



**Hospice**  
Waterloo Region



**Annual Report**  
2020-2021

**GROUNDING IN HOPE,**  
*Discovering New Pathways*

# A Message from the Board Chair and the Executive Director

Among the challenges and difficulties of the past year, there is one shining moment that stands out as an extraordinary milestone for Hospice Waterloo Region – the Grand Opening of the Gies Family Centre on March 21, 2021.

The fact that construction was able to continue; that all of our operations were successfully moved; and that our first clients have now been welcomed into the new Cook Family Residence; all during a time of global pandemic that disrupted the world, is a unique achievement for which we are very proud.

And this achievement was only possible because of the commitment of our staff, our volunteers, our generous donors and the outstanding architect and construction teams that worked so hard to create this reality.

Throughout the year, while the building was progressing, our staff and volunteers never lost sight of the importance of continuing to support individuals and families in the community who were experiencing an end of life journey during times of additional isolation and lock down. Supporting clients included telephone contact, virtual visiting, delivery of practical help such as groceries and medications, loaning out technology for those who did not have access so that they could visit with family, and providing grief and bereavement supports virtually. We are extremely proud of the work of our dedicated team and we are looking forward to resuming in-person programs again in the near future.

This is also a year where we need to recognize the amazing generosity of our community, starting with our Cornerstone donors, Bill and Gert Gies. Their donation of \$3 million was an important show of confidence in the building project and their continuing involvement and support is very appreciated. In addition there have been many other generous community members including the Civitan Club, Ian and Bettina Cook, Henry and Grace Hildebrand and Bill and Marion Weber, whose contributions have helped to realize our dream for expanded services to those at end of life.

After almost 5 years of very hard work, and with the support and contributions of an extremely generous community, we now have this amazing new building that we call home. The virtual celebration in March was inspiring and moving and certainly captured the emotion and excitement of the moment.

And now the next phase of Hospice Waterloo Region begins. As vaccines are distributed and the pandemic ends, we look forward to welcoming back clients to our new space and to developing the new programs and services they need. We also look forward to welcoming the community to participate in new programs that will educate and broaden our understanding of how we can move toward becoming a more Compassionate Community. There are many possibilities ahead and we welcome each of you to journey with us on these new pathways.

Brenda Hallman  
Board Chair

Judy Nairn  
Executive Director



Our wishes for residents and families written on a support post in the residence area

## VISION

A community where no one experiences an end-of-life journey alone.

## MISSION

We engage our community to inspire, nurture and comfort the human spirit in life, death, and bereavement.

## VALUES

Compassion  
Leadership  
Learning  
Inclusion  
Professionalism  
Volunteerism  
Engagement  
Client-Centred

# Board of Directors



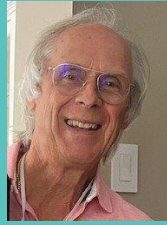
Brenda Hallman



Anne Toner Fung



Bruce Rodrigues



Gary Leduc



Gayle Sadler



Linda Brooks



Michael Plauntz



Sara McLennan



Bryan Stortz



Dianne Moser



Mike Lough



Paul Reitzel



Sureka Shenoy

Honorary Board Member: Lucille Mitchell (*founder*)



## Staff List as of March 2021

<b>Executive Director:</b>	Judy Nairn
<b>Director, Strategy and Client Services:</b>	Mark Godin
<b>Coordinator, Volunteer Program:</b>	Alexandra Allen
<b>Coordinator, Client Services:</b>	Alana Herner, Leslie Duffy, Nicole Dove-Lewis, Yesenia Torres
<b>Client Support Services Receptionist:</b>	Heather Steinmann
<b>Counsellor:</b>	Ashley Tyrrell MSW, Cathy Middleton MSW
<b>Indigenous Counsellor:</b>	Jo-Anne Absolon MSW
<b>Director, HPC Consultation Services:</b>	Chris Bigelow RN
<b>Pain &amp; Symptom Mgmt Consultants:</b>	Heather Elliott RN, Travis Amell RN
<b>HPC Program Assistant:</b>	Denise Eppel
<b>Director, Fund Development:</b>	Tracy Helm
<b>Events Coordinator:</b>	Melissa Parker
<b>Director of Care:</b>	Adrienne Barker NP
<b>Caregiver Team:</b>	Angela Harrison RPN, Carol Rowden PSW, Debora Almeida RPN, Jacqueline Thibert RN, Jessica Wilson RN, Kaitlyn Baker RPN, Kelly Lama RPN, Laura Latyn RN, Leslie Bowman PSW, Mark Fagan PSW, Nicole Rogers RN, Tara Green PSW
<b>Kitchen Supervisor:</b>	Jiwoun Back
<b>Director, Community Engagement:</b>	Sheli O'Connor
<b>Manager, Administrative Services:</b>	Lori Helm
<b>Housekeeping Aide:</b>	Sarina Insalaco
<b>Maintenance Specialist:</b>	Matt McCaffrey
<b>Coordinator, Accounting Services:</b>	Lynda Kramers
<b>Coordinator, Office Services:</b>	Jo-Ann Gascon

