



West Island  
Palliative Care  
Residence

Annual Report 2016-2017

# Building for the Future

15 years of service to our community...  
and beyond



*"There truly is no greater gift than assuring someone's care as they are dying. Our patients are living their final days surrounded by love, compassion, with dignity and with their family and friends because of your support. Everyone should have the right to die with superior palliative care." - Teresa Dellar, Executive Director and Co-Founder*

I have been a supporter of the West Island Palliative Care Residence from its earliest days. I was there the day they put the ceremonial shovel into the ground. Over the years countless people have told me their stories of loved ones being cared for but it was not until this year that I experienced the love and compassion of the Residence firsthand. One of my closest friends was a patient. On a daily basis, I saw up close the indescribable work of the staff and volunteers. I left every day saying, 'These people in this building should have wings on their backs and halos over their heads.' It is vitally important that we do everything we can to keep this work, kindness and compassion going.

- Terry DiMonte,  
Morning Host, CHOM 97.7, Montreal

October 16, 2002 – 15 years ago – was a very proud day for our community with the opening of the West Island Palliative Care Residence. It was the culmination of several years of very dedicated effort by many in the community led, of course, by Teresa Dellar and her vision.

I am very proud of the role I played in helping mobilize government and community support for this initiative. I am even more proud to see how, over the past 15 years, the Residence has become such a cornerstone of the community and beyond, known and recognized for its quality care and compassion, while also doing so much to educate us all about the need for and value of palliative care. Most gratifying, is to see how the West Island community has embraced and nurtured the Residence

I am also very pleased to see how the leadership of the Residence, led by the volunteer members of the two Boards, are not resting on their laurels and have been so dedicated in shaping an exciting new future for the Residence involving greater outreach of services to the community and more education and research activities.

With the continued support and leadership of the community, the future looks promising as Canada is building capacity in this important sector of our health care system.

- Russell Williams, Co-Founder

## Transforming from providing 'a little bit of heaven for the few' to 'a lot of help for the many'



As our Residence will be reaching its 15<sup>th</sup> anniversary in October 2017, we've spent the past year looking extensively at our road ahead. That's why we have titled this annual report "Building for the Future".

What do we see there? We are facing six major trends: more population overall, more elderly people, more chronic disease, more dementia and other illnesses of ageing, more people living alone and less access by most to informal caregivers.

These trends mean we can't just keep doing what we have been doing for the past 15 years. To be a true end of life resource for our community, we have to get out beyond the walls of our building and beyond our community to address these needs more broadly. The traditional care we provide is vital – and it must continue and remain at the highest possible quality – but we must do more. We need to be out front with developing and implementing new ways to respond to the end of life needs. We need to continue to be visionaries in response to our changing environment.

What does that change look like? We must help train more health professionals in palliative care, and are already helping to do so. We need to provide more care and services to people at home and are working to develop those activities, though I am pleased that several of our doctors are already doing regular home visits.

We want to instruct and empower more volunteers, not just for the Residence but to help patients and families at home and caregivers in other institutions. We need to respond to the care gaps we see in our community. And we need to promote more research into the best new trends and services in palliative care.

We've been hard at work over the past year building the foundations for all of this work and change, of which you will see more in the year ahead. This has included a significant reorganization of the Residence's management so we are positioned to be able to deliver on all these exciting projects, plans and commitments. The reorganization gives us a strong leadership team with well-defined responsibilities so we can plan and run all the different aspects of our operations with efficiency, flexibility and innovation.

All these very significant accomplishments of the past year have not happened accidentally or haphazardly. They have occurred as a result of an immense amount of work, thought and deliberation by both of our Boards, our leadership team and various very dedicated and generous volunteers – not to mention the ongoing amazing generosity of our community which has allowed us to continue the service and commitment we started 15 years ago. Thank you so much to everyone who makes it possible for us to provide care today and to build for the future.

Welcome to our second 15 years!

- Teresa Dellar, Executive Director and Co-Founder  
M.S.C., MSW, PSW, FT



## The very **essence** of good palliative care is putting **patient needs** above all else

A patient is never just a set of symptoms which need to be managed. A patient is a person – with hopes and fears, weaknesses and strengths. A terminal illness challenges a patient and their family not just physically but emotionally, psychologically and spiritually. Our goal is to provide multi-faceted care to patients and their families throughout their journey in palliative care – in our homelike environment.

**320**  
total deaths  
this year

**3,664**  
total deaths since  
opening in 2002

Age of youngest  
patient:  
**18**

Age of oldest  
patient:  
**102**

Average length  
of stay:  
**16 days**

Total cost per patient:  
**\$14,000**

### At the service of our patients and their families for 15 years

› The West Island Palliative Care Residence, with 23 beds, is Canada's largest freestanding palliative care facility, acknowledged as a leader and centre of excellence for palliative care in Canada.

