costs.

11. Financial instruments

The organization, as part of its operations, carries a number of financial instruments. It is managements opinion that the organization is not exposed to significant interest, currency, credit, liquidity or other price risks arising from these financial instruments except otherwise disclosed.

Fair Value

The carrying values of cash, short term investments, 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.

Year ended March 31, 2018

12. Economic dependence

Approximately 62% (2017 - 54%) of the organization revenue is recieved from the North West Local Health Integration Network. Approximately 7% (2017 - 9%) from the United Way of Thunder Bay. The continuation of this organization is dependent on this funding or its replacement under similar terms.

13. Comparative figures for the prior year

Certain comparative figures for the prior year have been reclassified to conform to the current year's presentation.

SCHEDULE A - VISITING HOSPICE SERVICES

Year ended March 31	2018	2017
REVENUES		
Grants		
Grant - Local Health Integration Network	211,703	198,731
Grant - United Way of Thunder Bay	24,771	32,222
Grant - Northern Ont. Heritage Foundation	-	12,637
Grant - Thunder Bay Foundation	3,800	-
Grant - Youth Employment Services	-	1,628
Grant - Lakehead University	2,437	2,437
Grant - Local Health Integration Network - One Time	15,353	-
Grants - Total	258,064	247,655
Donations	20,919	25,120
Miscellaneous Income	7,088	8,028
Visiting Hospice Services Revenue	286,071	280,803
EXPENSES		
Bank Charges	329	302
Board Development and Meeting Costs	1,395	385
Building Costs	16,200	16,524
Dues and Memberships	1,720	2,893
Insurance	3,608	4,198
Office Equipment and Maintenance	642	479
Office	9,717	6,946
Postage	1,037	1,369
Professional Fee	14,070	15,340
Program Costs	32,343	33,938
Public Awareness	6,169	3,540
Telephone	2,910	2,357
Volunteer Development and Training	8,619	11,624
Wages	155,823	159,484
Wages - Benefit Costs	32,563	33,074
Visiting Hospice Services Expenses	287,145	
(Shortfall) of Revenues Over Expenses	\$ (1,074) \$	(11,650)

SCHEDULE B - SPECIAL PROJECTS

Year ended March 31	2018	2017
REVENUES		
Grants		
Grant - Northern Ontario Heritage Foundation	20,538	12,637
Grant - Ontario Trillium Foundation	-	544
Grant - Realtor's Care Foundation	-	4,724
Grant - Tbaytel	2,270	5,000
Grants - Total	22,808	22,905
Donations	13,309	-
Other Income	3,284	450
Special Project - Revenue	39,401	23,355
EXPENSES		
Building Costs	2,701	2,754
Dues and Memberships	-	1,113
Office Equipment and Maintenance	-	239
Office	532	311
Professional Fees	3,248	-
Program Costs	16,256	13,481
Public Awareness	3,346	-
Telephone	485	393
Wages - Interns	28,501	22,063
Wages - Benefit Costs	2,236	1,760
Special Project Expenses	57,305	42,114
(Shortfall) of Revenue Over Expenses	\$ (17,904)	\$ (18,759)

SCHEDULE C - FUND RAISING

Year ended March 31	2018	2017
REVENUES		
Fundraising - Hike for Hospice	\$ 29,504	\$ 41,246
Fundraising - Ornament	5,812	9,520
Fundraising - Book Sales	20	-
Fundraising -Third Party Events	2,156	1,926
Fundraising - Hike For Hospice - Geraldton	4,889	10,127
Fundraising - Total	42,381	62,819
Fund Raising Costs	(10,252)	(9,040)
Fundraising Income - Net	32,129	53,779
EXPENSES		
Building Costs	2,701	2,754
Office Equipment and Maintenance	641	239
Office	532	311
Postage	346	457
Public Awareness	-	1,328
Telephone	485	392
Wages - Fund Development	15,770	24,939
Wages - Benefit Costs	3,378	5,382
Fundraising Expenses	23,853	35,802
Excess Of Revenue Over Expenses	\$ 8,276	\$ 17,977

HOSPICE NORTHWEST

SCHEDULE D - LOTTERY REVENUE AND ASSOCIATED COSTS

Year ended Mar 31	2018	2017
REVENUES		
Lottery Revenues		
Lottery - Proceeds	\$ 9,605	\$ 12,796
Lottery - Other Income	113	194
Lottery - Bingo Income	428	-
	<hr/>	
Lottery Proceeds - Total	10,146	12,990
EXPENSES		
Lottery Expenses - Total	2,561	4,323
	<hr/>	
Excess Of Revenue Over Expenses	\$ 7,585	\$ 8,667
	<hr/>	

HOSPICE NORTHWEST ANNUAL REPORT FROM THE CHAIR

2017-2018 will go down as a landmark year for Hospice Northwest as the organization celebrated its 30th Anniversary. Thirty years of providing exceptional visiting Hospice service through our dedicated core of volunteers. The current Board extends its heartfelt thanks to all the volunteers, staff and Board members who worked diligently over that tenure to provide “compassionate caring at the end of life”.

I am pleased to report Board stability over 2017-18. Our new recruits – Tammy Squitti, Joanne Kembel and Judy Harvey – have contributed significantly to Board operation and the Board Executive of Kathy Kortes-Miller, Scott McCormack and myself kept the Board on track. 2018-19 will see three vacancies on the board with the retirement of long-standing members: Cathy Alex, Katherine Poulin and Kathy Kortes-Miller. The Nomination Committee has actively been recruiting replacements with a new mandate of Francophone representation. At the time of this report, the Board is excited to be welcoming Rosy Brizi on board in the fall. As an Accountant, Rosy will bring financial acuity to Board oversight.

With a relaxation of the LHIN Integration Mandate in 2018, the Board has refocused its efforts on its Strategic Plan. Thanks goes out to Bonnie Moore who led the Board in their Strategic Planning activities for 2017-18. Areas of concentration identified for board attention were Marketing, Fundraising and Succession Planning.

The Board received notification in 2017 of the pending retirement of long-serving Executive Director, Joan Williams. Our heartfelt thanks to Joan for her exceptional leadership and dedication over the past 25 years. She has, and will continue to be, a stalwart champion of Hospice Care in the region. The Board wishes her all the best in her retirement.

In May, the Hiring committee of Joanne Kembel, Kathy Kortes-Miller and myself were pleased to present a recommendation to the Board for Joan’s replacement, thus setting the stage for a smooth transition of leadership early in the 2018-19 fiscal year and putting the organization on a strong and solid path for 2018 and onward. Succession planning extended to support staff as well. During this time the organization sought to redeploy staff and recruit interns to fill staff medical absences in 2017-18. Staff are to be commended for adapting themselves to fit new roles during these difficult months.

The other areas of Strategic focus for the Board were fundraising and marketing. With a well-received Die-alogues event made possible through a successful submission to the TbayTel for Good community funding program, as well as a renewed Annual Fundraising Campaign, HNW is once again well positioned in the realm of public awareness and giving.

In the upcoming year, the Board welcomes Cherie Kok as the new Executive Director and looks forward to her energy and passion as she leads HNW into its next chapter of ensuring that Thunder Bay and region has access to compassionate end-of-life care.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'Barbara Philp', with a stylized, cursive script.