# Grounded in Hope by the Outstanding

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Our volunteers are such an important part of the Hospice team. We are proud of all that they give to the families we serve. These are a few of the very special people we are celebrating this year:



## Shobana Rajan, June Callwood Award Recipient

The June Callwood Award is given to hospice volunteers in recognition of extraordinary contributions to hospice palliative care in Ontario.

Shobana has been an outstanding Client Support Volunteer for Hospice Waterloo Region for over 21 years. As a residential hospice volunteer, she has provided emotional, social and practical supports to hundreds of individuals with kindness, respect and caring. As a community volunteer, Shobana skillfully supports many individuals, family members and children who are affected by a life-limiting illness. She also assists with the transportation program and our vigiling program, providing compassionate bedside care to those who are in their last moments of life. And if that weren't enough, Shobana also volunteers at our reception desk and helps with special office projects!

Shobana is the volunteer you can always rely on - when she makes a commitment, she sticks to it! She is a passionate advocate for her clients and a wonderful ambassador for not only Hospice Waterloo Region, but also the hospice palliative care movement.

Shobana is a truly cherished volunteer and we are so lucky to have her as part of our team! **Congratulations, Shobana!**



## Shirley Losee, Regional Recognition

In March 2021, the Retired Teachers of Ontario (RTOERO) District 11 Waterloo Region, awarded one of Hospice's Client Support Volunteers, **Shirley Losee**, with their **2021 Award of Distinction for Service to Others**.

The award is in recognition of Shirley's positive impact on the lives of others.

Shirley has been a volunteer with Hospice Waterloo Region for 18 years and has volunteered with Hospice's Day Away Program for many of them. As a volunteer, Shirley is tasked with welcoming clients and creating an atmosphere where they feel safe to discuss their experiences living with serious illness.

Over the years, Shirley has volunteered over 600 hours with our Day Away Program. Shirley is a kind, funny, easy going and empathetic listener, and we are very proud to have her as part of our team. **Congratulations, Shirley!**

# Service of our Volunteers

## Joann Cullen, 25 years of service

Joann has been a valued member of our volunteer team since 1996. As a retired nurse, Joann brings a quiet confidence to her volunteer role. Her down-to-earth, easy-going and friendly nature makes it easy for her to quickly connect with her clients and their families. Joann is very adaptable and willing to support clients to meet their unique needs. Whether sitting quietly at the bedside holding a hand or reading to a client who is no longer able to communicate, Joann brings presence and compassion to her volunteer role. She is equally supportive of caregivers and family members and very communicative with hospice coordinators. **Congratulations on reaching this milestone, Joann!**



### 20 years of service

Veronica Lawrence  
Carol Ann Fiorenzini  
Barb Boyes  
Mary Pat Alarie

### 15 years of service

David Maguire  
Karen Penwarden  
Melodie Walsh  
Deborah Bannerman

### 10 years of service

Michael Plauntz  
Gayle Sadler  
Lynn Weimer  
Brenda Wynowsky  
Carol Moore  
Randy Martin  
Tom Litwiller  
Stella Goertzen

### 5 years of service

Dee Doering  
Patrick Germann  
Uma Arya  
Alex Brown  
Tracey Carnahan  
Doris Hanna  
Diane Weston  
Christa Battistone  
Matthew Bailey-Dick  
Nancy Croth  
Gail Tuck  
Ralph Beney  
Sheila Dorsch  
Mary Jane  
Francescutti



# New Pathways for the Continuing Spirit of Volunteerism at Hospice

No one could have ever imagined the impact that Covid-19 would have on our organization when we first paused our volunteer programs and sent staff home to work. An anticipated 12-week interruption in our programming turned into 12-months of switching back and forth between offering in-person services to telephone/virtual support.