› Our primary goal is to have our patients come to the end of their lives with their suffering eased, their fears acknowledged and their hopes given a caring ear. The Residence's highly specialized team of nurses and physicians are committed to providing the highest level of medical care to patients at the end of life.

› The Residence's Supportive Care team seeks to help patients and their families find ways to cope with these challenges through social work counseling support, art therapy and spiritual care giving. The care for the family continues after the death, with a team of trained bereavement support volunteers.

› Services are provided without charge to patients and their families.

*"For all that everyone has done for John. My first morning at the Residence, I wasn't even there one hour and I felt the peace go through me and I knew then that we made the right decision to have John spend his last few days in such a beautiful place surrounded by such caring people. You have all showed us that there are still kind, compassionate and caring people in this world willing to go that extra mile to help someone out." – Kelly Ann Smith-Dabarno, wife of John Dabarno, 55 years old*

## Our Mission and Vision - to provide **leadership** in palliative care

### Our mission > Our vision

To provide active and compassionate care in order to comfort and support terminally ill patients and their loved ones and to continue as a leader in palliative care within Quebec and Canada.

#### As a leader,

› To be at the forefront of **providing superior palliative care** within the community health care network;

› To **promote and support a range of services to patients requiring palliative care**, at home, in hospital, and at the West Island Palliative Care Residence;

› To **serve as a role model and resource for other communities** wishing to organize freestanding palliative care residences;

› To **promote education to health professionals and volunteers to enhance competence** in delivery of palliative care services;

› To **promote education in the community, to increase awareness** and to promote understanding of the needs of the terminally ill and their families;

› To **ensure that grief support is available to the loved ones** of Residence patients, and to promote bereavement services in the community.

### Sharing our knowledge

Our expert staff have trained others on best practices in end of life care as well as how to establish dedicated facilities on the local, provincial and national levels. The Residence is at the table with other leaders advocating for better education and training in palliative care for our Canadian physicians and for improved access for all Canadians.

### More than just a Residence

The West Island Palliative Care Residence is more than just a Residence. We are more than just a community based in-patient unit, more than a niche service-provider component of the bigger health and social care system and more than specialized care delivered by highly qualified professionals. We are part of a solution for the future.





Dr. Geneviève Richer, Medical Director, meeting with the multidisciplinary team of professionals who work together to provide optimal care for patients and their families. Our experienced and specialized medical and nursing staff provide the best possible symptom and pain management for patients while social workers and other counselors care for the patients as well as family members.

One unchanging element of palliative care: patient care comes first.

For fifteen years, the West Island Palliative Care Residence has led the way in providing compassionate, active, and specialized services to terminally ill patients. During that time, those of us involved in palliative care have witnessed many changes, except for a vital one: patient care has always come first.

The shift in perception is significant. Fifteen years ago, the concept of palliative care was still new or unknown to many people. It has taken time and experience, but far more people now understand that compassionate palliative care does, in fact, provide beneficial "healing" qualities to patients and their loved ones. Many more people know that high-quality palliative care can be crucial in helping patients and their families experience a "good death," one as free of pain as possible. Rather than "fighting" their disease, we give patients the opportunity to focus on more important things and be truly present with the people who matter most to them, thus providing the ability to live well - right to the end.

As well, the peace of mind that comes with compassionate palliative care allows affected family members, such as sons and daughters, a better chance to resume their regular family roles rather than being burdened with being the patient's primary caregiver and/or advocate in a health facility not geared towards assisting inevitable death.

While attitudes about palliative care have definitely changed, and certain elements of palliative caregiving have evolved, the essential concept remains the same: the focus of palliative care is on the patient. Their needs and comfort are always paramount.

I am very proud of the medical team at the West Island Palliative Care Residence. They put this primary goal at the forefront of their actions every day. While it is certainly gratifying that more people understand palliative care and our work, it is even more so to see the benefits our efforts bring to patients and their families.

– Dr. Geneviève Richer, Medical Director

## The evolution of palliative care

## Presidents' Awards created to honour palliative care pioneers

The Residence marked National Hospice Palliative Care Week in May 2016 with a luncheon to announce that it has created its Presidents' Awards Program to honour professional excellence in palliative care. These Awards which will be conferred annually will recognize individuals or groups who have made a significant contribution to palliative care and to the Residence and remind us that it is a combined effort of professionals, volunteers, donors and stakeholders who work together to ensure the best quality of life for patients and their families.

The Residence was very pleased to have present at the event the four pioneers of palliative care in Quebec for whom the awards are named. Balfour Mount, MD, Ina Cummings, MD, Bernard Lapointe, MD and Sue Britton, RN, pioneer nurse in palliative care.



