MAKING MOMENTS MATTER
Shaping Experiences Together

Community Report 2018
Our Vision
People have a right to die with dignity, free from pain, surrounded by their loved ones in a setting of their choice.

Our Mission
Lisaard and Innisfree Hospice provides quality palliative care in a home-like setting for adults facing an end-of-life diagnosis and dying of a life-limiting illness.

Both houses welcome residents without charge, offering support for individuals and their families throughout the end-of-life journey.

Our Values
• Excellence in hospice palliative care;
• The benefits of a peaceful, natural environment;
• Our professional staff and dedicated volunteers;
• The generosity of our donors;
• The uniqueness of each individual family; and
• Our residents’ right to privacy.

We believe that death is a normal part of life.

Our History
In 1996, Sheila O'Donovan was approached by Dr. Charmaine Jones to discuss the philosophy of hospice. With the encouragement of Margaret Anderson, (Anderson House) and the support of a group of dedicated nurses and community members, Sheila and Val O'Donovan began the process of funding and building the first free-standing residential hospice in the Waterloo Region.

On August 1, 1998, the organization was given charitable status, and on July 15, 2000 Lisaard House welcomed its first resident and Sheila’s dream became a reality.

In Sheila’s own words, “without the dedicated team of professional staff, and an equally dedicated group of volunteers, with their gifts of time and skills, Lisaard House would be an empty shell.”

In July 2015, Innisfree Hospice welcomed its first resident.

Board of Directors
Lisaard and Innisfree Hospice Board of Directors is comprised of volunteer leaders from the community.

Sheila Ainsworth, Chair
Dian Bell & Kevin Mullan, Vice Chairs
Ken Bell
Lara Banks
James Bennett
Kate Innanen
Tea Pupica-Terzic
Louise Sims
Melissa Tummon
Don Wildfong

We dedicate this report to our founders, Sheila and Val O'Donovan. Thanks to their vision and generous foundational funding, we are proud to have served more than 2,500 residents and their families since welcoming our first resident.
Residential Hospice Palliative Care

Both Lisaard and Innisfree Hospice strive to bridge the gap between institutional care facilities and home care, providing an alternative for the growing number of palliative patients in our community who do not wish to spend their final days in hospital, but require more support than can be provided at home.

Hospice care is aimed at relieving suffering and improving the quality of living and dying for those diagnosed with life limiting illness. Those who choose hospice care typically have a life expectancy of three months or less and have made the decision, along with their doctor and family, to replace cure goals with comfort or palliative goals. Lisaard and Innisfree Hospice offer a tranquil alternative to hospitalization for patients whose death is approaching and is about supporting both patients and their loved ones throughout the final stage of a life limiting illness.

Most people, if asked, will say they dream of a peaceful, comfortable death surrounded by their loved ones. Lisaard and Innisfree Hospice bring together an interdisciplinary team of qualified professionals to deliver care and services. We strive to make the dream a reality and to fulfill the mission of hospice care by affirming life and viewing death as a natural process.

Hospice care is not designed to hasten death, but rather to help patients live the remainder of their lives as fully as possible. Those who deliver hospice palliative care aim to treat the whole person – mind, body, and spirit – and help them through their final days by providing: • comfort; • hope, dignity and choice; • continuity of care; • emotional and practical support; • educational resources and community connections; • sensitivity to personal, cultural and religious values, beliefs, and practices; and • grief and bereavement support.

We believe in Making Moments Matter.
“You matter because you are you, and you matter to the last moment of your life.”

Dame Cicely Saunders.

Message from the Board of Directors

Our motto at Lisaard and Innisfree Hospice is to ‘Make Moments Matter.’ Each person matters for every moment of their life, and hospice care maintains this idea by ensuring each person lives as well as they can for as long as they can.

Welcome to the Annual Report of Lisaard and Innisfree Hospice for the financial year ended 31 December 2018. Here you will find out all about our work, who we care for and how we operate. We have also detailed our mission and our objectives and highlighted both our achievements this year and our strategic plans going forward.