Even though we had created this new pathway of support, we still had many volunteers who were eager and willing to help in any way they could. In order to take advantage of our volunteers' enthusiasm to serve, we quickly engaged volunteers in projects that we knew would be of help to clients in the months ahead. We had:

- Volunteers donate material and sew hundreds of cotton face masks that were distributed to staff and volunteers for the times when we were able to provide in-person support
- Volunteers knit a selection of blankets and slippers to be placed in each residence suite for both residents and their family to use
- Volunteers alter pajamas for residents to wear while staying with us
- Over 50 volunteers donate, create and write over 1000 cards of support to be distributed to local Long Term Care residents and staff through our "Hands to Heart" program

While Covid-19 may have caused us to pause our programs and services for extended periods of time, it could not dampen our volunteers' desire to serve!



# New Pathways to Excelling in a Virtual World

## Supporting Virtually



Person pictured is not an actual client

Covid-19 impacted the way most not-for-profits volunteer organizations serve, and Hospice Waterloo Region was no exception. The very essence of what we do – providing comfort, care, and support – relies heavily on face-to-face interactions, the touch of a hand, a welcomed hospice hug.

While switching to virtual support poses some challenges, for one volunteer, the shift to Zoom support was a successful transition that provided unanticipated benefits.

During her in-person visits, Marg had to enter the home wearing both a face mask and face shield and sit at least 6 feet away. This posed a bit of a challenge because her client is non-communicative, so Marg was doing all the talking, and the face mask and shield created another barrier to communication. However, they made the most of the situation, and decided that given their mutual love of literature, time together would be spent reading stories aloud. So, Marg read, her client listened. Marg had only made four in-person visits before support was switched to being offered virtually.

When we entered lockdown, Marg quickly switched over to meeting her client weekly via Zoom. The reading of short stories and novels continued, but Marg soon discovered that the sessions were better than ever because her client could see her face! Her client, for the first time, could see what Marg looked like, see her facial expressions as she read and see her beautiful smile.

Both the client’s family and her hospice coordinator, Yesenia, are so impressed with Marg’s support. Yesenia shares that “Marg is patient, kind and compassionate. She is a good listener and has built a strong relationship with not only the client, but their caregiver as well. Marg makes the family feel safe, seen and heard.”

Marg is an outstanding hospice volunteer who has proven that with ingenuity and a strong desire to connect despite the circumstances, one-to-one support, whether in person or conducted virtually can have a profound impact on the lives of our clients.

**6,242**

Hours of care in the community

**3,249**

Virtual and in person visits

**15,158**

Group interactions

# Celebrating Virtually

## Grand Opening



March 21, 2021 was a milestone day for Hospice Waterloo Region with the opening of the new Gies Family Centre. Our Virtual Grand Opening that day was seen by over 1,000 people as it streamed live through a variety of platforms such as Facebook, YouTube, and our website.

Over the hour we celebrated with the community and beyond, people logged in to watch from across Ontario and throughout Canada and the United States. The whole-hearted messages that were shared about the project’s vision, building, community support and completion were well done, the client story showed the powerful impact our services and programs had on their family, a ribbon cutting ceremony allowed our community leaders to participate creatively, and the celebratory messages and entertainment made this time well spent.

Thank you to those who participated in watching the event and for being part of our very special day. We have been able to widely share our story with the community and, as a result, we will reach many more families who need our services. And the story will continue to spread as the Grand Opening Virtual Event is available on our website for those who were not able to join us live or who wish to view it again. Visit [www.hospicewaterloo.ca](http://www.hospicewaterloo.ca)

# Communicating Virtually

## Social Media

In 2020, there were significant changes to Hospice Waterloo Region’s (HWR) social media and website strategy, including a strong focus on a consistent posting schedule and engagement. The impact of the COVID-19 pandemic also meant that the team had to rely much more on digital media to share news, and to promote events.

On the social media side, the team met weekly to implement a new social media strategy across Twitter, Facebook, Instagram and LinkedIn (LinkedIn was added in 2020). Engagement and followers increased across all platforms.

On the web side, the website was updated to reflect a new logo and new brand colours. We also used social media to drive traffic to the website for events and fundraising campaigns.