Seated from left: Executive Director Teresa Dellar with the four pioneers of palliative care: Dr. Balfour Mount, Dr. Ina Cummings, Mrs. Sue Britton and Dr. Bernard Lapointe. Standing from left are: Allen Van der Wee, Interim President of the Operations Board (March 2017-June 2017); Rhonda O'Gallagher, President of the Foundation Board; Kathleen Weil, MNA for Notre-Dame-de-Grâce and Minister of Immigration, Diversity and Inclusiveness; Geoff Kelley, MNA for Jacques-Cartier and Minister responsible for Native Affairs; Francis Scarpallegia, MP for Lac-St-Louis; Dale Weil, Vice President of the Operations Board; and Rob Havill, Past President of the Foundation Board.



## Speaking on our behalf and raising awareness

### Women Ambassadors hold second annual event

The Residence kicked off National Hospice Palliative Care Week in May 2016 with its second annual Women Ambassadors event, led by Yolande James, Foundation Board Member, left, and Danièle Henkel, Founder and CEO of Les Entreprises Daniele Henkel Inc. The energy and goodwill in the room were palpable, with many women stepping up to help ensure that more Canadians get the care, dignity and choices they need to make their final days peaceful and comforting.

## Governor General presents Meritorious Service Cross to Teresa Dellar

Teresa Dellar, Executive Director and Co-Founder of the Residence, was presented the Meritorious Service Cross (Civil Division) by His Excellency the Right Hon. David Johnston, Governor General of Canada, at a ceremony at Rideau Hall in Ottawa on November 25, 2016.

The prestigious decoration was presented to recognize her contribution to palliative care in the West Island community, as well as her acknowledged leadership role in the field throughout Canada.



## Continuing leadership in palliative care

Learning and leadership are vital to advancing the quality of care at the Residence and in palliative care in general. Leadership and staff at the Residence participated in many activities in the past year where they were either the lecturers/facilitators or the learners. Some of these events included:

- › Attending the St Christopher's Hospice Conference in London in May 2016.
- › Giving a lecture at the Canadian Hospice Palliative Care Association's Learning Institute in Banff in June 2016.
- › Presenting three lectures at the 21<sup>st</sup> biennial International Congress on Palliative Care in Montreal in October 2016: "Professional Nursing Boundaries - When Therapeutic Care Is in Question", "I Am the Nurse, You Are Just the Volunteer", and "What Do They Know? Lessons Learned from Facilitating a Children's Bereavement Group". The event was chaired by Dr. Bernard J. Lapointe, Director of Palliative Care McGill and a member of the Operations Board, Teresa Dellar, Executive Director and Dr. Elena Neamt, a palliative care physician at the Residence served on the Program Committee.

## Staff education covers a wide range of topics

Residence clinical staff attended a wide range of lectures, programs and activities during the year covering many relevant subjects. Among the subjects covered were:

- › What Matters Most in Palliative Care
- › Moving Patients Safely
- › Care Provider Grief
- › Creative Legacies
- › Caregiver's Journey
- › Meaning and Hope in Dying and Mourning
- › Death as a Social Process
- › Challenging Conversations
- › Wound Care Delirium
- › 10 Things Not to Say when People are Grieving
- › Frailty and Palliative Care
- › The Future of Palliative Care

## Quality End of Life Care for All

One of the major new leadership and learning projects undertaken by the Residence in the past year has been becoming the Canadian facilitator for QELCA – the Quality End of Life Care for All program. QELCA is a certification program for health professionals to provide Quality End of Life Care. It was developed by St Christopher's Hospice in London, the original modern day hospice in the western world, founded in 1967.

By working with St Christopher's through relationships established over recent years, the Residence has been granted the Canadian rights to the program. Work is under way now to

develop the certification program for use in Canada and to roll it out to improve the standards of end of life care across Canada.

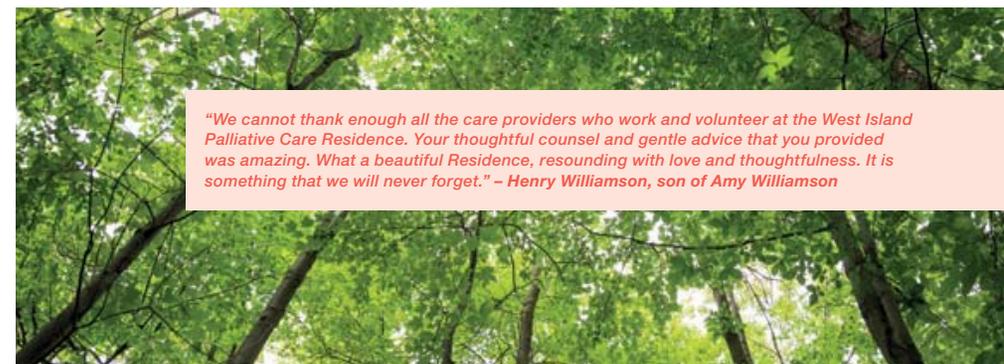
More than 80% of people in Quebec die in acute or long-term care facilities (Health Canada, 2012). Focusing education and training on the workforce who deliver the bulk of the care at end of life is seen as one strategy to ensure that the dying process is managed well.

