



# Annual Report 2024



Compassionate care celebrating life, even when there is no cure.

Des soins avec compassion, célébrant la vie même lorsqu'il  
n'existe pas de remède.

[www.HospiceSENB.ca](http://www.HospiceSENB.ca)



## Message from Chair and Incoming Chair

The year 2024 marked a significant milestone for our organization as we proudly celebrated our 20th anniversary. Throughout the year, every event and fundraiser was a heartfelt expression of gratitude for the individuals whose dedication and generosity have shaped our journey. Their unwavering support has been instrumental in our success, and we remain deeply appreciative of the contributions that have helped us grow into the organization we are today.

Our hospice team - comprised of devoted volunteers and compassionate staff - stood together with strength, commitment, and a shared purpose: to ensure that each resident receives the highest quality, most dignified end-of-life care. With every action and interaction, we reaffirm our belief that we are united in walking the same path, guided by empathy and professionalism. Strong leadership has provided us with a firm foundation, positioning us for a future filled with promise and continued excellence.

As we move forward, we remain steadfast in seeking new opportunities to expand and enhance the care we provide. We are committed to embracing innovative ideas and incorporating progressive models that deepen our approach to hospice care. Growth and evolution define our organization, and with exceptional leadership steering us forward, we have proudly established ourselves as a recognized model and benchmark of excellence in our field.

Together, we will continue to uphold our mission, strengthen our impact, and advance the compassionate care that remains at the heart of everything we do.



**Susan Plewes**  
Board Chair



**Kirstin Shortt**  
Incoming Board Chair



# Board of Directors

## Members 2024-2025



**Susan Plewes**  
Board Chair



**Kirstin Shortt**  
1<sup>st</sup> Vice Chair



**Dr. Peter Lightfoot**  
2<sup>nd</sup> Vice Chair



**Mike Arsenault**  
Treasurer



**Irenée Bourque**  
Past Chair



**Conrad Allain**  
Director



**Stephen Claxton-Oldfield**  
Director



**Susan Murray**  
Director



**Ann Seamans**  
Director



**Dr. Janice Cormier**  
Director



**Daniel Primeau**  
Director



**Dr. Pat Phelan**  
Director



**Paulette Richard**  
Director

# Treasurer Report

As Hospice SENB completes its third full year of operations at Maison Albert House, I am pleased to provide a summary of our financial position for 2024.

We began the year with an approved operating budget of \$3.5 million. While expenditures aligned closely with this budget, we experienced a revenue shortfall of approximately 400K, resulting in an overall deficit of 150K for the year. Most revenue sources met expectations; however, donations were slightly lower than in 2023 and represented much of the shortfall. This decline was due in part to changes in follow-up strategies with our established donor base but also reflected a broader transition from a capital campaign to a more traditional annual giving model. This shift has been reviewed, and updated strategies are now being implemented to strengthen our donor relationships and support future fundraising efforts.

Revenues from the Boutique Hospice Shoppe remained steady compared to the previous year. A full review of Shoppe operations has taken place, and enhancements have already been introduced to strengthen its contribution going forward.

Operationally, we made important strides in 2024. The introduction of the Chief Operating Officer role in late 2024 has significantly improved internal oversight and financial review processes. In parallel, we've continued refining our general ledger and budget structures to better reflect our operational realities.

I'm also pleased to note that these improvements have enabled us to meet our obligations for audited financial statements in time for the AGM - a meaningful step forward in accountability and transparency.

We are currently in the second year of a five-year funding agreement with the Province of New Brunswick's Department of Health, established through our Memorandum of Understanding. This agreement will continue through March 2028, providing a stable foundation for clinical operations.

Finally, I would like to thank the management team, staff - both past and present - and all those who support our mission.

Respectfully submitted,

**Mike Arsenault**  
Treasurer





## Message from CEO

As I stepped into the role of CEO in January 2025, I did so with deep respect for the legacy, dedication, and compassion that have defined Hospice SENB over the past year - and indeed, throughout its 20-year history. While I was not part of the journey that this annual report reflects, I have spent the early days of my tenure listening, learning, and connecting with the remarkable people who bring our mission to life every day.

I've been struck by the unwavering commitment of our staff, the generosity of our donors, the tireless efforts of our volunteers, and the heartfelt support from families and partners in our community. There is an unmistakable sense of pride in the work we do—care that extends beyond clinical excellence into genuine human connection and dignity. This same spirit is reflected in the Boutique Hospice Shoppe, where community generosity and volunteer dedication come together to support our mission in a meaningful and visible way.

As we look to the future, we are guided by three strategic pillars that will shape our priorities:

**Stakeholder Confidence:** We will continue to build trust and transparency with our community, ensuring that every decision reflects the values and expectations of those we serve.

**Operational Excellence:** We are committed to strengthening our systems, processes, and teams to ensure we deliver the highest standard of care efficiently and sustainably.

**Community Impact:** We aim to expand our reach and deepen our relevance, partnering with others to meet evolving needs and ensure equitable access to hospice and palliative care.

Together, with your support, we will continue to be a source of comfort, strength, and hope in our community.

**Bonnie MacFadyen**  
Chief Executive Officer







## Message from COO

This year at Hospice SENB was marked by growth, deep compassion, and profound human connection.