Barbara Philp
Board Chair

NOMINATING COMMITTEE REPORT

September 24, 2018

- Carole Lapointe has joined the board as our Francophone representative
- Alison Denton has joined the board
- Rosy Brizi has joined the board
- Kathy Kortess Miller, Cathy Alex and Katherine Poulin have completed their terms and are leaving the board
- David Clara has submitted his resignation, which leaves one vacant position on the board. The nominating committee is aware and is in the process of finding a suitable candidate for the position.
- Scott McCormack has agreed to serve as President

Submitted by Cathy Alex, Chair of Nominating Committee

**TERMS OF OFFICE FOR THE HOSPICE NORTHWEST BOARD OF DIRECTORS
NOMINATED AT THE AGM SEPTEMBER 24, 2018**

<i>Name of Board Member</i>		<i>Years of Service in 2018/19</i>
1	Cathy Alex	Completed 2 nd additional year at request of board and is now leaving the board
2	Rosy Brizi	1 st year of 1 st term
3	David Clara	Tendered resignation
4	Alison Denton	1 st year of 1 st term
5	Debbie Escott	3 rd year of 1 st term
6	Judy Harvey	2 nd year of 1 st term
7	Joanne Kembel	2 nd year of 1 st term
8	Kathy Kortess-Miller	Completed 1 st additional year at request of board and is now leaving the board
9	Scott McCormack	1 st year of 2 nd term
10	Carole Lapointe	1 st year of 1 st term
11	Barb Philp	2 nd year of 2 nd term
12	Katherine Poulin	Completed 3 rd year of 2 nd term and is now leaving the board
13	Tammy Squitti	2 nd year of 1 st term

EXECUTIVE DIRECTOR'S ANNUAL REPORT FOR 2017/2018

To June 30, 2018

Submitted by Past Executive Director Joan Williams

This narrative report covers the nine month period since ourM, in October 2017 to June 30, 2018 which was when Joan retired and the Executive Director position was assumed by Cherie Kok.

Highlights of this 9 month period in 2017/18:

In October 2017, we were in a process of re-grouping after an extended period of uncertainty over our future. Resolution came on May 16th of 2017, when a long awaited meeting occurred with senior planning staff and the new board Chair of the LHIN which involved a frank discussion about the direction given in February 2016, that an integration of HNW into SJCG would be required within the foreseeable future. Our board was assured that Hospice Northwest would continue as the delivery agent for visiting hospice services in the City and District of Thunder Bay and that funding for this service is secure.

Re-building: A two stage Strategic Planning session was initiated in June 2017, where immediate priorities were identified to bring the organization back to fully functioning. Board members had left due to conflicts of interest, volunteers had gone to more secure roles in other organizations and staff were concerned about job security.

The Strategic planning focus decided upon in June 2017 was to focus on board development and recruitment for existing and anticipated vacancies. The Nominating Committee was very active that summer in recruiting for three vacancies so that a full board would be in place for the second stage of Strategic Planning in October. The Orientation process for board members was reviewed and improved, so that after a new board member has accepted a nomination and the board has agreed, the board member is fully oriented by the Executive Director.

With almost perfect attendance for a Saturday session in October and a skilled facilitator in Bonnie Moore, the board completed its work in setting a plan to address the strategic priorities of a) commencement of an Annual Campaign to increase marketing and brand awareness, b) a Succession Plan for a new ED and c) increased utilization of visiting hospice services by Indigenous persons and d) a plan to resume our Accreditation status with Hospice Palliative Care Ontario.

Work began immediately at all levels. A grant from the Thunder Bay Community Foundation allowed us to hire a new marketing and design firm called Superior Digital who provided assistance in all aspects, including tools to increase our capacity to send out to a large number of email contacts. Work began immediately to re-brand with a new design and colours. The Annual Campaign was kick started by an unsolicited donation from the employees of Stuart Olson, who were identified as the sponsor. The Annual Campaign was launched right after the United Way fundraising black out period on November 15th. The first phase of the Campaign included a story which captured the essence of the volunteer support service to dying persons and their families, including grief support after the death. The Board of

Directors was intensely involved with this Campaign and were instrumental in spreading the word to friends and community contacts.

The Board struck a Hiring Committee who took full charge of the new ED recruitment, from developing a job description, salary range, getting legal counsel on a new contract, a recruitment plan complete with a budget and time lines. A new ED was to be hired by mid to late April, to start early in June with an overlap period of several weeks in June with the existing ED, before retirement at June 30th.

Job recruitment was done through both means of electronic and traditional media. Four candidates were shortlisted, one had to withdraw for personal reasons, so three candidates were interviewed by a committee of the board, existing ED and an external community member with a good understanding of the needs of a not for profit community agency. All members achieved consensus on hiring Cherie Kok and we were thrilled when she agreed to become the new ED. The planning done so expertly by the board worked out perfectly and we were able to meet all timelines.

Human Resources: In January 2017, our Manager of Client and Volunteer Services was diagnosed with a serious illness and needed to take leave immediately for an extended period of time. Fortunately an Internship had been applied for and granted through the Northern Heritage Fund Corporation (NOHFC), with a long term plan for Volunteer Coordination and Client Services management to be separated into two positions. Thomas Bentz was hired as Volunteer Coordinator Intern in January 2018 and hit the ground running by finishing up a Volunteer Training program which was underway, and concentrating on administrative details such as client services reporting and the updating of necessary risk management documentation, such as Commitment forms, Confidentiality agreements and criminal records status. Another stroke of good fortune was that Jyl Barclay, who had been our casual File Manager for over a year was able to step into a .8 FTE position of Acting Client Services Coordinator while our Manager is undergoing treatment. An active grief services volunteer with a professional background in grief counselling, Katherine Smith, has willingly assumed the role of Grief Services Coordinator.

NOHFC granted us a second Internship to assist with rolling out the marketing plan developed by Superior Digital, which included the Annual Campaign, the Hike for Hospice in May, and the launch of new branding materials. The very capable Marketing and Outreach Intern hired is Shaylin Moore whose Internship will be completed in February 2019.

Kathleen Buso continues as our Communications Coordinator and Office Administrator. Her skill, versatility, creative approach and positivity have been instrumental in helping to ground the agency and staff through its many recent transitions.

Finances: A shortfall of operational funds in the LHIN funded program was anticipated some time ago for this year, as costs increase and base funding for the program remained frozen since 2011. This shortfall was reported in the Quarter 3 report submitted at the end of January, and the LHIN staff were able to provide a one time grant of \$15K to enable us to balance our budget.

Bradley Mayes continues to be our bookkeeper and the person responsible for the Ministry/LHIN reporting, and Bruno Valente is our auditor.

Funding Sources: The Northwest Local Health Integration Network continues to provide the majority of our funding, and as previously mentioned, the LHIN funded program is our primary focus. Provincially there has been recent recognition that VHS services are inadequately funded and thus access to these services across the province is very inconsistent. Funding for expansion of these services to First Nations communities and individuals has recently been announced and proposals submitted accordingly. The United Way of Thunder Bay is our other source of operational funds, though these funds are contingent on a successful donor campaign, and since the United Way is increasing the number of funded agencies and services, this funding source is not as stable as it once was.

Respectfully submitted by:

A handwritten signature in dark ink, appearing to read "Joan Williams". The signature is fluid and cursive, with the first name "Joan" and last name "Williams" clearly distinguishable.

Joan Williams, Past Executive Director

EXECUTIVE DIRECTOR'S ANNUAL REPORT FOR 2017/2018

From July 1st to September 24, 2018
Submitted by Executive Director Cherie Kok

I want to express my sincere gratitude to the Board for choosing and allowing me to become a part of this remarkable organization. I started on June 4, 2018 and for the first month spent some time with Joan Williams, who I jokingly said "We are emptying her brain, and filling mine up with all her Hospice information from the past 25 years!" Thank you to Joan for her ideas and her patience!

In the three months I have been on my own, I continue to learn from the delightful staff at HNW and from community partners that I meet daily. I have also been out to meet and learn with our Regional partners in Marathon, Manitouwadge, Schreiber/Terrace Bay and Nipigon and will go to Geraldton on September 27, 2018.