Not only did social media and the website help raise HWR’s brand awareness, they have provided the organization with another way to connect with key community members.

There was also much excitement for the new building, which we saw on many of the top social media posts across all platforms.





# New Pathways for Community Support

## A look back at 2020-21

Thank you for your support.

In this past year of unprecedented challenges, we are especially grateful for the overwhelming generosity of our donors and sponsors. So many individuals and families, along with foundations, companies, service clubs and other organizations, have contributed to our capital campaign or helped us to meet our program costs. Over the last 12 months, we also welcomed new donors to our hospice family, many of whom joined us virtually to celebrate our opening ceremony in March. We could not continue to fulfill our mission without this tremendous ongoing support.

This spring we all shared in the excitement of opening a brand new, state-of-the-art palliative care centre and hospice residence in Waterloo Region. Our capital campaign to raise funds for its construction exceeded \$15 million in early 2021 in donations received from the community. This enabled us to move into the new facility mortgage free. For this, we feel very fortunate. We will now be able to direct the funds raised each year towards the essential programs we offer.

We would like to share with you some highlights from the past year. They show the incredible commitment of our community to build a new hospice and to ensure that we can offer our services to future patients and their families.

- Hike & Bike for Hospice, conducted virtually for the first time, raised almost \$50,000.
- The Civitan Apartments Kitchener-Waterloo donated \$2 million to the capital campaign in the summer of 2020.
- “Making Hospice a Home” raised over \$50,000, the largest amount contributed in our yearly holiday appeal.
- Sponsors for our virtual opening ceremony contributed more than \$50,000 to help us celebrate this momentous occasion.
- Community Donors: The May Court Club in their Winter-Care-athon raised \$10,000 for Hospice, Swenco Ltd., Canadian Shield and Mask Depot donated PPE, and Waterloo County Quilters Guild donated quilts for the residence suites.



Civitan Apartments Kitchener-Waterloo



Waterloo County Quilters Guild



Mask Depot

# Donors April 2020 - March 2021

Operations/Programs Sustaining Level (donations \$100 or more)

## Horizon Circle \$5000 +

Tom Galloway  
Connie & Roger Green  
Henry & Grace Hildebrand  
Robert Kuntz Jr. & Erica Kuntz  
Jane Laman  
Raj Singh

## Family Circle \$1000 +

Jakob Berschl &  
Cecilia Piller-Berschl  
Leslie & Neil Duffy  
Dick Duplessie  
Pat Eldridge  
Carol Glass  
Marvin & Mindy Gretzinger  
Brenda Hallman  
Marlene Houston  
Bob & Patricia Johnson  
Colleen & Brian Johnston  
Jon & Judy Kaufman  
Gary & Carmen Leduc  
Michael Lough  
Jim Luft  
Frank & Denise Mahar  
Sandra McCrory  
Sheila Minsk  
Yolanda Myskiw  
Judy Nairn  
Joanna Nairn  
Michael Plauntz  
Bill & Barb Plauntz  
Gayle Sadler & Bill Milne  
Carol Sherban  
Jan Sherk  
Bryan Stortz  
Anne Toner Fung  
Elizabeth & John Van Seters  
Brenda Weber  
Joanne & Gerald White  
Peter Woolstencroft

## Caring Circle \$500 +

Alan & Karen Anderson  
Andy Auch  
Barb & Douglas Boyes  
Sheryl Bradley  
Patricia Debrusk  
William Dove  
Christopher Fletcher  
Dianne Frombach  
Joan Germann  
Mike Gillespie  
Tracy Helm & Paul Mack  
Mary Kuntz  
Shirley & Ronald Levene  
Alex Luft

Zachary Luft  
Jacob & Candace Luft  
Jessica Luft & David Leblanc Luft  
Mark & Shelly McDonald  
Tim McElroy  
Joanne Mckinley  
Beverley Middlemass  
Nancy Pauls  
Deborah & Don Redman  
Merv Redman  
Karen Redman  
Lynda Reier  
Paul Reitzel  
Scott & Elizabeth Ruppert  
Frances Sandrock  
Erlma Schaus  
Alison Scott  
Richard & Dianne Shepherd  
Chris Springer  
Anne Straga  
Jean Sutherland  
Karen & Chris Winters  
Carolyn Zenger  
Margaret & Carol Ann Zettel