QELCA promises to make the Residence a leader in improving end of life care by other health professionals and institutions across Canada.

## Reaching beyond our walls and our community

**The Residence is a strong voice committed to extending the benefits of palliative care to as many Canadians as possible.** We need to share what we have learned in the past 15 years to help increase access to quality palliative care across different care settings and communities in Canada.

*"The West Island Palliative Care Residence has an important role to play in education and training and in the transfer of practice-based research and knowledge to the broader Canadian community. If the Canadian idea is embodied in, among other things, our national publicly funded health care system, then to make palliative care a more prominent part of that system is to further refine the idea of medicare and of what it means to be Canadian."*  
**– Francis Scarpaleggia, MP, Lac-St-Louis, House of Commons, Jan. 31, 2017**



*"We cannot thank enough all the care providers who work and volunteer at the West Island Palliative Care Residence. Your thoughtful counsel and gentle advice that you provided was amazing. What a beautiful Residence, resounding with love and thoughtfulness. It is something that we will never forget."*  
**– Henry Williamson, son of Amy Williamson**



Because of our donors, we can ensure a **better today** for our patients and **better tomorrow** for their families

**We thank you** for believing that what we do is of the outmost importance

**We thank you** for carrying our message

**We thank you** for allowing us to move forward

The Residence receives one third of its operational budget of \$5.2 million from the Quebec government. The Foundation of the Residence is responsible for raising the balance of over \$3.5 million each year through its different events, direct mail appeals, community fundraising activities, and its Major Donors and Planned Giving Programs. We are profoundly grateful to every person, foundation, association and corporation who has donated to the Residence in 2016-2017.

### Leaders creating impact

**Special thanks to our donors who made a significant gift to the Residence.**

- › Eric T. Webster Foundation
- › Fondation J.-Louis Lévesque
- › George Hogg Family Foundation
- › Jean Cameron Palliative Care Foundation
- › Pfizer Canada
- › Rossy Family Foundation
- › R. Howard Webster Foundation
- › The Tenaquip Foundation
- › Trottier Family Foundation
- › William H. Wilson and Family
- › Anonymous Donor

### Donors make a difference

Philanthropy is at the core of everything we do because everyone so richly deserves to have the natural process of death be as comfortable and as pain-free as possible. Our donors who continue to give, year after year, believe that taking care of the community is the Residence's number one priority. Their generous donations mean that our patients and their families can count on the vital services we provide in order to live out their final days in peace, dignity and serenity. Thank you to the following donors who made a multi-year commitment to the Residence in 2016-2017.

- |                               |                                   |                                       |
|-------------------------------|-----------------------------------|---------------------------------------|
| › Roger and Valerie Ackman    | › David Laidley and Ellen Wallace | › Marylyn D. Moore                    |
| › Baylis Medical Company Inc. | › The Lemessurier Foundation      | › Janice Murray                       |
| › Cascades                    | › Donna MacCandlish               | › Rhonda O'Gallagher and Yvon Rouleau |
| › John Dobson Foundation      | › Ruth MacCandlish                | › Marc and Marisa Trottier            |
| › Ted and Joan Fletcher       | › Ray and Ettie McManus           | › Anonymous Donor                     |

### The Golf Tournament, bigger and better than ever!

The 6<sup>th</sup> annual Golf Tournament took a major step forward from the previous five years, growing in size and scope and raising \$256,000 net, an increase of almost 75% from the year before, thanks to the work of an amazing committee. The major sponsors of the sold-out event which was held on August 29, 2016 at the prestigious Royal Montreal Golf Club included: Stephen and Nancy Molson, RBC and Quinn Sport Management.



From left: **Teresa Dellar**, Executive Director of the Residence; **Ted Fletcher**, Committee Chair; and **Rhonda O'Gallagher**, President Foundation Board.

### An unparalleled amount raised at the 2017 Valentine's Ball

The Residence's Valentine's Ball continues to be more and more successful every year, thanks to the generosity of its volunteer organizers, sponsors and attendees. This year's 18<sup>th</sup> annual edition which was held at the prestigious Pavillon sur le lac of the Château Vaudreuil raised a record \$552,000 net. The theme, "Our Montreal" highlighted the city's 375<sup>th</sup> anniversary, together with special guest of honour Montreal Mayor Denis Coderre and Danièle Henkel, Honorary President of the Ball.

Major sponsors of the event included: Pfizer Canada, Merck Canada, Charles River, TASK, Vivalis, Otis Grant & Friends Foundation, Pharmacie Linda Frayne, Ville de Pointe-Claire and Couvertures West Island.



From left: **Val Pietrantonio**, President of the Operations Board (June 2016-March 2017); **Lily Kieliszczuk Mancini**, Co-Chair of the Organizing Committee; Executive Director **Teresa Dellar**; **Danièle Henkel**, Honorary President of the Ball; **Kerri Elkas**, Co-Chair of the Organizing Committee; and **Rhonda O'Gallagher**, President of the Foundation Board.