I wanted to share some priorities that as a team, the staff and I will work on over the next few months:

- To continue the GREAT work that we have been doing all along
- To recruit 50 new HNW volunteers before July 2019
- To develop a Fund Development plan that can help sustain our work for years to come
- To promote HNW within our community to ensure we are at top of mind when people need Hospice care and support
- To start a few new initiatives: Quick Response Volunteers, Hospice Care bags, and more volunteer training for Indigenous communities.
- To learn all about our funding sources and the reporting that goes along with it

Personally, I would like to meet all the amazing volunteers over time through our training sessions and volunteer recognition events. I look forward to hearing their stories and seeing all their compassionate work.

I encourage anyone to reach out to me if you have questions, concerns or suggestions for HNW. Again, thank you for this opportunity

Respectfully submitted,



Cherie Kok

HOSPICE NORTHWEST ANNUAL STATISTICS 2017/2018

April 1 - March 31

	2012/13	2013/14	2014/2015	2015/16	2016/17	2017/18
Total New Referrals Note: some clients fall into several categories	209	195	198	198	182	197
New Palliative Referrals	179	152	170	164	145	143
New Grief and Bereavement Referrals	30	27	28	34	37	54
Clients Carried Over from Previous Year	140	166	155	173	160	138
TOTAL CLIENTS	349	347	353	371	342	335
No. of Deaths/Discontinued	183	172	180	211	204	221
No. OF CLIENTS/YEAR END	152	175	173	160	138	114

ORIGIN OF REFERRALS	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Family/Friends/Self	102	97	93	123	105	118
Physicians	2	4	2	4	8	3
Nursing Agencies: VON, Comcare, Bayshore, etc.	10	6	14	14	14	12
Community Care Access Centre/LHIN	51	59	66	46	43	35
Long-Term Care	69	78	70	55	31	35
St. Joseph's Care Group	49	37	56	44	34	11
TBRHSC/Cancer Centre	25	22	24	20	19	16
Hospital Nursing Staff/Social Workers (including Regional Hospitals)	31	24	24	38	43	71
Community Health Centres	6	8	3	7	5	4
Hospice Northwest Staff/Volunteers	n/a	2	2	0	12	0
Other Community Agencies/Unspecified	4	10	19	20	28	30
Total	349	347	364	371	342	335

CLIENTS BY PROGRAM	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Regional Program	88	75	72	108	128	114
Thunder Bay Palliative Program	229	242	262	214	168	153
Thunder Bay Bereavement Support	39	38	36	52	46	68
Total (Note: some clients fall into several categories)	356	355	370	371	342	335

LHIN Contractual Requirements						
Performance Target for Individuals Served	260	265	300	310	315	315
Acceptable Range of Individuals Served	221-299	221-299	240-360	248-372	252-378	252-376

CLIENT DEMOGRAPHICS 2017/2018

Client Information	2011/2012	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
GENDER: Male	119	129	122	137	143	145	221
Female	219	220	225	227	228	197	114
	338	349	347	364	371	342	335
AGE: 1 - 20 years	0	2	1	1	0	2	6
21 - 40 years	5	9	6	8	7	9	10
41 - 55 years	28	23	18	25	29	23	29
56 - 65 years	48	39	35	39	48	45	37
66 - 75 years	53	71	47	52	55	52	46
75 + years	201	198	231	231	232	210	207
Not Reported	3	7	9	8	1	1	0
	338	349	347	364	371	342	335
PALLIATIVE CLIENT DIAGNOSIS:							
Cancer	112 (37%)	96 (31%)	98 (31.5%)	105 (32%)	74 (23.5%)	62 (21%)	57 (21.3%)
Other (COPD, CHF, ALS, HIV, Alzheimer's)	153 (51%)	184 (59%)	200 (64%)	211 (64.5%)	237 (74%)	224 (75.5%)	195 (73.1%)
Unknown	35 (12%)	31 (10%)	14 (4.5%)	12 (3.5%)	8 (2.5%)	10 (3.5%)	15 (5.6%)
Total Palliative Clients	300	311	312	328	319	296	267
Bereavement Clients	38 (11.3% of total clients)	38 (11% of total clients)	34 (10% of total clients)	36 (10% of total clients)	52 (16.5% of total clients)	46 (13.5% of total clients)	68 (20.3% of total clients)
Total Clients	338	349	347	364	371	342	335

HOSPICE NORTHWEST VOLUNTEER SESSIONS 2017/2018

	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
No. of Thunder Bay Volunteers	201	165	177	173	120	150
No. of Regional Volunteers	57	63	72	70	76	82
Total No. of HNW Volunteers	258	228	249	243	196	232
TOTAL CLIENT SESSIONS	9661	8411	11441	8697	9926	7078
LHIN Contractual Requirements						
Performance Target for No. of Sessions	7000	7850	7850	8120	8300	8000
Acceptable Range of No. of Sessions	6650-7350	7458-8243	7458-8243	7714-8526	7885-8715	7475-8525

File Manager Report

April 1, 2017 – December 31, 2017

Jyl Barclay was hired as a file manager in 2016, to get all volunteer paper files scanned into electronic format and to update information in the database program SUMAC. This work was still in process in 2017. She set up a tracking system, contacted individuals, gathered information, scanned documents and updated file information. She also completed the issue of all receipts for the 2017 Hike for Hospice. She worked on sending out recommitment forms by email, making phone call reminders, and follow-up letters to get recommitments completed. Getting volunteers to sign recommitments is an ongoing issue. The volunteer list has been thoroughly reviewed and volunteers who have become inactive and did not respond to all contact attempts including mailed letters have been removed.

Once the Thunder Bay volunteer files were completed, the work was extended to include the Regional Volunteer files and Regional reports. Scanning, organizing and packing away old year files were completed.

In November of 2017, recognizing the backlog of data entry needed for volunteer hours, more person hours were needed in order to complete the data entry for fiscal year end. Jyl was moved up to 3 paid days a week. With the help of the new intern, the back log was completed in time for year-end reporting.

Hospice Northwest began using the Hospice Palliative Care Ontario Metrics program. This program is for client follow-up and asks 14 questions including questions on emotional, physical, social, spiritual, knowledge needs.

In January 2018, Jyl moved from her File Manager position to Acting Client Services Coordinator, to fill in for Terri Kannegiesser, who went on an extended leave of absence.

VOLUNTEER COORDINATOR/CLIENT SERVICES REPORT

September 24, 2018

Submitted by: Terri Kannegiesser, Thomas Bentz and Jyl Barclay

Terri Kannegiesser, Manager of Volunteer and Client Services, went on an extended leave of absence during the first week of January 2018. In her absence, Terri's position was split into two positions: Client Services and Volunteer Services. Jyl Barclay stepped into the role of Acting Client Services Coordinator. Jyl, having been with Hospice Northwest for two years as the File Manager, was familiar with the Sumac database, as well as with many of the volunteers and the management of volunteer paper work. She initially worked in conjunction with Joan Williams and then on her own doing volunteer matches with clients, client introductions and the appropriate paper work. Jyl also managed and tracked the client communication plan.

Recruitment Campaign/Training

- 20 recruits signed on as a volunteer following the 2017 recruitment campaign, and 13 volunteers completed the training and began taking on clients.
- 8 Post training interviews were held with the remaining volunteers who recently completed the volunteer training.
- During the months of January 26th to March 31st, Jyl Barclay and Thomas Bentz conducted 6 initial screening interviews.