Lisaard and Innisfree Hospice is a leading charity for people living with a life-limiting illness. Everything we do, from expert care to emotional and spiritual support and practical guidance, helps them, and the people who love them, make the most of the time they have together. For our residents and their families, every day is precious. Whether it is for one day or several weeks, the time residents spend at the hospice is cherished by their families and loved ones.

Through our nursing skills, specialist support services, medical expertise and volunteers, our care encompasses the physical, emotional and spiritual needs of our residents. This holistic approach to care also supports family members and others close to the resident who is receiving palliative care. This support is offered during a resident’s illness and into bereavement. It is gratifying to see the high-quality of our staff and volunteers who ensure that our resident’s needs are properly taken care of.

We accomplished significant milestones in the last 18 years; we continue to look at new ways to innovate our services for the benefit of our residents. This year we have further built on the therapeutic activities provided to the residents, including significant improvements to our services, so we can deliver a more comprehensive care to those with the greatest need. Since joining the Board of Directors, I have been extremely impressed by the knowledge of our staff and volunteers of terminal illnesses and palliative care, but even more by their unswerving commitment to helping and supporting our residents and their families through a most difficult period.

You will always find a warm and sunny smile at the hospices. Our staff recognize the challenges that face residents with a life-limiting disease and are always there to brighten their days.

Contrary to popular belief, the hospice is not a sad place, but a place with a happy atmosphere – it’s about making each day the best it can be for our residents and their families, helping them to make the most of their time left, whether this is weeks, or their precious last days.

“No act of kindness, no matter how small, is ever wasted.” - Aesop

This quote is for our supporters; without them, we could not continue to provide our vital care to the community. No matter how you support us, whether it is attending our events, volunteering your time, or making a donation, your support makes such a difference and means that we can continue to be there for hundreds of residents and carers across the region who do, and will in the future, need our care. Thanks to people like you, who fund our work and make what we do possible, we are able to continue to advocate for the improvements necessary to make end of life care work for everyone.

In this report you will see how together with you, our supporters, and the people we help, we are doing all we can to ensure everyone gets the care and support they deserve when they are dying.

Sheila Ainsworth, Chair, Board of Directors
Lisaard and Innisfree Hospice Chair
Director of Care Report

2018 for Lisaard and Innisfree hospice came with many successes and new opportunities, as well as some challenges. This has helped us to grow as an organization bringing innovation and strategies to lead us forward as we strive to meet the needs of our community.

We have had the great privilege of caring for 392 residents and their families in 2018. I am so grateful to our staff and volunteers who courageously cared for one of our own personal support workers through her end of life journey. The experience of caring for one of our own was an honour and a challenge but it has provided us with the opportunity to bring our experience and learning to hospices throughout our community.

We have built on and expanded our Legacy program and had the pleasure of presenting our program to the Hospice Palliative Care community at its annual conference. In addition, we were able to begin development of a Legacy Garden at Innisfree house and look forward to its completion in 2019.

Through our partnership with Conestoga College, our PSWs had the opportunity to heighten their palliative care knowledge by participating in the Enhanced PSW course. A number of our staff were also able to participate in the Preceptorship program to meet the mentoring needs of students coming into our facility. We are excited about expanding our preceptorship program to include students outside of Registered nurses and personal support workers.

As we continue in our accreditation journey, we have implemented positive changes within our hospices to enrich the care provided to our residents and their families. We look forward to achieving our accreditation goal in 2019, demonstrating our commitment to providing the highest standard of palliative care.

I invite you to join us on our website and Facebook to see what new programs, events and activities are happening in our hospices.

Maria Empringham, RN, CHPCN, 
Director of Care

“Making moments matter is not about big acts rather it is the care and compassion brought to the everyday moments in ones life, it is the relief of suffering, the provision of dignity, and the celebration of life.”

Maria Empringham

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Canadian health systems are currently in a period of transformation. Reducing the overuse, underuse and misuse of health resources is seen as one way to achieve better health, better care experiences and better value for our populations. Defining and implementing evidence-based approaches to improve residential hospice and palliative and end of life care, services and supports remains a priority for Lisaard and Innisfree Hospice. This can be achieved in part, by providing the right care, at the right time, in the right place and by the right provider; this is our commitment.

