



**Hospice Palliative Care of Greater Moncton Inc. /  
Hospice de Soins Palliatifs du Grand Moncton Inc.**

**2013 Annual Report  
January-December, 2013**

**Presented at the  
Annual General Meeting of June 12, 2014**

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**Hospice Greater Moncton, AGM January-December 2012  
Thursday May 16, 2013**

**MINUTES**

The Annual General Meeting was held in the "Tea Room" of Camden Park Terrace, commencing at 7:00 PM. The meeting was called to order by President, George Lyons. He acknowledged the large turn-out which included our Honorary President, Jack Cameron, and also Honorary Member, Rev. Dr. Douglas I. MacEachern. There were 42 in attendance.

**PROOF OF NOTICE:-**

The Secretary advised that the notice of meeting had been published in the "Transcript" on two (2) separate occasions – thus acknowledging that the stipulation re Government regulations pertaining to charities had been met. (A copy of the notice is attached to these minutes.)

**CHAIRMAN'S REPORT:-**

George Lyons gave a brief outline of the accomplishments of Hospice Greater Moncton - what has happened since the Annual Meeting last year - and commented on what we anticipate our next year will bring as far as fundraising; programs, etc.; and, specifically how we expect to accomplish our goal of establishing a residential hospice building in this area. At this time, he introduced Mr. Gordon Hicks of the Hum-Lew-Sun Lions Club, who confirmed that their Club have offered us land for our proposed building. The land in question is located in the Lewisville area on Pleasant Street.

**MINUTES:-**

The Minutes of the last Annual General Meeting, having been distributed, were adopted as corrected. (Tait / Rooney) (The correction was the spelling of the name of Heather Moreau.) **CARRIED.**

**FINANCIAL REPORT:-**

The Financial Statements were distributed prior to the meeting. Treasurer, Betty Rooney, gave a brief overview of the financial picture of Hospice Greater Moncton and answered the questions which were presented from the floor. She then moved the adoption of her report. Seconded by Dave Parker. **CARRIED.**

**COMMITTEE REPORTS:-**

A condensed report of each committee was presented by the Executive Director, Amanda McKenna. These reports were also given out in the package which was available for the attendees. She spoke about the various aspects of each report, all of which appeared to be satisfactory to those who attended.

**NOMINATING COMMITTEE REPORT**

Dave Parker, Chairman, reported as follows:-

The first 3-year term of three (3) present members has expired and he moved that Bob Cameron, Barbara A. Tait and Dave Parker be invited to membership on the Board for a second 3-year term. Also, that Dr. Jamie Penfold. Who became a member of the Board following the last Annual General Meeting be ratified as a member of the Board for her first 3-year term. Seconded by Betty Rooney. **CARRIED**

**VOTE OF THANKS:-**

Following the presentation of reports and miscellaneous other business, the Chairman, George Lyons, thanked all who attended for their interest and participation – whether as a Board member, volunteer, donor, supporter of the Hospice Shoppe - or otherwise interested party, and stated he looked forward to an even greater turn-out in 2014.

The meeting closed with tea and coffee being served and the Board members resumed their Special Meeting for the purpose of electing the Directors for the ensuing year in the Frances Smith Room.

Respectfully submitted,

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Barbara A. Tait, Secretary

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George Lyons, President

## **PRESIDENTS REPORT**

Welcome to everyone, including our Honorary President Jack Cameron, Honorary Board Member Rev. Doug MacEachern (regrets), Fellow Board Members, staff, volunteers and ladies and gentlemen.

My main message is that Hospice Greater Moncton (H.G.M.) is doing well and enjoyed another successful year of growth.

How does one determine the progress of an organization such as ours? I suggest one way is to review our mandate and see whether we fulfilled it. Our mandate is to provide palliative care services to those living with a palliative diagnosis, and support and care to those living with a life-limiting disease.

During 2013 a concerted effort was made to ensure that H.G.M. was connecting with the maximum number of people who could potentially benefit from the services we offer. At the top of the list is our program of in-home volunteers who provide care and support to our clients and their families. To achieve this goal, emphasis was placed on maintaining and improving our relationships with primary health providers to make sure that their patients and families are aware of our services.