Volunteer Statistics

Retention and Acquisition Statistics for Hospice Northwest Thunder Bay Volunteers

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Total # of Volunteers	178	189	207	203	187	196	198	153
Volunteers at Start of Year	138	148	168	203	165	177	188	140
New Grads	40	41	39	0	22	19	10	13
Retired	30	21	4	38	10	8	58	29
Total at Year End	148	168	203	165	177	188	140	124
Attrition Rate	21.73%	14.19%	2.38%	18.72%	6.06%	4.52%	30.85%	20.71%
Retention Rate	78.27%	85.81%	97.62%	81.28%	86.7%	95.48%	69.15%	79.29%
Acquisition Rate	28.98%	27.70%	23.21%	0%	13.3%	10.7%	5.3%	9.29%

In 2017/2018, our volunteer numbers are at an eight year low. Our recruitment drive for 2017/18 fell below expectations. Of the 21 individuals who were recruited, only thirteen became volunteers this fiscal year.

In addition to poor recruitment results, our low numbers are largely due to a review and culling of our volunteer base. In 2016/17, with the hiring of Jyl Barclay as File Manager, we were able to complete an in depth tracking and review of delinquent recommitment forms for inactive volunteers. Volunteers who had not responded to our repeated requests for clarification of their status were removed from our lists. Fifty-eight files were closed due to retirement and/or inactivity by the end of the fiscal year. A further review of volunteer files in 2017/18 resulted in a net loss of 29 inactive volunteers for this year. Thus, our attrition rate was the third highest we've seen in the past 8 years. Retention rate of 79.29% was moderately better than last year's rate of 69.15%

Although we have been able to fill referrals consistently throughout the year without anyone needing to wait for service, our volunteer resources could be strained in the 2018/19 fiscal year unless vigorous recruitment allows us to augment our volunteer numbers.

Volunteer Recognition Program

This year, John Glazier was nominated and awarded the City of Thunder Bay's Citizens of Exceptional Achievement Good Citizen award in May 2017.

Volunteer Support Program

The annual Wine and Cheese social was held on July 27th, 2017. It was an event that was designed to thank the volunteers for their work, as well as serve as an acknowledgement of appreciation to all those who donated recently to Hospice Northwest, including our Hike for Hospice sponsors.

The 2017 Volunteer Appreciation Christmas Luncheon was held on December 4, 2017 and saw approximately 60 people attend.

Two Volunteer Support Meetings were held in the HNW office:

- February 28th Meeting: Feedback from the online training program
 - During this meeting, the volunteers and staff discussed the online training modules, and received feedback from the volunteers about what worked and any problems they had with the training. This meeting was attended by 15 volunteers.
- March 21st Meeting: Using Music Therapy with your clients
 - This support meeting, conducted by Sherri Aldrich, showed our volunteers how to use music therapy with their clients, and how to better communicate with clients using music. This meeting was attended by 10 volunteers.

External Committees

Terri Kannegiesser, the Volunteer and Client Services Manager for this fiscal year, served as Hospice Northwest representative on the following committees: Northwest Dementia Network and the Caregiver Support Committee, setting the bereavement standards for hospices part of the HPCO expert panel until her leave of absence in January 2018 began.

Special Projects

- As part of the Give a Mile program, a Hospice Northwest client's family received funding to travel to Thunder Bay to visit with their dying brother.
- In January 2017, Hospice Northwest began a partnership with Scott Pound of Lakehead University in which HNW volunteers and clients were invited to work with LU students on a unique learning opportunity through the English Department. From January to April 2017, students were involved in a course called Life Writing which paired them with hospice volunteers and their community care clients to help clients reflect on and transform their life experience into story. Students interviewed Hospice Northwest clients, writing up their life stories. One of these stories was professionally printed by the family and a copy was donated to the Hospice Northwest Resource Library. Another story was written up and entered into the University's Annual Report.

Professional Development

Volunteers are advised of workshops and conferences that are available for them to attend. For the period April 2017 to March 2018, the volunteers have had the opportunity to participate in:

- Ethical Issues in Front-line Care Giving for Older Adults, Encounters in Bioethics – April 5 & 6, 2017
- Body Talk Access Workshop – April 8, 2017
- Palliative Care Lunch & Learn Spring Series: Disenfranchised Grief: Finding hope and meaning in our work that involves death and loss – April 19, 2017
- Palliative Care Lunch & Learn Spring Series: Difficult Conversations: Decision Making, Compromised Autonomy and Advance Care Planning – May 24, 2017
- Palliative Care Lunch & Learn Fall Series: Palliative Management of ALS in the Community with Attention to Respiratory Compromise – September 20, 2017
- Palliative Care Lunch & Learn Fall Series: October 18, 2017
- Palliative Care Education Series, MAid A Year in Review in Northwestern Ontario – October 16, 2017

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- Share, Like, Post, Snap: Healthcare in the Social Media Era: Encounters in Bioethics – January 24, 2018
 - Palliative Care Lunch & Learn Winter Series: Discharge Planning to First Nation Communities - February 21st, 2018
 - Ethics of Compassion and MAid and Compassionate Workplaces – February 23, 2018

Long Term Care

Clients continue to be supported in Lakehead Manor, Pinewood Court, Pioneer Ridge, Roseview Manor, Bethammi Nursing Home and Hogarth-Riverview Manor. Referrals for LTC clients have remained about the same as the previous year. There have been fewer inappropriate referrals due to more diligent screening on the part of the HNW Client Manager.

In the spirit of the season, the craft group from St. John's Anglican Church on Pearl Street and Hospice Northwest partnered together on December 15th to present gifts to many of the residents at Hogarth-Riverview Manor. Rev. James Pedwell, Spiritual Care Associate at the long-term care home, escorted the group around to meet the residents and to present them with an adorable handmade penguin. Many thanks to the ladies of St. John's Anglican Church for handcrafting the penguins and bringing the true spirit of Christmas to those at Hogarth-Riverview Manor.

Public Awareness

- The Communication Plan, which includes a branded client gift of a journal and pen, along with a bookmark featuring a photo and short bio of the volunteer, has been implemented successfully this year. Step 2 of the Communication Plan, which includes an initial introductory letter to the client and/or caregiver and sympathy cards sent out after the death, along with information on grief support, has now been implemented as of June 2018.
- Early in 2018, Hospice Northwest was awarded a one-time grant to help build awareness of hospice volunteer services in Northwestern Ontario. The project was a collaboration of the District of Kenora Homes & Community Support Services which is responsible for hospice volunteer services in the Kenora and Rainy River district, and Hospice Northwest. The project was developed in response to a funding initiative of the Ontario Ministry of Health and Long Term Care and the Northwestern Ontario Local Health Integration Network, for the purpose of improving access and building capacity for service delivery. A one-time funding envelope of \$36,200 was available for the project.
- Amanda Mihalus was hired to create a marketing strategy for ongoing promotion of the hospice volunteer services in the Northwestern Ontario region, with

marketing plans for each community, developed in consultation with local palliative care partners and delivered by existing human resources accountable to Hospice Northwest and the District of Kenora Homes & Community Support Services. The project was completed by the end of March 2019.

Memory Box Program

The memory boxes continue to be well-utilized in Long-Term Care homes throughout Thunder Bay. The Catholic Women's Leagues and other ladies church groups remain involved in supplying, decorating and delivering completed boxes to our office for distribution.

Hospice Northwest Events

Hospice Northwest volunteers stepped up to offer volunteer assistance once again at the annual Hike for Hospice in May 2017. There were 41 Hospice Northwest Volunteers and family members (including 8 Board members) involved in running the Hike. 18 teams and 200 individuals participated in the Hike, raising almost \$35,000 after expenses.

Hospice Northwest volunteers also assisted with our two ***Talking to Kids about Death*** Die-a-logues events in March and April, acting as table facilitators and helping with preparations and set up.