Our care team demonstrated this commitment by ensuring comfort, dignity, peace and closure through to the end of life. Lisaard and Innisfree Hospice are both staffed with a team of registered nurses and personal support workers who care for residents 24 hours a day, 7 days a week. The onsite team is further supported by a visiting team of five physicians with expertise in palliative care. Our physicians participate in one month at a time rotations, visiting the hospices twice each week and providing twenty four hour coverage seven days a week. Rounding out the compliment of our care team are social work, pastoral care and music therapy.

We believe that the individual and collective knowledge, dedication and compassion of our care team is helping us to achieve meaningful impacts at the individual and family, organizational, community, system and the societal levels. This capacity is helping us prepare for our upcoming accreditation with Hospice Palliative Care Ontario and our movement towards becoming a community-based collaborative centre of excellence in palliative and end of life care.

“The end of life deserves as much beauty, care and respect as the beginning.”
Anonymous

Our Care Team: Striving for Excellence in Care, Services and Supports

4
Nothing was more important to Roleen then her family. When she spoke about them, her smile lit the room. Roleen was a proud mother to 2 grown sons and 3 beautiful granddaughters. As a resident at Innisfree House, Roleen wanted to ensure her family knew the love she had for them after she passed. The Residential Legacy Program helped her create lasting pieces for her family which reflected this.

Each granddaughter received a hug scarf. Each scarf was unique and had meaningful pieces attached to them. Roleen hoped that this would provide comfort to her granddaughters and allow them to feel that she was wrapped tightly around them when they need her after her passing. It was also a fun activity for Roleen, as she was reminded of all the wonderful moments she had with each granddaughter.

For her sons, she created a hand mold for each of them. The molds are so detailed, they show each line, bend and features of her hands. They represent Roleen’s strength throughout her life. Roleen gave this gift to remind them of the memories they shared together and hoped it would help them through their grief.

The Legacy program provides our residents an opportunity for life contemplation and life closure. This, combined with our Hospice philosophy of Making Moments Matter, is a central focus of our Residential Legacy Program.

Legacy Program helps create lasting Moments that Matter

Her Legacy is Love for Her Family

Legacy Program Projects Completed To Date

- Holding Hands Mold: Over 20
- Fingerprint Family Tree: Over 60
- Hug Wrap: Over 10
- Legacy in Music: 1
- Love Box: 1
- Letter/Card Writing: 1
- Stuffed Animal with Personal Message: Over 30
- Legacy Pillow: 15
Newlyweds Denise and John never had a honeymoon.

On the day they were supposed to leave, Denise wasn’t packing bags or heading to the airport. She was saying goodbye.

Diagnosed with aggressive melanoma just weeks after their wedding, John passed away so suddenly that it was impossible for Denise to process the situation. Reeling from the blur of events that led her to this moment, she leaned on the incredible expertise and compassion of the staff at Lisaard and Innisfree.

“They helped me manage the unthinkable, taking care of every detail with such grace,” says Denise. “I couldn’t have gone through this without them.”

John passed away much more quickly than anyone thought, just four days after his diagnosis. While their stay was heartbreakingly brief, the impression left on Denise is one she will never forget. “You never know how much you need hospice care in your community until you really, really need it.”

Thanks to donor support, a bed was quickly made available for John. “It was a private, intimate environment where we could receive our family and friends in peace and dignity,” recalls Denise. “The staff checked in on us constantly, making sure John was in the utmost comfort. They also guided me through the entire process, because they understood it so much better than I did.”

Her experience was so profound that Denise has taken an active role in fundraising, volunteering her time on the Gala committee. “Most of us won’t know how important hospice care is until they experience a death of a loved one,” she says. “Hospitals are over-capacity and many people can’t manage end of life care on their own at home.”

“This is specialized care that requires and deserves more funding,” says Denise, with deep conviction. “John and I were in such good hands, I can’t imagine having been anywhere else. I want to make sure others have that same support during their time of need.”