We are continuously aware of the need to provide the highest quality of care possible. In this regard our fall training session for in-home volunteers was based on the model adopted by that Canadian Hospice Palliative Care Association. This nationally recognized program affords H.G.M. the opportunity of improving the level of care delivered to our clients.

Our peer support groups continued to offer programs for those who have lost a loved one. The feedback from the participants confirms the benefits of these endeavours.

H.G.M. cannot offer these programs without funding. The Hospice Shoppe was started with a view of becoming a reliable and consistent flow of revenue which would assist us in covering our operational expenses. The Shoppe continues to be a profitable social enterprise, and we are able to set aside a portion of the earnings in our Residential Hospice Fund.

We are also very grateful for our other sources of income, be they individuals, corporations, businesses, local service groups or otherwise. This past year, for example, we were very fortunate to be the beneficiary of 100 Women Who Care, Moncton Chapter. Such unexpected acts of generosity encourage us in our efforts and deepen our commitment to our cause.

H.G.M. would not function without a combination of staff and volunteers; staff to manage the operations, and volunteers to provide the necessary services. We are fortunate to have qualified and competent staff and deeply committed volunteers.

Our volunteers are the core element of what we do, and how we do it. Their passion and commitment are essential elements of H.G.M.'s success. They assume different roles: in-home care givers, Shoppe workers, support group facilitators, board members. All of us are working towards the same goals.

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While H.G.M.'s immediate concerns are the proper functioning of the in-home program and the support groups, we continue to have an eye on our most important long term goal: a residential hospice in our community. This is a major undertaking, and we realize that it will only be achieved in partnership with various stakeholders. We already have the support of the Hum-Lew-Sun Lions Club for a possible site. Government must be committed to assist us with funds required to build and operate such an operation. H.G.M. has been working with the New Brunswick Hospice Palliative Care Association and with other regional hospice associations in discussions with our provincial government to explore ways of collaborating in order to realize our dream.

We are aware of the work that must be done in the area of fundraising. It is a fact that this will have to be an ongoing process, and must include a major capital campaign.

2013 was not without its challenges. There were changes in the executive director and Shoppe manager positions. H.G.M. survived and we are in good hands with Joanne and Wanda.

Finally there are a lot of people I want to sincerely thank for their contributions to H.G.M and to the help they gave me. To all the volunteers, regardless of the particular role played, I am extremely grateful for your devotion to our cause. To my fellow Board members, thank you for your time and efforts which made my position a lot easier. And to our great staff, thank you all for your good work.

Respectfully submitted,

George Lyons, President

## TREASURER'S REPORT

The Finance Committee met three times in 2013 to Review the budget and oversee the operation of the organization.

We initiated action to have a new reporting system implemented at the Hospice Shoppe to better report activities there.

We prepared the Annual Budget for the organization for 2014.

The Treasurer and the President met with our Accountant to review the annual statements for 2013. It was acknowledged that we had a serious problem reporting income that was received from donations at the Shoppe and we have taken steps to rectify this in the future. We will continue to monitor this to ensure that receipts issued for Shoppe donations are accurate.

I would like to thank Amanda McKenna and Joy Lui for their contributions in helping us set up the new accounting system for the organization and for posting the income/expenses for the year. I wish Joanne Adair and the new Board all the best in the coming year as they continue to raise the quality of service, care and compassion this organization offers to the Greater Moncton area.

Respectfully Submitted,

Betty Rooney, Treasurer

Committee members: George Lyons, Bob Cameron, Amanda McKenna, Joy Lui and Betty Rooney

**EXECUTIVE DIRECTOR REPORT**  
January-December 2013

**Image Renewal**

The image of Hospice was changed with a new branding logo, website and newsletter along with a new software system and safety program at the Hospice Shoppe boutique. Hospice has also seen a revamping of all our office policies and procedures.