COMMUNICATIONS COORDINATOR'S REPORT

Submitted by Kathleen Buso, September 24, 2018

FUNDRAISING INITIATIVES

Hospice Northwest did very well with our fundraising initiatives during the 2017/2018 fiscal year. Approximately \$64,000 was raised in gross profits through the following fundraising events, third-party fundraisers, and major one-time donations:

Fundraising events for the 2017/18 period:

- May 2017 – **6th Annual Hike for Hospice** raised \$41,800, with a net profit of over \$34,890 (\$31,700 net Thunder Bay Hike, \$3190 net Geraldton Hike)
- April 2017 – March 2018 – **Wings of Remembrance Ornament Sale** - gross sales of \$5800
- June 2017 – **Paint Nite** – 3rd party fundraiser which brought in \$600
- October 2017 – **Paint Nite** - 3rd Party Fundraiser - \$900
- November 2017 – **First Annual Campaign** - \$13,500
- January 2018 – **Italian Hall Spaghetti Supper Fundraiser** - \$550
- March 2018 – **Kathy Kortes-Miller's Book Launch** – donated book sales of \$900

Fundraising events to date in 2018/19:

- May 2018 – **7th Annual Hike for Hospice** raised \$45,000, with an additional \$32,400 worth of prizes, food and services donated. Net profit was \$35,500
- May 2018 – **United Way Billboard Rescue** – \$3870
- Northern Credit Union **True North Strong Game** - \$350, ongoing

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 2018/19 year, with the campaign launched in mid-November 2018. We continue to offer an assortment of ornaments: pewter angel, crystal snowflake, clear glass angel, butterfly and dove, pewter medallion, porcelain heart and a pewter heart. Net proceeds are expected to continue in the \$3500 - \$4000 range.

2. **United Way Billboard Rescue** – staff and board members plan to participate in this fundraising event in May 2019

3. **Hike for Hospice** – this yearly event is continuing to grow in number of participants and in the total funds generated. It has now become Hospice Northwest's signature event. Planning for the 2019 Hike will commence in early November. Hospice Northwest is very grateful to all of our generous sponsors and donors and our enthusiastic Hikers and volunteers.

4. **Italian Hall Spaghetti Supper** – this will be scheduled for January 2019

Hospice Northwest is also putting together a fundraising advisory committee comprised of staff and a number of volunteers from outside the organization. This committee was designed to offer guidance to us as we attempt to refine our fundraising plan for the year and begin the work to launch a Major Gifts campaign. The first meeting of this committee will be late September 2018.

COMMUNICATIONS

Marketing and Promotions

Hospice Northwest was fortunate to have been awarded a Northern Ontario Heritage Fund Corporation grant to allow us to hire a marketing intern for a one year contract. Shaylin Moore was hired in early February 2018 and will continue working on marketing and community outreach until February 2019.

In Shaylin's marketing role she helped grow our social media presence on Facebook, Twitter and Instagram. Shaylin developed both original content and researched articles relevant to our followers. The original content was accumulated at events, around the office and by talking to volunteers. Facebook allows for a free and public way to recognize and thank volunteers and donors for their support. Original content shows the community what HNW does on a daily basis and how the organization impacts the community. Articles posted to HNW social media platforms come from reputable sources and discuss issues that relate to the HNW mission and have a positive impact on viewers; topics include grief support, caregiver resources, advanced care planning and much more. Through social media, Shaylin was able to help clarify our brand by engaging with followers concerning the 'who, what, when, where, why and how' of Hospice Northwest.

Shaylin's Community Outreach role developed from a need for brand clarification and with the purpose of increasing hospice volunteer visiting services in Thunder Bay. With a rejuvenated brand and logo Shaylin initiated contact with Assisted Living and Long-Term Care homes in Thunder Bay in early August 2018. This was done by personally delivering memory boxes that were decorated with the new HNW logo and colour scheme to each of the organizations. Inside the memory box was a comprehensive package containing HNW services and programs as well as an invitation to discuss a

future partnership. A meeting was scheduled with each organization where potential collaborations were discussed, memorandums of understanding were signed and third-party fundraisers were proposed.

At the beginning of her internship, Shaylin was also able to help with existing fundraising events including the Die-alogues series and the annual Hike for Hospice. For the Hike for Hospice, Shaylin gathered the content for the “grab bags,” assumed the role of the prize coordinator, and played an active role on the Hike for Hospice committee. For the Die-alogues event, Shaylin was able to live stream the event so individuals who could not attend were able to watch the event from their homes or when they had free time. For both events, Shaylin was able to help with marketing and advertising.

Moving forward, Shaylin will be in charge of planning three Die-alogues events that will happen in 2019, as well as helping to develop the 2019 Hike for Hospice and working on a Fundraising/Marketing Manual for Hospice Northwest.

Marketing Plan: Hospice Northwest was successful in our grant application to Thunder Bay Community Foundation for funds to help us with our marketing. Lauren Rigato of Superior Digital was hired in November 2017 to look over our existing marketing plan and provide consultation and guidance on how best to move forward with effective marketing strategies for our organization. Lauren worked with us to develop a year-long plan to re-invigorate community interest in Hospice Northwest, and design new branding in order to gain brand clarity.

Upon completion of the marketing plan, Lauren also assisted us with the creation of a Mail Chimp account, which allowed us to email donor requests for our Annual Campaign, as well as to develop a quarterly donor newsletter, which will be sent out to all of our volunteers and supporters on a quarterly basis.

A third phase of our project was to refresh our branding. Lauren worked with us to update our agency’s colours, logo and tagline (*Making Moments Matter*), moving to a more modern and fresh look. With the refreshed logo as our starting point, we designed a new corporate brochure and other promotional materials, as well as an updated website. All of the new material and website were launched on August 1, 2018. We are hopeful that the new appearance of our marketing materials, in conjunction with our marketing plan, will allow us to increase public awareness of our services, improve our agency’s profile, and increase fundraising and overall sustainability.

Die-alogues: Conversations on Life and Death continues to be both an educational and promotional initiative for the agency.

Die-alogues held in 2017/2018 (funded through Tbaytel for Good program):

- ***Talking to Kids about Death*** (Thunder Bay) - March 29, 2018
- ***Talking to Kids about Death*** (Manitouwadge) - April 19, 2018

The “Talking to Kids About Death” Die-alogues events were designed to address families’ and teachers’ fears, answer questions, and encourage an open and respectful conversation about how to talk to kids about dying, death, and loss.

Dr. Kathy Kortess-Miller, author of *Talking about Death Won’t Kill You: The Essential Guide to End-of-Life Conversations* (2018), was our host for the Thunder Bay event. Keri-Lyn Durant, arts educator and PhD student, was our guest speaker, accompanied by her furry friend Phoebe, an inquisitive and precocious puppet at both the Thunder Bay and Manitouwadge Die-alogues.

Die-alogues scheduled for 2018/2019:

- ***Dementia: Many Deaths along Life’s Way*** –scheduled for January 2019
- ***Burial Alternatives*** – tentatively scheduled for June 2019
- ***Pets: When they Die/When we Die***– tentatively scheduled for fall 2019

Promotions: We continue to promote the agency through media pieces in various multi-media sources. Some of these are included as appendices in this report.

Ongoing promotional efforts will continue to include information displays at community events, distribution of brochures, appearances on Community Matters, speaking engagements upon request and paid advertising in the Chronicle Journal, the Source, and local radio and television stations when the budget permits.

Electronic Communication

Our first e-newsletter was developed and launched in August 2018. It was distributed to over 1000 Hospice Northwest supporters. The newsletter outlined our new branded look, Joan Williams’ retirement and the hiring of our new ED, the successes from the Hike, and other programs and services we offer.

FACEBOOK AND TWITTER

Hospice Northwest continues to build our Facebook and Twitter presence, with a current Facebook Like count of 868, a total which increased approximately 13.6% from the previous year. The vast majority of Facebook followers are women, consisting of 80% of the following base. Facebook provides a free means of promotion, advertisement and communication. Hospice Northwest posts material on Facebook and Twitter on a daily basis, designed to promote events, educate the public, recruit volunteers and recognize donors and volunteers and drive traffic back to our website.