Denise never imagined needing hospice care, until her world changed forever.
“Dad enjoyed watching the birds and squirrels in the yard. The cardinals are especially beautiful! ‘When cardinals appear, angels are near’. It is a blessing to know that dad was comfortable and not alone when he slipped away in the early morning hours.”

“Thank you for all the compassionate care given to our mother/wife/grandmother. Her final days were peaceful and pain-free and we can’t thank you enough. I will never forget the kindness we received.”

“This hospice simply oozes tender loving care from every pore. A wonderful environment for all who enter- filled with much professionalism and selfless dedication to those who need it most; amazing!”

“You made my mom’s last few days so special. We never imagined that we could all be with her in her room- celebrate her life- cry- sing and ultimately mourn in such a lovely way.”

“You made my mom’s last few days so special. We never imagined that we could all be with her in her room- celebrate her life- cry- sing and ultimately mourn in such a lovely way.”

“My aunt lost her long battle within these walls. Most beautiful place with the kindest and lovely staff I’ve ever met.”
Our Volunteers

We are grateful for the support of our many volunteers. They bring a diversity of life experience and skill, allowing the care team to be present with and remain focused on the priority needs of our residents.

Operational Support Volunteers provide Lisaard and Innisfree Hospice with operational house assistance.

Reception volunteers answer the phones, answer the doors, accept donations, and complete other administrative tasks. They are the first members of our team to warmingly greet incoming residents and visitors.

Meal prep volunteers have completed their Safe Food Handler’s certification and support us in the kitchen preparing meals and soup.

Kitchen helper volunteers assist with light meal prep (when supervised), dishes, cleaning and organizing, and in general helping the kitchen run smoothly.

Baking volunteers bake all of the delicious treats offered to visitors, staff, and residents. All baking is done on site.

Other operational support volunteer roles include music, gardening, maintenance, laundry, administration, and special events. Most operational support volunteers are required to complete a 10-hour training course introducing them to the fundamentals of hospice.

Client Care Volunteers receive direction from staff to establish a supportive relationship with the residents and their loved ones. In addition to providing emotional support, hospice volunteers provide practical help i.e. assisting with turns and transfers, plating and delivering meals, and folding clean laundry. If comfortable, these volunteers can also provide personal care.

These volunteers are required to complete a minimum 30-hour training course based on Hospice Palliative Care Ontario training.

In their own words

“I love helping families, staff, and other volunteers. I enjoy seeing the care and compassion given to our residents. Volunteering here is so rewarding to me.”
- Rose Dumais, Reception Volunteer and Lisaard and Innisfree’s recipient of the 2019 June Callwood Outstanding Achievement Award for Volunteerism

“Volunteering is a life enhancer — gives me new perspective and purpose. This is my time to ‘give back’ with the hope of making a positive difference.”
- Ray Robbins, Maintenance Volunteer and recipient of the 2019 Volunteer Impact Award - Organization Support

“I can do what you cannot do and you can do what I cannot do. Together, we can do great things.”
- Mother Theresa

Volunteers by the Numbers

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<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Board of Directors</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Ancient Mariners (Lisaard House Gardens)</td>
<td>22</td>
<td></td>
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<tr>
<td>Client Care Volunteers</td>
<td>52</td>
<td></td>
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<tr>
<td>Lisaard House</td>
<td>80</td>
<td></td>
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<tr>
<td>Innisfree House</td>
<td>100</td>
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<tr>
<td>Community/Corporate volunteers (Pepsico; McAfee Global Communications; MAC LLP; Elevation Church; JC Mortgages; Apostolic Christian Church; Cambridge Air Cadets; Grant Thornton LLP; Intel Security; Rotary Club)</td>
<td>80+</td>
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3,300 Scones baked at Innisfree House
343 Total number of volunteers
35,278 Total number of volunteer hours
The Heart of Our Hospice Family

We are very fortunate to have wonderful people working with us at Lisaard and Innisfree Hospice. Our nurses, personal support workers, and physicians provide expert care for people living with a life limiting illness, and their family members.