## Friendship Circle \$100 +

Neil & Helen Aitchison  
Tammy Arbour  
Jennifer Armitage  
Audrey & Al Babensee  
Rosemarie Baker  
Julie Barker-Merz  
Thelma Barnes  
Greg Barratt  
Ken Bast  
Cathy Bastine  
Louanne Bennett  
Max Bentz  
Steve Bienkowski  
Christine & Rick Bigelow  
Linda Bird  
Bob & Judi Blowes  
Heinz Boehnke  
Leanne Borho  
Roger Bowman  
Stephen & Connie Brattan  
Linda Brooks  
Cathy & John Brothers  
Alex & Patricia Brown  
Laverne & Ella Brubacher  
Jennifer Cameron  
Marian Campbell  
Alan Campbell  
Paula Campsall  
Daniel Cardy  
Maureen & Enzo Carli  
Helene Chiarelli

Lydia Chudleigh  
Kerry Constantinou  
Tanya Cromwell  
Heather Cudmore  
Angus & Jo-Anne Cunningham  
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Deb Dalton  
Joan Dankert  
Elsie Deacon  
Mike Dean  
Patrick & Theresa Deckert  
Vicki Deleye  
Li Deng  
Peter & Gisele J Denomme  
Bob & Mary Donnelle  
Olga Dove  
Rick and June Dove  
Nicole Dove Lewis & Adam Lewis  
Daryl & Loranne Drone  
Maria Dubecki  
Paul & Janet Dullaert  
Alice Dupuis  
Joanne Durnford  
Darv & Ardith Easton  
Denise Eppel  
Peter Eudoxie  
Jackie Fackoury  
D`Arcy Farlow  
Andrew Faulkner  
Sonya & Stephen Fereiro  
Anna Ferraro  
Catherine Fife  
Doug Fisher  
Lorraine Fitzmaurice  
Gwen Flaherty  
Pat & Darlis Forte  
David Forte  
Jane Francis  
David Frey & Cheryl Cassidy-Frey  
Kenneth & Susan Frid  
Greg Friday  
Patricia Fryer  
Joyce Funk  
Esther Gascho & Ruth Duffield  
Jo-Ann & Barry Gascon  
Mark Godin & Sherry McKinnon  
Jennifer Goncalves  
Lana Good  
Joanne Goodreau  
Elizabeth Gordon  
Joyce Grafos  
Lori Grant  
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Cathy Gregory  
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Theresa Hacking  
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Robert Heer  
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Lori & Kevin Helm  
Arthur & Edna Helm  
John & Patricia Henhoeffler  
Sherri Henrich  
Susan (Sam) Henson  
Bernard & Leslie Hermsen  
Beth Higgins  
Marilyn Hollinger  
Angela Holmes  
Betty Hooper  
Gerry & Margaret Hooper  
Charita Horst  
Leslie Huber  
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Cheryl & Bradley Huehn  
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Robert Jackson  
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Larry Kelly  
Mary Kelly  
Tonia Kelly  
Linda Kenny  
Sandra Keys  
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Brian Kneller  
Linda Knight  
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Mark Kreplin  
Gertrude Kreutzer  
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 Juan Carlos Torres  
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 Karin Voisin  
 Mary Voisin  
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 Len & Maria Wagner  
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 Lana & Gregory Ward  
 Heather Warren  
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 Carol Weber  
 Jessica Weber  
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 Jenny Weickert  
 Cindy Weiler  
 Jennifer Weir  
 Colleen Whitney  
 Eileen Wiens  
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 Janet Woolfrey  
 Daana Wright  
 Eilleen Yorish  
 Don Zehr

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 \*BDO  
 Beechwood Pharmacy  
 Limited - Pharmasave  
 Brenda & Dave Walden  
 Family Foundation  
 \*Buchanan Associates  
 Computer Consulting Ltd.