HOOTSUITE

Hospice Northwest has purchased a publishing tool called Hootsuite, a program which allows the staff to schedule future posts on social media. The publishing tool allows Hospice Northwest staff to plan out the content and schedule the timing that the

information is posted on Twitter, Instagram and Facebook. Hootsuite ensures posts are consistent and followers are engaged.

INSTAGRAM

Hospice Northwest has increased its presence on Instagram; the social media platform focuses on pictures as a means of communicating with followers. Instagram has a current following of 244 which is an increase of 916.6% from the following year. Instagram is used to recognize donors and show followers pictures of what is happening at Hospice Northwest.

764 Likes as of October 24, 2017. Currently: 868 Likes as of September 2, 2018

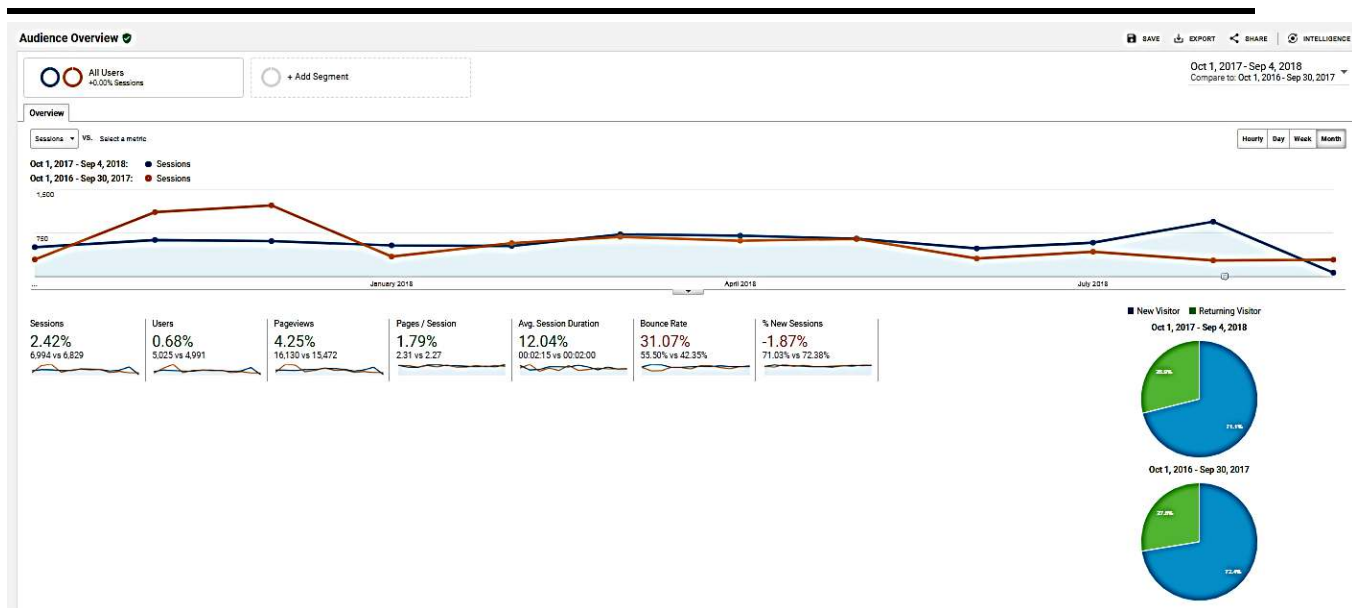


HOSPICE NORTHWEST WEBSITE

Our Hospice Northwest website was completely redesigned in July 2018 to reflect the new branding design. The website continues to be updated with upcoming events, downloadable copies of our Don't Duck the Conversation Personal Planning guide and various volunteer training resources.

Since the launch of the new website, we have seen a 30% increase in number of visits compared to number of visits on the old website.

The Google Analytics graph below shows the steady growth of website sessions and pageviews. Sessions are up 2.42% from the previous year. Numbers of users are up .7%. Pageviews and average session duration have also increased. The table below the graph shows the most used landing pages on our website, with our Homepage being the highest percentage. The final table shows who is accessing our website globally. Hospice Northwest is truly reaching people from all over the world.



Page	Pageviews	% Pageviews
1. Homepage	4,457	27.63%
2. Wings of Remembrance Christmas Ornament Collection	799	4.95%
3. Contact Us	764	4.74%
4. Hike for Hospice	639	3.96%
5. Die-a-logues	617	3.83%
6. Hospice Northwest Volunteer Program	596	3.69%
7. Careers	573	3.55%
8. Volunteer Application Form	470	2.91%
9. Hospice Northwest Grief & Bereavement Support One-to-one Program	443	2.75%
10. About Us	428	2.65%

Country		Sessions	% Sessions
1.	Canada	5,589	79.91%
2.	United States	669	9.57%
3.	France	337	4.82%
4.	United Kingdom	53	0.76%
5.	Philippines	51	0.73%
6.	Brazil	47	0.67%
7.	(not set)	41	0.59%
8.	Peru	37	0.53%
9.	India	36	0.51%
10.	Australia	23	0.33%

MEDIA COVERAGE SAMPLES

Chronicle Journal, November 9, 2017

Big ideas from small communities

BY JODI LUNDMARK
THE CHRONICLE-JOURNAL

TBaytel for Good announces award winners

The power of Northwestern Ontario's smaller communities came out in full force for this fall's TBaytel For Good Community Fund awards.

The winners were announced Wednesday at Hospice Northwest with the town of Stratton, west of Fort Frances, earning the most votes and \$5,000 for their best start hub project. The community's population sits around 300 but their entry received 16,544 votes.

Two Dryden schools and Sturgeon Creek School in Emo were recipients of Good Schools

awards along with Crestview Public School in Murillo and Superior Collegiate and Vocational Institute in Thunder Bay.

"I think sometimes the smallest communities can be the most mighty and that's really what this program is all about," said Laura Foulds, TBaytel For Good Community Fund co-ordinator.

The five recipients of the Good Schools grants of \$1,250 each were: Dryden's Open Roads Public School's water safety project, Emo's Sturgeon Creek School's outdoor classroom, Crestview Pub-

lic School's anti-bullying campaign, Dryden's New Prospect School's outdoor rink community hub project and Superior's Aboriginal student committee.

The two \$5,000 Good Community awards went to Stratton's Best Start Hub and Hospice Northwest's Die-alogues: Talking to Kids About Death.

Hospice Northwest's executive director Joan Williams said Die-alogues is a community engagement program aimed at destigmatizing death and dying to make it easier for people to talk about.

"We work with dying people, to provide trained volunteers to be companions to support persons who are dying and their families," she said. "We know from our work that it makes it harder with the stigma of death and dying and the anxiety people have when they discuss it makes it harder for our clients and their families. If people are a little more comfortable with their mortality, they're more likely to plan, they're more likely to embrace the opportunity to live life to the fullest."

The not-for-profit organization doesn't receive any government funding for public education.

"It's essential we have community funding to do this," said Williams, adding that with more than 11,000 votes, the community has said it feels the Die-alogues program is important.

With more than 60,000 votes coming in for all the projects, Foulds said it's a sign the program is successful.

"There is definitely a need in the communities we serve but I think also it shows this is a community-building program," she said.

A panel of volunteer judges creates a shortlist of finalists from the entries and from there the winners are decided completely on community voting.

Foulds added they're already working on finalizing the details for next year's campaign.



THE CHRONICLE-JOURNAL/JODI LUNDMARK

Hospice Northwest volunteer and puppeteer Keri-Lyn Durant and executive director Joan Williams accept a TBaytel for Good Community award on Wednesday.

Children have questions about death

"Why did grandpa have to die?"

"Will I die soon too?"