**Public Awareness**

We raised the public profile of Hospice Greater Moncton by doing presentations to groups all over the city, working in partnership with NBHPCA and forging new relationships and partnerships with local schools and colleges such as McKenzie College and NBCC. One of the major highlights of the year was when our organization received land for the building of our Residential Hospice from the HumLewSun Lion's Club.

**Grief and Loss Groups**

In 2013 we supported almost 40 grieving families through our Grief and Bereavement Group Ruth Johnstone facilitated our Grief and Loss groups, with 15 people attending in March and 17 in the September session. They also had a Christmas party at a member's house with 32 from previous groups attending.

**In-Home Palliative Care**

We helped several families throughout the entire year via our in-home program. Countless new volunteers joined the organization and 14 graduated from our newly restructured In-Home Care Provider training in September, however four are not able to participate due to illness, or other commitments. We have 10 names on for the next training session.

**Fundraising**

Fundraising events for 2013 included:

- St. Patrick's Day 50/50 at The Olde Triangle
- NBHPCA Spring Yard Sale for Hospice
- Metrotones Concert
- Clear the Trails with the Running Room
- Robert Pilon and Friends concert
- Angels Remembered

While most events were well supported and generated a good return, our two large events, Angels Remembered and Robert Pion and Friends did not generate the anticipated returns and will be reviewed in 2014.

**Hospice Shoppe**

We now have 45-50 volunteers and almost all of them volunteer on a weekly basis.

Since November 2013 there has been a marked increase in the number of new people donating merchandise to the Shoppe. Our events, and web and other advertising are also helping in this area, but that word of mouth from the regulars is also a big push.

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While we are no longer able to have teas due to public health regulations, we did have a Christmas Bake sale, Christmas Raffle Basket, Black Friday sales, and Silent auction in December.

Melissa LaPorte, past Shoppe Manager, began the Volunteer of the Month program and provides gift certificates that the Shoppe received as being part of the Johnny Coupon book as prizes.

Customer appreciation includes the increased “sales” we are running as well as the clearance rack and special deals for customers.

Melissa offers these recommendations:

1. An increase in the number of paid staff to address the scheduling problem. This will provide consistency in scheduling and culling of donated items.
2. Review and update current documented processes as a means of process improvement.
3. Offer additional volunteer training in areas such as customer service, donor processing at door, pre-selection of merchandise for tagging, and proper identification of donations.
4. Update of the Volunteer handbook and refresher training.
5. Considerations if a new location is selected include:
6. Parking space and conditions: we require more parking spaces; and the lot surface is rough and water around the receiving areas is a problem.
7. Add a furniture section as well as a well-culled Children’s section. The small amount of furniture which we receive is sold very quickly in the Shoppe. Currently we do not have children’s items on our list of acceptable donations, but if brand new items are received, we do put them out and they sell very quickly. We also receive frequent inquiries for both of those things.
8. Since we are no longer able to have teas, a space where we could operate a cafe is a wonderful idea. This would allow groups such as the Red Hats to have a more complete social event revolving around the Shoppe.

Respectfully submitted,

Joanne Adair for Amanda McKenna  
Executive Director

## **RESIDENTIAL HOSPICE PLANNING REPORT**

### **Strategic Planning Overview**

1. Began approximately 3 years ago: review of Bobby's Place in Saint John, joining with NBHPCA.
2. 2013: initial discussion by provincial organizations to form a provincial residential hospice working group but interest wanes.
3. May 2014: all residential hospice organizations join under NBHPCA to advocate with one message to government for election topics.
4. May 2014: NBHPCA renewed the residential sub-committee to advocate with one message to government for operational funding and HGM is a committed member.
5. Preliminary Plan developed; based on Models of Excellence.
6. The Money Plan
  - Pro-forma Operating Budget
  - Total Annual Expense: \$1,800,000
  - Total Annual Revenue: \$386,000
  - *Where does the balance come from? How do we sustain operations of a hospice?*

### **B. Step #1 (complete)**

1. Data Collecting (statistics, trends, best practices):
  - Royal Society of Canada Report on Hospice and Palliative Care
  - National \federal Government report
  - Canadian Hospice and Palliative Care Association
  - Stats Canada census
  - Province of NB Dept of Health (Data and licensing policies/regulations and Funding policy)
  - Best Practices and models
2. Write Case Statement for proposed residence
3. Pro-forma operating plan and pro-forma operating budget

### **C. Step #2 (complete)**

1. April 2014 NBHPCA renewed interest in creating a single, joint approach by all the hospices.
2. May 2014: NBHPCA formed the "Residential Hospice Committee" working group, next meeting June 26, 2014.