Cambridge North Dumfries  
 Community Foundation  
 Canadian Shield  
 Collaborative Structures Limited  
 Congregation of the Resurrection  
 Cook (South Estates) Limited  
 Dallmeier Accounting  
 Dr. Peter Potts Medicine  
 Professional Corporation  
 \*Drayton Entertainment  
 \*Erb & Good Family  
 Funeral Home Limited  
 \*Forwell Electric  
 Fractional Financial  
 Management and Accounting  
 Gale Presbyterian Church  
 \*GHD  
 \*Grammy's Gourmet Baskets  
 \*Henry Walser Funeral Home  
 \*Ian Cook Construction  
 \*Josslin Insurance  
 \*KEI Inc.  
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 Charitable Foundation  
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 Waterloo  
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 \*s.t.o.p. Restaurant Supply  
 \*TD Bank  
 \*Tirecraft  
 The blondes INC.  
 \*The Longevity Company  
 of Canada

The Mark & Jenny  
 Guibert Foundation  
 The Ross & Doris Dixon  
 Charitable Foundation  
 The Western Swing Authority  
 Tomasz Adamski Photography  
 \*Toyota Motor  
 Manufacturing Canada Inc.  
 Transit Petroleum  
 United Church  
 Women - First United Church  
 Unity Kitchener  
 United Way Waterloo Region  
 Communities  
 Walmart Canada Corporation  
 \*Donor & Corporate Sponsor of  
 Signature Fundraising Events

## Government

Waterloo Wellington  
 Local Health Integration  
 Network(WWLHIN)



Ontario  
 Trillium Foundation



Fondation Trillium  
 de l'Ontario

# New Pathways for Community and Partners

It might be expected, during a pandemic with lockdowns, social distancing and isolation, that community engagement would be disrupted but that does not take into account the passion, creativity and determination of our HWR team of staff and volunteers who achieved some great successes this year, including:



## Engaging through Advance Care Planning

Our incredible team of HWR Ambassadors (Susan Marin, Wanda Manning, Deb Snider, Lynn Weimer, Patti Haskell and Dana Currie) successfully adapted our public workshops into on-line presentations that provided important information to over 1200 participants. They also launched a series of conversation cafes, presented provincially, and field tested a national Speakup Campaign. Their success has led to on-going leadership opportunities training other hospices across the province.

## Engaging Higher Education

In partnership with St. Jerome's University, St. Paul's University, and the University of Waterloo, HWR provided experiential learning for two university courses studying Ethics in End of Life Care and the Philosophy of Palliative Care; participated in the Greenhouse Project with students studying challenges in our community work; and helped create a podcast to discuss care for the dying and grieving.

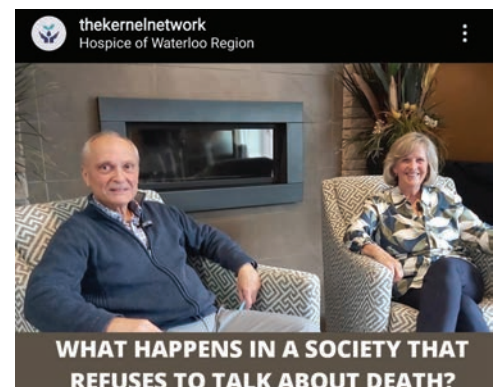


## Engaging Through the Arts

Our newest partnership is with the Grand River Film Festival. Together we crafted the "YOU ONLY DIE ONCE" short film contest to challenge local filmmakers to spark conversation by creating short videos about death, dying and grief. GRFF was an incredible partner, choosing a feature film to ground our discussion and creating a program of short videos about the topic. The contest, our filmmakers and the winning films are all accessible via our website <https://www.hospicewaterloo.ca/yodo-contest>.