If you are a parent, grandparent, guardian or educator, you've probably heard these questions before.

As much as we may wish it weren't so, death is an inevitable part of life. Our children are not immune to the effects of loss.

When a beloved relative, friend or pet dies, children naturally have questions. They want to talk about what happened, but adults often

feel uncomfortable addressing this subject because they are fearful of saying the wrong thing.

Hospice Northwest can help.

Hospice Northwest's Die-alogues community education series was created to encourage people to embrace life until its end, and to help lessen the fear we face as we reach our final days.

Hospice Northwest is dedicated to creating a more educated, compassionate, and prepared community that can speak about and plan for death, with community members who are knowledgeable about the end-of-life resources available to them.

• Continued on page A5

YOUR STORIES

News written by our readers
on Northwestern Ontario events.
YOUR.CHRONICLEJOURNAL.COM



SUPPLIED BY KATHLEEN BUSC

Keri-Lyn Durant accompanied by her furry friend Phoebe, an inquisitive and precocious puppet, will help answer questions and lead a respectful conversation about how to talk to kids about dying, death and loss.

Die-alogues put death in focus

• Continued from page A1

Our Die-alogues series engages hundreds of Thunder Bay and outlying residents in respectful discussions on topics of death and dying.

Hospice Northwest will be hosting two Die-alogues events focused on talking to children about death.

One event will be held in Thunder Bay on March 29 at the Victoria Inn and one in Manitouwadge on April 19 at the Manitouwadge High School.

Kathy Kortess-Miller, author of *Talking about Death Won't Kill You: The Essential Guide to End-of-Life Conversations* (2018), will be our

host for the event. Keri-Lyn Durant, arts educator and PhD student, will be our guest speaker, accompanied by her furry friend Phoebe, an inquisitive and precocious puppet.

They will address families' and teachers' fears, answer questions and lead an open and respectful conversation about how to talk to kids about dying, death and loss.

Please visit the Hospice Northwest website for more details www.hospicenorthwest.ca or call 807-626-5570, ext. 5573.

— Submitted by Kathleen Busc
Hospice Northwest

Soccer club hones skills

BY HEATHER PEDEN
THE CHRONICLE-JOURNAL

Whenever 13-year-old Taylor Hays hits the soccer field, she is filled with joy.

A competitive player with the Lakehead Express Soccer Club, Hays said she loves the spirit on the field during games.

"You just have that grit to want to come together as a team and succeed," said Hays.

On Saturday, Hays had the opportunity to take part in a skills session with soccer players from the Confederation College Thunderhawks team as part of a fundraiser for the Lakehead Express club.

"It's a first experience for me, I've never trained with a group of strong players like these, it's going to be inspiring," said Hays. "There's always room for improvement and always room to learn."

The Rally Me Fundraising event is the first of its kind for the club, with kids collecting pledges online that will go towards subsidizing costs and buying equipment like soccer balls, nets and uniforms.

Ten per cent of the proceeds raised will be donated to Pro Kids, a non-profit organization that helps economically disadvantaged youth access recreational activities.

Cynthia Hays, director of fundraising with the soccer club, said the fundraising took place over 45 days, but it was in the last 72 hours that it really took off, quickly surpassing their goal of \$5,000.

By midday, the club raised almost double what they had expected.

"This is our first attempt and it's a successful one," said Hays.

Club president Amy Rubino-Start explained that the recreational division of the club offers spots to the Pro Kids program, so the fundraiser was an opportunity for the club to do more, as well as reconnect with some of their past competitive players.

"Five of the Thunderhawks are graduates of our club and they're playing at a collegiate level and giving back to the club," said Rubino-Start.

Matthew Start, 11, has been playing soccer since he was three years old, and was excited to work with the college players, as well as raise funds to help others get involved with the game.

"It's a lot of exercise, it's better than just sitting around and watching TV," said Start. "You can get up on your feet, grab a ball and work on your foot skills."

As one of the top fundraisers for



PHOTOS BY THE CHRONICLE-JOURNAL/HEATHER PEDEN

Melanie Laird, left, and Erin Oner drop flowers into the Current River in memory of family members who have passed.

Letting go of 'pain of the loss'

BY HEATHER PEDEN
THE CHRONICLE-JOURNAL

The water of the Current River tumbled under the Black Bay Bridge on Arundel Street on Sunday, whisking away blossoms that were dropped from the railing above.

Some people paused briefly on the bridge during the Hike for Hospice around Boulevard Lake to release their flower into the water below, while others stopped to look out over the lake, kiss their blossom, and watch it disappear into the river.

The annual walk may be the largest fundraising event for Hospice Northwest, but it is also a time to remember those who have passed on.

"On one level it's a personal memory walk as well as a fundraiser," said Shane Judge, chair of the Hike for Hospice.

Flowers are handed out at the beginning of the walk, explained Judge. "We tell people to throw the flower into the river and watch it go away and we liken it to letting go of the pain of the loss."

Katherine Poulin has been a volunteer with Hospice Northwest for 11 years. She is one of the 180 volunteers who sit with people who are dying, they listen, they read, they help their clients with small tasks, mostly, they spend time.

"I think people are really grateful for the services we offer at really fragile times of their life," said Poulin.

The organization was created 30 years ago when doctors and nurses recognized that people who are dying really didn't have anyone to talk to about the experience.

"These are volunteers in Thunder Bay who realize there's a gap, there's something missing," said Judge. "You need people, they found, to talk about death in those final days."

It's not something many families feel equipped to do, explained Poulin, and it's time that staff in hospitals and long-term care facilities just don't



Participants take in the beginning of the Hike for Hospice on Sunday.

have.

"People in their last days, while they're still able, like to review their story, they don't want their kids going 'I've heard this a hundred times,'" said Poulin. "Plus they need to have somebody who's just going to sit down and their only reason for being there is to spend some time with them."

Poulin said in connecting with clients she has made some really good friends but it does make it difficult when they pass away.

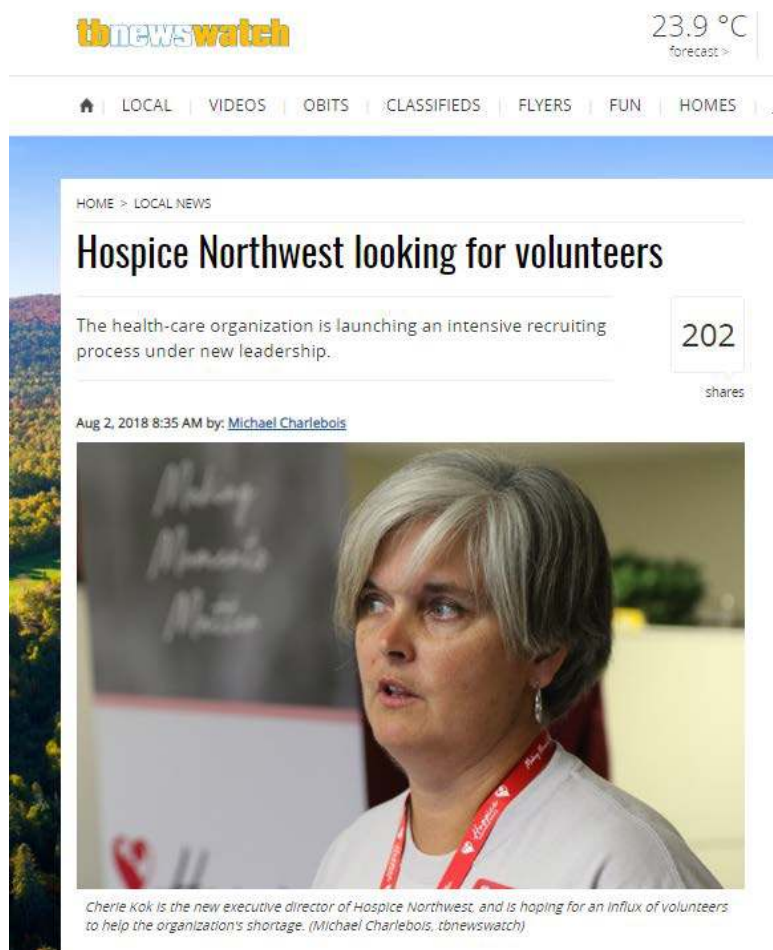
Because of confidentiality reasons, Poulin said they can't really explain to friends and family what they're going through.