### The Jean Cameron Palliative Care Fund

Jean Cameron was a social worker and bereavement counselor in palliative care at the Royal Victoria Hospital alongside Dr. Balfour Mount. She was particularly sensitive to small things that could bring personal comfort to those at the end of life. She established The Jean Cameron Palliative Care Foundation to formalize and continue her work to help provide what was important for a given patient but not available through the hospital, health or social services.

In 2016, the Foundation made an exemplary donation to create The Jean Cameron Palliative Care Fund at the Residence to relieve suffering, provide comfort and unite families and make sure that our patients' final home is as comfortable as possible. To commemorate her dedication to patients and families, the Residence has declared June 6<sup>th</sup> to be Jean Cameron Day.



## Gourmet dinner and wine auction

The gastronomic experience which took place on October 27, 2016 at the prestigious Forest & Stream Club in Dorval generated net profits of \$50,000 for the Residence. The wine connoisseurs enjoyed an entertaining evening, acquired fine exclusive wines while supporting a great cause. Honorary President of this year's Wine Auction was Mrs. Anne Myles, the longest serving Mayor of Baie-d'Urfé (1983 to 2004) and a dedicated supporter of the Residence since its very beginnings. Major sponsors of the event included: Jarislowsky Fraser Limited, Anne Myles, RBC and Itavine.

## Invaluable expertise and guidance

As explained in our Executive Director Teresa Dellar's report, the Residence embarked on many activities in 2016-17 to prepare it for the future and to continue playing a leadership role in the services it provides to the community and beyond. This work was made possible by the generous donation of services and expertise from several very dedicated supporters:

- › **Kevin O'Farrell and Danielle Leggett** of CREKOF Management Consultancy who conducted an extensive review of the organization structure and employees to recommend changes needed to meet the organization's new goals.
- › **McKesson Canada**, which donated their time and expertise to conduct a Six-Sigma evaluation of the processes of the Residence to identify areas for improvement. Six-Sigma is a disciplined, data-driven approach and methodology for eliminating defects in any activity or process.
- › **Pfizer Canada Inc.** which provided support beyond its normal funding to the Residence for specific communications and marketing initiatives as we enter an important phase of our development.
- › **Tank Communications** of Montreal which designed the new logo and conducted various research activities to help with the branding and positioning of the Residence in the community.

*"Truly an exceptional place! A heart-felt thank you from all of us to the dedicated staff and volunteers who took such loving care of my father. Everybody's journey is different. My father was blessed to have traveled the last leg of his journey with such an amazing, compassionate team by his side." – Lily Wong*

## Gifts-in-kind to support operations

There are many ways to support the Residence. The services provided by these businesses have a direct impact on our annual operating costs. We thank them for their time and their generosity.

- › **Champion Iron** generously donated much needed office furniture to the Residence which is now being used by our medical and nursing teams.
- › **Fleuriste La Quenouille LE LOFT** has been bringing beauty and joy to patients for over 10 years now by enhancing their rooms with fresh flowers every week.
- › **Henryka** has offered outdoor furniture for the great pleasure of patients and families as well as items to auction for the Residence's fundraising events.
- › **SimpleXpression** has been supporting the Residence for over 4 years now by fulfilling many of our needs for communications services.
- › **Strathmore** has been providing professional gardening services for a second year now making our gardens a great source of tranquility and comfort for our patients and families.
- › **Trimsign Graphics** has been supplying signage material for the Residence's fundraising events over the last 7 years.



## Gifts that collectively have an impact

Every donation makes a difference. Whether it is responding to our direct mail campaigns, becoming a monthly donor, supporting the Christmas Ornament Campaign or the Lottery, making a gift in memory of a loved one, these donations embody what we can accomplish together. We thank each and every donor who chose to support our fundraising efforts. Their gifts combined represent more than \$900,000.

## Raising funds and raising awareness

Support from the community was also at an all-time high. The Residence benefits from the philanthropic spirit of many individuals who choose to champion our cause. Not only do they make a significant financial contribution to the Residence, they also help increase awareness about palliative care. Together, these groups collected over \$130,000 for the Residence. We thank them for their generosity and their compassion.

A special thank you to **Charles River Laboratories** in Senneville for hosting a Cocktail & Art Auction which raised \$55,000 net. Andrew Carter, morning host on CJAD, acted as MC and a group of over 80 art lovers enjoyed good food and wine. Contributions to the auction were matched by Charles River and the Tenaquip Foundation.