Our volunteer services team help to recruit, recognize and retain caring people to help us deliver programs and services; our development team ensures sustainability for the organization with a goal to raise more than $1.5 million each year; and our administrative and leadership teams work to ensure Lisaard and Innisfree Hospice continues to be a leader in hospice palliative care for our region.

“Giving is not just about making a donation. It is about making a difference.”
Kathy Calvin

Participation that Matters

Donations enable us to provide the very best possible round-the-clock care, support, pain and symptom management for residents nearing end of life.

Hike for Hospice
On Saturday, June 3, 2018, more than 300 people came together at the grounds of the Waterloo Region Museum and raised more than $65,000 in support of Lisaard and Innisfree Hospice.

Making Moments Matter Gala
Gala featured the Music of Ray Charles on March 24, 2018 at The Walper Hotel and raised over $95,000.

3rd party events
Many individuals and groups held fundraisers in support of Lisaard and Innisfree Hospice. An amazing $155,000 was raised by these community events.

Corporate groups supported Lisaard and Innisfree with both cash donations and in-kind donations.

Thank you to all of our sponsors, event guests and participants, 3rd party event coordinators, and corporate volunteer groups.
## Consolidated Financial Report

### FOR THE YEAR ENDED DECEMBER 31

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
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<tbody>
<tr>
<td><strong>Operating Revenue</strong></td>
<td></td>
<td></td>
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<tr>
<td>Donations and Fundraising</td>
<td>1,396,722</td>
<td>1,178,988</td>
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<tr>
<td>Government Grant</td>
<td>1,863,093</td>
<td>1,866,017</td>
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<tr>
<td>Investment Income (Net)</td>
<td>(43,009)</td>
<td>365,540</td>
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<tr>
<td><strong>Total</strong></td>
<td>3,216,806</td>
<td>3,408,545</td>
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</table>

|                |            |            |
| **Operating Expenditures** |            |            |
| Salaries and Benefits | 2,829,909  | 2,761,651  |
| Amortization         | 277,126    | 297,125    |
| Building Expenses    | 199,736    | 181,614    |
| Physician Costs      | 48,560     | 56,700     |
| Marketing            | 111,706    | 45,982     |
| Professional Fees    | 57,667     | 40,981     |
| Resident Expenses    | 32,369     | 39,885     |
| Office               | 20,523     | 18,852     |
| Telephone and Cable  | 11,884     | 13,536     |
| Travel               | 3,332      | 5,908      |
| Memberships          | 6,115      | 5,746      |
| Insurance            | 3,747      | 3,128      |
| **Total**            | 3,602,674  | 3,471,108  |

| Excess (deficiency) of operating revenue over expenditures before other items | ($385,868) | 62,563 |
| Excess (deficiency) of revenue over expenditures for the year | 718,802     | 144,703 |

|                |            |            |
| **Assets**     |            |            |
| CURRENT        |            |            |
| Cash           | 597,279    | 536,819    |
| Short-Term Investments | 7,328,019  | 6,554,769  |
| Other           | 289,465    | 159,337    |
| **Total**      | 8,214,763  | 7,250,956  |
| Tangible Capital Assets | 5,695,167  | 5,916,410  |
| Accounts Payable & Accrued Liabilities | 13,909,930  | 13,167,395  |

|                |            |            |
| **Liabilities and Net Assets** |            |            |
| CURRENT        |            |            |
| Accounts Payable & Accrued Liabilities | 198,970    | 175,237    |
| Deferred Operating Contributions | 147,508    | 147,508    |
| **Total**      | 346,478    | 322,745    |

|                |            |            |
| **Net Assets** |            |            |
| Unrestricted   | 2,970,220  | 3,110,784  |
| Invested in Capital Assets | 5,754,396  | 5,916,410  |
| Externally Restricted & Held For Endowment | 4,838,836  | 3,817,456  |
| **Total**      | 13,563,452 | 12,844,650 |

Donor Numbers for 2018

Our important work relies deeply on the generous support of our donors and community partners.