### **D. Step #3 (in progress)**

1. Develop a sustainable case for our residential hospice with NB Dept of Health, meeting set for June 26, 2014.
2. Obtain preliminary drafts of provincial regulations, standards and policies regarding hospice residences- in progress.

### **E. Step #5 (on-going)**

1. Establishing working relations colleagues and partners.

### **F. Other Matters (in progress)**

1. Site assessment of Hum-Lew-Sun Lions Club Land slated for summer 2014

Submitted by:

Payson Rowell

## NOMINATING COMMITTEE REPORT

### Board of Officers and Directors 2013

<b>Name</b>	<b>Office</b>
George Lyons	President
Marc Melanson	Immediate Past- President
Bob Cameron	1st Vice-President
Barbara Tait	2 <sup>nd</sup> Vice President
Betty Rooney	Treasurer
Dave Parker	Secretary
Pat Phelan	Director
Stephen Claxton-Oldfield	Director
Gary Chesser	Director
Payson Rowell	Director
Jamie Penfold	Director
Jack Cameron	Honorary Member
Doug MacEachern	Honorary Member
Helen Sastaunik	Executive Director, ex-officio (January-February)
Amanda McKenna	Executive Director, ex-officio (March-December)

### Board of Directors 2014 (Note that approved Officers were not available at time of printing)

<b>Name</b>
Jamie Penfold
Gary Chesser
Bernard LeBlanc
Pat Phelan
Stephen Claxton-Oldfield
Tony Ouellette
Bob Cameron
Dave Parker
Payson Rowell
Jack Cameron, Honorary Member
Doug MacEachern, Honorary Member
Joanne Adair, Executive Director, ex-officio

We are confirming the recent election and approval in May 2014 of Bernard LeBlanc and Tony Ouellette to serve the first year of their first three year term as Directors, thus filling two vacant positions.

A position becomes vacant due to Betty Rooney completing the last year of her second three year term. The approval of the person for this position is not available at the time of printing.

We are confirming the acceptance of the remaining Directors to complete their terms of office.

With this slate we fulfill the requirements of By-Law 7.1 Board of Directors and are in progress of confirming additional names to the Board.

Respectfully submitted,

Nominating Committee:

Dave Parker  
Bob Cameron

## CAPITAL CAMPAIGN PLANNING REPORT, June 2014

### A. CREATING SUSTAINABILITY

- Hospice Shoppe opened in November, 2009 to provide means of self-sustainability.
- It took every cent we had in the bank to open the doors so we started 2010 in debt. One of our supporters co-signed a line of credit of \$10,000 and at the end of 2010 we celebrated when the balance reached \$0. We were in the red all year.
- 2011: started to make money and were able to put money into the building fund.
- 2012: added to the fund and in 2013 we were able to add more. We went from 2 underpaid staff to six paid employees at respectable wages (even if not at the level most are worth).
- Now, four years later, our budget is 4 times what it was in 2009 and, in spite of increased expenses we have paid all the bills and continue to add to the building fund.
- A phenomenal success, most new businesses don't normally show a profit until they reach the five year mark.

### B. OUR STRATEGIC PLANNING

- Began approximately 3 years ago: review of Bobby's Place in Saint John, joining with NBHPCA.
- May 2014: all residential hospice organizations join under NBHPCA to advocate with one message to government for operational funding.
- HGM a committed member of newly formed NBHPCA residential sub-committee.
- Preliminary Plan developed; based on Models of Excellence.
- The Money Plan
  - Pro-forma Operating Budget
  - Total Annual Expense: \$1,800,000
  - Total Annual Revenue: \$386,000
  - *Where does the balance come from? How do we sustain operations of a hospice?*
- The Steps:
  - Clear, sequential outcomes/objectives, no short-cuts.
  - Proposed site – agreement/due diligence.
  - Construction – plan, cost.
  - Capital Campaign – feasibility/readiness study; campaign plan; publicity, prospects; and campaign leadership.
  - Ask for pledges.
  - Construction.