**They have been supporting the Residence for 15 years. We are extremely grateful for their loyal support:**

- › Beaconsfield Oldtimers Hockey Association (BOHA)
- › Kirkland Oldtimers Hockey League
- › Mingo McEwen Fund
- › Pointe-Claire Oldtimers
- › Rotary Club of Montreal-Lakeshore

**We also thank all those who organised and supported the following events this year:**

- › Beaconsfield Men's Slo-Pitch
- › Duffy's Come2gether
- › Le Cambridge
- › McKibbins Pointe-Claire
- › Pointe-Claire Library
- › Pointe-Claire Legion Branch #57



## Spotlight on donors

We are proud of Pfizer's support to the West Island Palliative Care Residence since its very beginning. The Residence has played a critical role in our community. In my role as President of the Foundation Board, I work on ensuring that the Residence continues to offer its services to the growing number of patients who need them.

– Rhonda O’Gallagher, Vice President, Corporate Affairs, Pfizer Canada

Having been a supporter of the Residence for over 18 years, we have had the honour to gain first-hand appreciation of the enormously positive impact that the Residence has on its patients, their families and the community at large. The Residence has become the model to which others look for guidance.

– Glenn Washer, BSc, DABT., President, Charles River Laboratories Montreal

The Residence is dear to our hearts: every day, the people behind it perform little miracles, thanks to the love and compassion they provide to each patient and their loved ones. The Residence plays a convening, teaching, and pioneer role... and knows how to reach out to key individuals to ensure its continuity!

– Stéphanie Côté, Denis Marcoux, Gabrielle and Annie-Rose Marcoux, Proud Ambassadors

Our Family Foundation is proud to have contributed to build the Residence and to support its development and consolidation throughout the years. We have witnessed the sound management of its Boards under an outstanding Executive Director surrounded by a highly competent team and numerous dedicated volunteers. Its past will certainly guarantee its future for the good of all of us.

– Louise Rousselle Trottier, Director, Trottier Family Foundation

The Residence is a very special facility. The comfort that it provides to the patients and their families, is simply remarkable. I am a proud supporter and the reputation that it has makes my fundraising efforts and my own contributions very comforting and rewarding to me.

– Len McDougall, Donor and member of the Golf Committee

## Board Leadership Reports

This has been a year of amazing productive change and activity for the Residence. In our 15<sup>th</sup> anniversary year, we have set the Residence on a new course of broader activity and services in the wider community, as well as building our relationships with provincial, national and international partners.

Thanks to very generous donations of valuable services, we conducted two major audits to determine what we needed to do to build our organization for what we want to achieve in the future. Our Six-Sigma quality evaluation showed what we were doing well but also how we can improve in various areas of our operations, including patient care and services. Our organizational review led us to create a new organizational structure and make additions to the leadership team so we are now structured optimally to achieve the goals we have set.

We have achieved this while continuing to provide the quality care for our patients and their families that has been responsible for building the Residence’s strong reputation in our community – and beyond – over the past 15 years. We must never take our eyes off the ball when it comes to this basic work of the Residence: to provide the very best palliative care there is to our patients and to their families.

Thank you to all who have so generously supported our work over the past year. It might be a cliché, but it’s true: we couldn’t have done it without you.

– Allen Van der Wee  
Interim President, Operations Board

As we prepare to meet the challenges that we see for the future, and the goals that we want to achieve, we have had to develop new ways of thinking, new ways of doing things and a new way of being organized to do them. I am very proud and grateful of what we have achieved in the past year with much teamwork and dedication from board members, committee volunteers, staff and you, our loyal and generous supporters.

The Residence Foundation is on a secure footing with a well defined and positive path ahead and is moving forward to support the ongoing and always increasing fundraising needs to meet our annual operating expenses and the future needs to fund our ambitious plans for further community activities as well as educational and research work. We know that the building of this long-term commitment to research and education will support the long-term financial security of the Residence while also contributing in many other ways to the furthering of our long-term objectives.

We have had great success in the past year with significant increased proceeds from our major fundraising events, the Annual Valentine’s Ball and our Golf Tournament. We have also seen strong progress in building a solid base of incredibly generous major donors which make a big difference to our confidence to move forward with new activities. As always, however, we rely on the broad-based support of the community at large through personal donations and other activities to provide the two-thirds of our annual operating funds that do not come from government sources.

We still have much to accomplish and with our supporters by our sides, we know that all is possible.

We draw tremendous strength from this. The Residence Foundation looks forward to contributing to the very exciting future of the West Island Palliative Care Residence as it moves into its second 15 years.

Our donors make everything that we do possible. We are extremely grateful for their support and we can’t say it enough: thank you!

– Rhonda O’Gallagher  
President, Foundation Board





## Our Helping Hands - The Team that makes it happen!

The Residence is privileged to be able to count on many helping hands to provide such great care to patients and families. It takes a very dedicated team of 72 employees (including full-time, part-time and students) and 316 volunteers to make it happen.



## Our Volunteers continue to make so much possible!

Individuals who volunteer state that the primary reason they do so is to contribute to their communities, to use skills and experience, and because they have been personally affected by the cause. The Residence is so fortunate to be able to count on the support of its 316 volunteers who do just that: offer vital help that helps us reduce our operating costs.