## Engaging the Capacity to Care

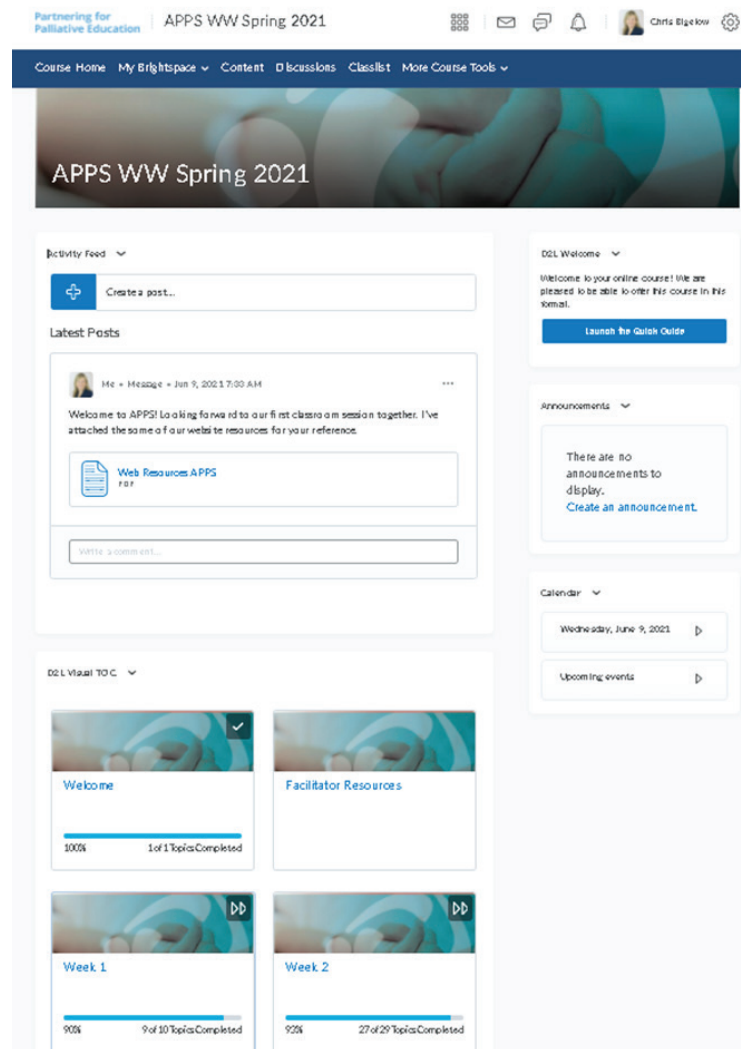
In an outreach survey to over 200 community stakeholders, HWR gathered important data on what information they would need to support someone through end of life. They identified needs for information on helping someone prepare; what to say or not say; what to expect throughout the physical journey; how to connect to services; and how to say goodbye and manage grief, will now be the foundation for new public presentations to meet those needs.



# New Pathways for HPC Consultation Services

The mandate for HPC Consultation Services is building the capacity of front line health care professionals to deliver excellent palliative care grounded in best practice. During the pandemic, our consultation team has had to find new ways to provide support and education to those working in Long Term Care and Community who were facing some of the most difficult challenges of the past year. Through web site resources, email distributions and virtual consultations, important information on COVID-19 palliative care resources and community grief and bereavement resources, was sent out to over 2058 individuals.

And because in-person education classes were not available, our team has worked diligently on a new and exciting partnership with the team from Southwest & Erie St. Clair, to make our education courses available on a leading-edge virtual learning platform powered by D2L Brightspace. The vision for this partnership is to transform the way learners gain knowledge about a palliative approach to care using a format that benefits a learner's experience; is easy to use; and is accessible for both local and provincial learners and palliative educators. The initiative is called Partnering for Palliative Education and it will launch this spring/summer providing a new and exciting opportunity to reach more learners and continue to build the capacity to care for those at end of life.



Education & Training Room, The Gies Family Centre



# New Pathways to Creating Residence Services

Hospice Residence care, at its core, is about bringing people together to provide comfort and closure to those who are dying and to their loved ones. Essential to that process is the creation of a team who can help individuals and families navigate the dying process with grace and dignity. A cohesive and compassionate interdisciplinary team is critical to providing excellent palliative care.

Opening the Cook Family Residence challenged us to create a team that would bond with each other and with the existing staff. And it started with the hiring of an exceptional Director of Care. We were very fortunate to have Adrienne Barker join us in the task of building our team. Adrienne is a Nurse Practitioner with years of experience in palliative care. It was Adrienne's task to recruit, hire and train the residence team.

The operations of the residence required that we hire 14 staff members made up of Registered Nurses, Registered Practical Nurses, Personal Support Workers, Kitchen Supervisor and Housekeeping personnel. This number of new hires would double our existing staff and it was critical that they understood the values and culture of HWR while committing to work together for the best interests of our clients and families.

Creating the new team was particularly challenging during the pandemic. Interviews had to be conducted over Zoom and it was important for the interview team, which included an experienced HWR volunteer, to seek out candidates with strong palliative understanding and a commitment to the HWR vision and mission.

Hiring began in January, with all the new staff scheduled to start mid February for 5 weeks of orientation and training. Even with the restrictions of the pandemic, our new building provided enough space in our training room for people to be present in person while spaced appropriately and wearing masks. Although we could not do the traditional get-togethers or lunches, special sessions with select volunteers, pain and symptom consultants, physicians, and program teams allowed us to reinforce the concepts and standards that would be important for clinical care in the residence.