### C. OUR NEXT STEPS FOR A RESIDENTIAL HOSPICE – CAPITAL CAMPAIGN

*Note that this timeline will be influenced by the NBHPCA plan to act as one voice to government for operational funding.*

#### 1. YEAR ONE - LAY THE GROUNDWORK (in progress)

- Purchase donor management software to manage donors and receipting.
- Increase and improve on donor stewardship.
- Complete due diligence on land and transfer documentation.
- Increase self-sustainability: annual campaign; increase sales at Shoppe.

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- Prepare and provide bilingual media.
  - Increase public awareness with presentations and media.
  - Assess organizations development plan and preparedness.
2. YEAR TWO AND THREE - PREPARE FOR CAMPAIGN
- Make the case: Prepare bilingual Case Statement (people and story) (in progress).
  - Prepare drawings, draft budget (in progress).
  - Determine community awareness and Feasibility Study.
  - Determine Sustainability study and partnerships (in progress).
  - Have fundraising objective.
  - PR: Incorporate social media.
  - Research crowd-sourcing.
3. YEAR FOUR - LAUNCH THE CAMPAIGN
- Assemble Chair and committee members.
  - Plot fundraising course; individual gift criteria; corporate sponsors and grants.
  - Hold campaign kick-off event.
  - Ask for pledges and sponsorships.
  - Celebrate!

Respectfully submitted,

Board of Directors,  
Hospice Greater Moncton

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**Executive Directors Goals 2014**

I want to thank the Board for their vision, goals and support shown to me since I began as the Acting Executive Director in January, 2014. Members of the Board bring passion, commitment and present a well-rounded skill set. I greatly appreciate that full, respectful discussion occurs and after a vote, they join together to speak as “one voice” and partner with me to accomplish our purpose: to provide palliative care.

I am excited to be offered the full-time position of Executive Director as of May 16, 2014 and I look forward to a continuing good working relationship with the board. They have a clear vision, the experience and skills needed to ensure the organization accomplishes those goals while operating in a financially prudent manner.

While we are here to review 2013, I want to highlight my plan to achieve the Boards vision for the next six months.

<b>GOAL</b>	<b>TACTIC</b>
Establish accredited certified programs and leader training.	<ul style="list-style-type: none"> <li>• Review of programs and services</li> <li>• Review of training and qualifications</li> </ul>
Financial stabilization process	<ul style="list-style-type: none"> <li>• Annual Fundraising campaign</li> <li>• Increased sales at Shoppe</li> </ul>
Increased sales at Shoppe	<ul style="list-style-type: none"> <li>• Return to Upscale Boutique image</li> <li>• One “Appreciation Day” per month for organizations.</li> <li>• Increase profile with business groups.</li> <li>• Improve efficiency of operations.</li> <li>• Increase presentations to public</li> </ul>
Increase referrals for in-home care.	<ul style="list-style-type: none"> <li>• Increase communications</li> <li>• Increase introductions and print material to partners</li> <li>• Increase presentations to public</li> </ul>
Volunteer support	<ul style="list-style-type: none"> <li>• Additional training sessions for Shoppe procedures</li> <li>• Refresher training for In-Home volunteers (LEAP).</li> <li>• Improved scheduling at Shoppe.</li> <li>• Streamline volunteer paperwork and policies.</li> </ul>
Strategic visioning and planning process	<ul style="list-style-type: none"> <li>• Round table discussions</li> </ul>
Client service delivery performance	<ul style="list-style-type: none"> <li>• Increase trained volunteer base</li> </ul>
Communication	<ul style="list-style-type: none"> <li>• Continue with monthly update letters</li> <li>• Establish media speaking points</li> <li>• Quarterly update meetings with supporters</li> </ul>

Respectfully submitted,

Joanne Adair  
Executive Director