## Voices of our Volunteers

I discovered the joy of volunteering at the Residence through another patient care volunteer. He described the place in such glowing terms, I had to see for myself. I have been volunteering every Wednesday morning since January 2016 and look forward each week to seeing who I will meet and how I can help them and the wonderful staff and volunteers. It is such a joy to be of service to all these people!

– Lindsay McLeod

Four years ago, when I trained as a patient care volunteer, I knew that I was going to be able to help others. What I didn't anticipate was how much I would get back in return. Whether I am assisting with a meal, listening to a treasured memory, or just holding a hand, every visit offers a reward. At the end of each shift, the sense that I made some small difference keeps me coming back week after week.

– Cameron Black

When a good friend of mine passed away at the Residence in 2013, I saw first-hand how extraordinary it is. I wanted to give back to the community a little of what it gives to us, so in March 2014 I took over the receptionist post every Tuesday afternoon. It's a privilege and an honour to be a member of this wonderful family.

– Manon Bernard

Since the inception of the West Island Palliative Care Residence over 15 years ago, we have been fortunate to receive guidance, support and solid leadership from a committed volunteer Board. Although the players have at times changed over the years, their passion has always remained the same, to provide superior end of life care in our own community.

For their time, generosity, mentorship and vision we are eternally grateful. **Thank you.**

## Operations Board 2016-2017

INTERIM PRESIDENT  
(March 2017-June 2017)

**ALLEN VAN DER WEE**  
Consulting Advisor,  
Commercial Effectiveness in Healthcare

PRESIDENT  
(June 2016-March 2017)

**VAL PIETRANTONIO**  
Vice President,  
Human Resources,  
Merck Canada Inc.

VICE PRESIDENT

**DALE WEIL**  
Senior Advisor  
to the President,  
McKesson Canada

TREASURER

**JEAN-MARC BROUSSEAU**  
President, Laboxy Inc.

SECRETARY

**TONY MANGLAVITI**  
Attorney, Immigration-Citizenship

HONORARY  
FOUNDING MEMBER

**RUSSELL WILLIAMS**  
Vice President,  
Government Relations  
and Public Policy,  
Canadian Diabetes  
Association

EXECUTIVE DIRECTOR

**TERESA DELLAR,**  
M.S.C., MSW, PSW, FT

DIRECTORS

**MICHAEL ANKCORN**  
Consulting Advisor,  
Life Sciences

**GARY FABIAN**  
Gary, G. Fabian  
Consulting Services

**PHILLIP GATTOLA,**  
CPA, CA  
Vice President,  
I-D Foods Corporation  
/ Tantrum Corporation

**BERNARD  
J. LAPOINTE, MD**  
Eric M. Flanders Chair  
in Palliative Medicine,  
McGill University

Chief, Palliative Care  
Division, Jewish  
General Hospital

**RHONDA  
O'GALLAGHER**  
Vice President,  
Corporate Affairs,  
Pfizer Canada Inc.

**FRANCE REMETE**  
Lecturer, Faculty of  
Nursing, Université  
de Montréal

**DAWN GRAHAM  
SVORONOS**  
Retired Pharmaceutical  
Executive and Board  
Member for a number  
of Life Sciences  
Companies

**LORI MORRIS,**  
CPA, CA  
Accountant

## Foundation Board 2016-2017

PRESIDENT

**RHONDA  
O'GALLAGHER**  
Vice President,  
Corporate Affairs,  
Pfizer Canada Inc.

PAST PRESIDENT

**ROBERT HAVILL**  
Director,  
Wealth Advisory,  
Turn8 Partners

VICE PRESIDENT

**JANICE MURRAY,**  
CPA, CA  
President, Novartis  
Pharmaceuticals  
Canada Inc.

TREASURER

**GILLES GIROUARD,**  
CPA, CMA  
Planner,  
City of Pointe-Claire

SECRETARY

**RICHARD PATTEE**

EXECUTIVE DIRECTOR

**TERESA DELLAR,**  
M.S.C., MSW, PSW, FT

DIRECTORS

**SILVANA D'ARGENIO**  
Financial Planner, RBC

**TED FLETCHER**  
President and CEO,  
Mint Green Group Inc.

**JAMES HINDLEY, CIB**  
President, Hindley  
Financial Services Inc.

**YOLANDE JAMES**  
Commentator,  
RDI and CBC

**GLENN LEDUC,**  
CPA, CA  
President, GR Leduc  
Consultants Inc.

**ALLEN VAN DER WEE**  
Consulting Advisor,  
Commercial Effectiveness in Healthcare

**LINDA WARD  
O'FARRELL,  
CHRL, SCGMP**  
President,  
Ward O'Farrell  
Consultants Inc.

**GREG WEIL**  
Manager,  
The Martlet Foundation

**RUSSELL WILLIAMS**  
Vice President,  
Government Relations  
and Public Policy,  
Canadian Diabetes  
Association

**LORI MORRIS,**  
CPA, CA  
Accountant

# Financial Report

Statement of Combined Operations (Fiscal Years ending March 31<sup>st</sup>)