"I think a lot of people who work in long-term care and hospitals end up feeling this disenfranchised grief, there's really nowhere to put this kind of grief, you just have to accept it as a reality of the job," said Poulin.

Volunteering with Hospice Northwest is something Poulin said she wouldn't have been able to do 15 years ago, but with life experience, people's perspective on death changes.

"This is in everybody to do," said Poulin. "It just might not be the right time."

Volunteers go through intense training about how to talk to people in their last days and about self-care and dealing with grief. Training is some of what the fundraising from the walk helps support.



THUNDER BAY - Reaching the end of life is an extremely difficult situation for the people and families involved. One community health care organization exists to ease the struggle, but they are in need of help.

Hospice Northwest is a palliative care service that offers support to patients who are reaching, but not limited to, the end of their life.

"We can do the things that health-care professionals can't because they have so many other things. We can sit, we can listen, we can take the time and be present," executive director Cherie Kok said.

However, Hospice Northwest can't provide that service without volunteers.

In accordance with a rebranding, and hiring of new executive director Cherie Kok, the organization is launching an intensive recruiting process.

"We're looking for someone with a giant heart. Somebody that can listen really well, and can be there for someone that is palliative."

Kok has been on the job for just 50 days, but is hoping an image overhaul and public plea will help amend their volunteer shortages.

"We really don't want a waiting list. We want to help everyone."

The organization pairs palliative care patients with volunteers to assist them on a daily basis, and establish a bond as they reach the end of their life.

John Glazier has been volunteering with the organization since 2012, and he spoke of how the experience is rewarding, not just for the person in care, but the person giving care.

"It allows me to be of service at the highest level of possible to the community and that's tremendously powerful," Glazier said.

Glazier told the story of his most recent patient, a cancer patient in his 90s.

"We'd spend typically three hours together," Glazier said. "It would mostly be me checking in and seeing how he's doing... but during that three hours we would chat about anything that would come up."

"As his health worsened the conversations became less so," he continued. "But, I was there for him during meal times and assisted with his mobility issues."

Glazier said the richness of being involved in someone's life keeps him a motivated volunteer.

"It hits your heart."

Kok said the focus for this recruitment drive is on multicultural volunteers.

"Sharing the same language and sharing the same culture is so important for those nearing the end of life," she said.

THE CHRONICLE-JOURNAL

Thursday, August 2, 2018



THE CHRONICLE-JOURNAL/JODI LUNDMARK

Hospice Northwest volunteer John Glazier and executive director Cherie Kok help launch a volunteer recruitment drive for Hospice Northwest, which provides support for individuals in palliative care and their families.

Hospice Northwest seeking volunteers

New executive director unveils fresh brand for end of life care organization

BY JODI LUNDMARK
THE CHRONICLE-JOURNAL

With a brand new look and executive director, Hospice Northwest is focusing on its search for volunteers.

The organization offers end of life care, including grief and bereavement services and currently has a waiting list.

"We really don't want a waiting list," said executive director Cherie Kok, adding they want anyone who calls and is in need of their services

to be able to access them.

"We need to recruit more people so we can help more people," said Kok.

Kok started as the executive director for Hospice Northwest in early June, taking over for Joan Williams who had been at the helm of the organization since 1993.

Kok said she was drawn to the role by a desire to help people and is excited to help grow the organization.

Hospice Northwest also revealed

its new logo on Wednesday, bringing in a fresh look.

"I really think it's warm, it's inviting," said Kok. "It says we're not institutional or clinical."

Hospice Northwest is looking to recruit about 40 volunteers for this fall. They'll be interviewing any interested individuals this month and Kok said it takes someone with a giant heart who can really listen to a client.

John Glazier has been a volunteer for the agency for nearly six years

and said it's been a rewarding experience although it hits the heart hard when a client dies.

"It's the richness of being allowed into a person's life and getting to know them and experiencing whatever it is we experience with them, which is different for each client," he said, adding working with hospice clients is a life-changing experience.

Anyone interested in becoming a volunteer can apply online at hospicenorthwest.ca or call 626-5570.

Thunder Bay's Hospice Northwest seeks good listeners with compassionate hearts



Trained volunteers offer 'heart part of palliative care' through companionship to people at end-of-life

Cathy Alex - CBC - Posted: Aug 03, 2018 8:20 AM ET | Last Updated: August 3



Thomas Bentz (left) and Cherie Kok of Hospice Northwest in Thunder Bay, Ont., say the agency, which offers companionship and support to individuals and families at the end-of-life, is looking for 40 new volunteers, from diverse backgrounds and cultures. (Cathy Alex/CBC)

[Hospice Northwest](#) in Thunder Bay, Ont., is looking for people with a compassionate heart and the willingness to listen as part of its campaign to recruit more volunteers.

The agency, which offers companionship and support to individuals and their families at the end-of-life and through their grieving after their loved one's death, currently has a waiting list.

"We are the heart part of palliative care," said Cherie Kok, the executive director of Hospice Northwest.

"We just recently had a client, who we served last year, tell us that hospice is like 'massage therapy for the heart' and that really resonated with me and I really think that's what we are," she said.

'Sounding board' for people at the end-of-life

Volunteers are a non-judgemental "sounding board" for clients, explained Thomas Bentz, who coordinates the hospice's volunteers.

Clients "talk to our volunteers about things they wouldn't

want to talk to their family about because it involves them and their death and a lot of times their family doesn't want to think about that," he said. "But it's still a very important thing for our clients to talk about because it's their life."

"For me, I would want hospice services just to know that I wouldn't be alone-
Cherie Kok, Hospice Northwest executive director

Hospice volunteers, who go through a comprehensive training program, do not provide medical care and do not influence or give advice on the medical decisions of the client and his or her health care team. Instead, they offer emotional palliative care by supporting and listening to the patient and the family.

"Clients have people coming in and out all day and they might not have a chance to sit and say 'here's what I'm thinking, here's what I'm feeling, here's what I need' and so they would tell that to their volunteer because they have time with the volunteer," said Bentz, adding there are occasions where volunteers will act as advocates.

"The volunteer would go to the care team and say this is what this person is telling me, this is what they need," he said.

During this recruitment drive, Hospice Northwest is putting a special emphasis on recruiting a diverse group of volunteers from a variety of backgrounds and cultures.

Volunteers from variety of backgrounds, cultures

"We have clients who come from all over and the cultures that these people come from, they all view death differently, they all view palliative care differently," said Bentz.

"To have someone there who understands what that person is feeling from a cultural perspective, I would say it's really important because it's less isolating, you can help guide what they want to do at the end of their life in a way that makes sense for them."

Kok is hoping that having more diversity among their volunteers will make it more attractive for anyone in the area to seek out the support hospice can offer as they approach the end of their life.

"For me, I would want hospice services just to know that I wouldn't be alone," she said.

Comprehensive training provided

Training for the volunteers, who work with people in long-term care facilities, hospitals and private homes, includes a series of group meetings and individual online learning modules.

They cover everything from family dynamics and ethics to what physically happens to someone as they die.

Hospice Northwest is hoping to recruit and train 40 [new volunteers](#) by the end of December.

PHOTOS FROM THE 2018 HIKE FOR HOSPICE



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