Endowment/Bequests $1,044,442

In Memory/Celebration $432,036

Individual Donors $321,723

3rd Party Events $154,694

Signature Events $143,386

Legacy Garden $86,956

Restricted Funds $85,423

Direct Mail $75,180

Group/Clubs/Corporate $69,388

Other $28,449

Foundation Grants $43,639

Operating $16,076

TOTAL for 2018: $2,501,392

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Consolidated Financial Report

Portion of Revenue Type

- Donations and Fundraising
- Government Grant

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<tr>
<th>REVENUE SOURCES</th>
<th>REVENUE</th>
<th>%</th>
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<tr>
<td>Donations and Fundraising</td>
<td>2,501,392</td>
<td>57%</td>
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<td>Government Grant</td>
<td>1,863,093</td>
<td>43%</td>
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<tr>
<td>Total</td>
<td>4,364,485</td>
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Portion of Spending by Expense Type

- Payroll Related
- Grocery & Supplies
- Facility Expenses
- Operating Expenses
- Staffing & Volunteer Training
- Other

REVENUE SOURCES FOR EVERY $1 SPENT

$0.57 needs to be raised from the local community

$0.43 is funded by the Ontario Government
Our Journey
Key Milestones

1996
Discussions begin with the O’Donovans and Dr. Charmaine Jones about need for a local hospice

1998
Lisaard House is incorporated in Ontario and Letters Patent received

1999
Revenue Canada grants Lisaard House registered charitable status
Ground breaking begins at 990 Speedsville Road, Cambridge

2000
Recruitment of executive director and clinical staff
Open House for donors and government representatives
Lisaard House opens doors to its first residents, becoming one of only two hospices in the province

2005
Funding approved by MOHLTC

2007
Funding accepted by Lisaard House for staffing model featuring RNs and PSWs

2011
Board decision made to move ahead with a second house
Initial meeting with Conestoga College to explore leasing land for new house Capital Campaign for Innisfree House launched

2014
Innisfree House ground breaking ceremony

2015
First staff cohort begins training at Conestoga College
Innisfree House welcomes first residents
Conestoga College and Lisaard and Innisfree Hospice recognized as the Best Corporate/Not-for-Profit Partnership at the third annual Cambridge & North Dumfries Community Awards event

2016
Appreciation and recognition event for staff completion of educational programs with Conestoga College
Lisaard and Innisfree Hospice presented with Conestoga College School of Health & Life Sciences and Community Services Leadership Award

2018
Commitment to full accreditation by fall 2019
Began construction of Legacy Garden at Innisfree House
Expansion of Innisfree parking lot, adding 21 additional spaces.

Our Residents in 2018
- 18 Days Average Length of stay
- 92% Lisaard
- 89% Innisfree
- 91% Occupancy rate for both houses over 12 months
- Total residents cared for in both houses were less than 65 years of age; 22% were older than 65 years of age
- 78% of these, 392 people were discharged to home or long term care

30 Years
The Youngest Resident: 99 Years
The Oldest Resident: 92 Years
Week after week, we admit new patients who express gratitude for coming to such a beautiful, peaceful place.

The Ministry of Health and Long-Term Care requires all hospices across Ontario to have a minimum occupancy rate of 80% in order to maintain funding.

As the need for hospice palliative care grows in our community, Lisaard and Innisfree Hospice has responded to the call resulting in an increased number of residents over the past year.

Lisaard and Innisfree have maintained an occupancy rate of 92% in 2018. We cared for 392 residents and their families with an average length of stay of 18 days.

Our Residents in 2018

- **392** Total residents cared for in both houses
  - Of these, **22%** were less than 65 years of age
  - **78%** were older than 65 years of age
- **13** people were discharged to home or long term care
- **91%** Occupancy Rate Over 12 months for both houses
  - Innisfree **92%**
  - Lisaard **89%**
- **18 Days** Average Length of stay
- **99 Years** The Oldest Resident
- **30 Years** The Youngest Resident
“If there ever comes a day when we can’t be together, keep me in your heart. I’ll stay there forever.”

- A.A. Milne