Operating Revenues	2017	2016	2015
Government Funding	\$ 1,911,519	\$ 1,883,784	\$ 1,864,763
Fundraising Events	1,273,248	1,167,481	984,550
Fundraising Campaigns	402,252	400,254	412,462
Major Gifts & General Donations	1,483,193	1,209,043	1,081,231
In Memoriams	373,844	394,708	377,464
Investment Income (including change in market value)*			
Realized	264,276	360,619	389,555
Unrealized	187,073	(330,877)	255,136
	<u>451,349</u>	<u>29,742</u>	<u>644,691</u>
	<u><b>5,895,405</b></u>	<u><b>5,085,012</b></u>	<u><b>5,365,161</b></u>
Operating Expenditures	2017	2016	2015
Nursing Care	2,185,174	2,119,698	2,030,386
Building & Amortization	398,431	392,086	398,939
Rent & Accomodations - Stillview Pavillion	929,196	917,586	981,678
Bereavement & Psychosocial	277,113	274,040	316,132
Outreach Programs	32,957	33,971	53,058
Kitchen - Pavillon André-Brunet	165,366	147,227	130,038
Medical Supplies	40,679	35,277	37,634
Education & Development	43,185	33,523	18,785
Administration & Communications	749,689	690,026	551,483
Donor Development & Fundraising	854,682	809,763	717,510
	<u>5,676,472</u>	<u>5,453,197</u>	<u>5,235,643</u>
<b>Excess of Revenues over Expenditures</b>	<u><b>\$ 218,933</b></u>	<u><b>-\$ 368,185</b></u>	<u><b>\$ 129,518</b></u>

\*Note: large fluctuation due to unrealized gains/losses as financial statements reflect market values as at March 31<sup>st</sup>.

Statement of Combined Financial Position (as at March 31<sup>st</sup>)

Assets	2017	2016	2015
Cash & Term Deposits	\$ 867,514	\$ 971,650	\$ 611,426
Mutual Funds at Fair Market Value	4,916,820	4,495,128	4,849,202
Amounts Receivable	88,637	198,439	240,653
Prepaid Expenditures	51,912	67,585	49,664
Capital Assets	1,507,459	1,431,243	1,520,070
	<u><b>7,432,342</b></u>	<u><b>7,164,045</b></u>	<u><b>7,271,015</b></u>
Liabilities	2017	2016	2015
Trade Payables & Other Operating Liabilities	373,011	424,788	268,859
Deferred Revenue	233,664	144,493	44,207
	<u><b>606,675</b></u>	<u><b>569,281</b></u>	<u><b>313,066</b></u>
Net Assets	2017	2016	2015
Endowment Fund	116,970	105,000	100,000
Capital Fund	2,310,705	2,310,704	2,310,703
Operating Fund (Unrestricted)	4,397,992	4,179,060	4,547,246
	<u><u><b>\$ 6,825,667</b></u></u>	<u><u><b>\$ 6,594,764</b></u></u>	<u><u><b>\$ 6,957,949</b></u></u>

## Sources of Operating Funds 2016-2017

- 33%** Government
- 28%** Events & Campaigns
- 25%** Major Gifts & General Donations
- 8%** Investments
- 6%** In Memoriam



## Uses of Operating Funds 2016-2017

- 48%** Direct Patient Care
- 24%** Facilities
- 15%** Donor Development & Fundraising
- 13%** Administration & communications



The West Island Palliative Care Residence is committed to the highest standards of accountability and transparency.

*“Throughout this journey with my sister-in-law, I came to realize that the people who cared for her at the Residence – whether they be nurses, doctors, social workers, cooks, receptionists, employees or volunteers – dedicate their existence to a higher calling in life. These unique individuals live and breathe compassion, caring and, yes, serenity. Professional to perfection and human to the core. There are no words that can express our heartfelt gratitude to each and every one of them.” – Dawn Graham Svoronos*



## How you can help us

We count on our community to allow us to provide quality palliative care to terminally ill patients and their families. There are many ways that people can help the West Island Palliative Care Residence:

- › Make a donation or become a monthly donor
- › Ensure the future of the Residence with a planned gift
- › Support or attend one of the Residence’s events or a fundraising activity organized by members of the community for our benefit
- › Become a volunteer
- › Tell friends and neighbours—dispel the myths about palliative care by helping spread the word about the work we do and the value we bring to the West Island community



West Island  
Palliative Care  
Residence

### **Pavillon André-Brunet**

265 André-Brunet Street, Kirkland QC H9H 3R4  
514 693-1718

### **Pavillon Stillview**

300 Stillview, 4<sup>th</sup> Floor, Pointe-Claire QC H9R 0A1  
514 694-7003

[PalliativeCareResidence.com](http://PalliativeCareResidence.com)