In 2024, I had the privilege of serving in several roles across the organization, as Director of Programs and Community Engagement, then as Interim CEO, and now as Chief Operating Officer. Each role offered a unique perspective on the impact of our work, and each deepened my appreciation for the people we serve and the team that makes this care possible.

This year also brought personal loss. I walked alongside my sister in her final days - an experience that reinforced, in the most personal way, the importance of what we do. It reminded me that hospice care isn't just a service - it's a commitment to dignity, compassion, and presence.

What may seem like small things - a gentle touch, a meal with family, a safe space to grieve - are, in fact, the most important. They are what hospice is all about.

Thank you for your continued support and for standing with us in this essential work.



#FromHeather LOVE Life  
#FromHeather



**Christine Kennedy-Babineau**  
Chief Operating Officer

# Who we are

Hospice SENB is a registered charity providing free, bilingual, community-based hospice palliative care and bereavement support to individuals and families across Southeastern New Brunswick. Our mission is to bring comfort, dignity, and compassionate care to those facing life-limiting illness and grief - every step of the way.



## 2024 by the Numbers

- 141 clients served through our residential hospice
- Hundreds of families supported through palliative care and bereavement programs
- 15,000+ volunteer hours logged across the organization
- 100% of services provided free of charge
- \$2,268,635 raised through community donations, grants, and fundraising





# Celebrating 20 Years



2024 marked 20 years of Hospice SENB - two decades of compassion, comfort, and community care made possible by visionary leaders and countless supporters. Among them was our founder, Jack Cameron.

After losing his partner to cancer, Jack was inspired by the model of Bobby's Hospice in Saint John and was determined to bring something similar to our region. Thanks to his determination and early leadership, Hospice SENB was born - filling a vital gap in our healthcare system and bringing dignity and peace to people at end of life.



This year, we not only honoured our beginnings, but we also said goodbye to Jack himself. He was admitted to Maison Albert House and passed away on October 7, 2024, in the very place his efforts helped to build. Jack's journey came full circle - he both sparked and experienced the care he worked so hard to make possible. His legacy lives on in every life touched by our work.



At our Hospice Heroes & Alumni Gala, we celebrated Jack and the many hands and hearts who helped build this organization over the past two decades. We honoured our past, reflected on our progress, and recommitted ourselves to a future filled with compassion and care - just as Jack envisioned.



# The Heart of Hospice: Our Volunteers

Hospice could not exist without our volunteers. From the Boutique Hospice Shoppe to Greeters at Maison Albert House to our community based programs, our volunteers gave over 15,000 hours of service this year. They show up with open hearts, quiet presence, and hands ready to help - proving that compassion is the most powerful medicine of all.



# The Power of Giving: Community Donations



Every dollar makes a difference. This year, we received an outpouring of generosity - from in-kind gifts like a piano, art, and food for our kitchen to vital financial contributions and sponsorships that fuel our programs. We are deeply grateful to every individual, family, business, and group who gave in support of our mission.



# Compassion on the Course: Annual Golf Tournament

Our annual Golf Tournament brought together 26 teams and dozens of sponsors for a day of sport and support. With sunshine, smiles, and a few competitive swings, we raised over \$95,000 to fund our programs & services - and had a lot of fun doing it!



## Annual Memorial Walk

Our 2024 Memorial Walk was a moving tribute to the lives we've loved and lost. Families wore names on their backs, carried memories, and walked in honour of those no longer with us. Together, we raised over \$25,000 and shared a collective moment of remembrance.





# Lighting the Way: Our First Annual Candlelight Memorial Service

On November 19, 2024 (National Grief and Bereavement Day), we hosted our first annual Candlelight Memorial Service. We welcomed families who had lost a loved one at Maison Albert House, and anyone else living with grief in our region, to come to honour their loved ones. With candlelight, music, readings, and shared remembrance, we created a sacred space to reflect, reconnect, and remember. It was tender, powerful, and deeply meaningful.



## The Dragonfly: A Symbol of Transformation

This year, we were honoured to receive a breathtaking donation from a group of local artisans - a hand-hooked dragonfly designed specifically for the walls of Maison Albert House. Carefully crafted with vibrant fibres and intricate detail, the dragonfly is more than just a beautiful piece of art - it's a symbol of transformation, resilience, and the delicate balance between life and death.





# Boutique Hospice Shoppe



In 2024, the Boutique Hospice Shoppe continued to be a vital part of our mission - transforming donated goods into compassionate care. Every item donated, every purchase made, and every hour volunteered contributes directly to hospice services for individuals and families across Southeastern New Brunswick.

This year, the Shoppe welcomed thousands of donors and shoppers, each one helping to turn secondhand treasures into first-class care.

We're deeply grateful to the staff, volunteers, donors, and customers who make the Boutique Hospice Shoppe such a meaningful part of our organization. Every dollar earned here helps someone face the end of life with dignity, comfort, and compassion.

BOUTIQUE  
  
Hospice  
SHOPPE





# Contact Us

Whether you're looking for support, want to get involved, or simply wish to learn more about our work, we'd love to hear from you. Hospice SENB is here to walk alongside individuals and families throughout Southeast New Brunswick at end of life and in grief.

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**Website**

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