It didn't take long for the new members of the team to feel welcome at HWR! It was amazing to witness the team develop and almost immediately refer to the residence as "theirs." Each team member was actively engaged in team building exercises and collectively, the group created a mission statement for the residence, demonstrating their commitment to the residents and families who enter the home.

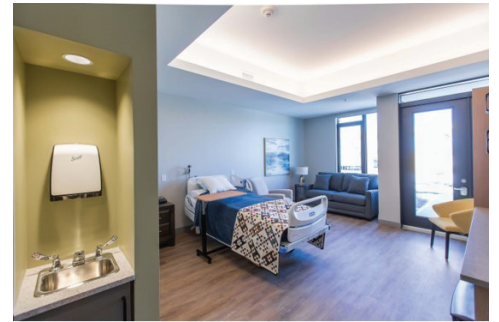
On March 18th, 2021 the first resident arrived and within two weeks all 10 beds were filled. The new staff have responded with compassionate care and the feedback by clients and families has been overwhelmingly positive. It has been amazing to watch this team blossom and to know that they will continue to grow together into the future.



Caregiver Team



Family Entrance



Residence Suite



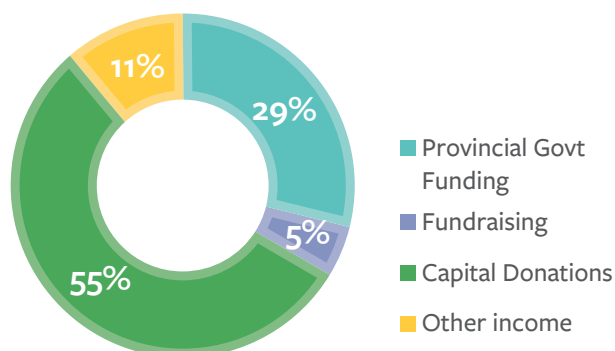
Suite Pergolas & Patios

## Consolidated Statement of Operations

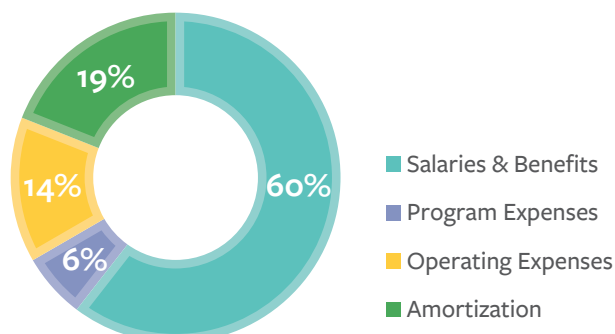
For the year ending March 31, 2021

Revenues	Operating Fund	Capital Fund	2020/21 (\$)
Government	1,272,551	1,026,855	2,299,406
Grants	70,473	14,700	85,173
Donations and Fundraising	360,546	4,342,046	4,702,592
Interest & other	214,519	606,197	820,716
	<b>1,918,089</b>	<b>5,989,798</b>	<b>7,907,887</b>

### REVENUES



### EXPENSES



### Expenses

Program/Service Delivery Expenses	1,582,564	294,563	1,877,127
Occupancy & Support Expenses	335,412	66,144	401,556
Amortization of Property & Equipment	-	540,849	540,849
	<b>1,917,976</b>	<b>901,556</b>	<b>2,819,532</b>

<b>Net Income for the Year ending March 31, 2021</b>	<b>113</b>	<b>5,088,242</b>	<b>5,088,355</b>
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The financial materials presented are extracted from the Audited Financial Statements. The report of the auditor and the complete statements are available at the Annual General Meeting and thereafter, at the offices of the Executive Director.



The Gies Family Centre



Family Reception Room



The Lending Library



The Cook Family Residence Reception Area



Front Lobby Reception Area



Oasis Day Program Room

Hospice Waterloo Region, The Gies Family Centre - Photos courtesy of Tomasz Adamski

During these challenging times, your financial support is more important than ever. Because of donors like you, HWR is able to provide services at no cost to clients and family members.

Please give generously.

[www.hospicewaterloo.ca/donate](http://www.hospicewaterloo.ca/donate)



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