



# Annual Report 2017-18



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## VISION

The community, as individuals and collectively, values and embraces death and dying as an integral part of life.

## MISSION

Albany Community Hospice is a leader in the provision of expert palliative care, education and support so all members of the community can experience death with grace in a manner and place of their choice.

## VALUES

- ❖ Compassion and caring
- ❖ Integrity
- ❖ Respect
- ❖ Inclusive and judgement free
- ❖ Teamwork and collaboration
- ❖ Excellence
- ❖ Innovative

# WHAT HAPPENED DURING 2017-18 AT ALBANY COMMUNITY HOSPICE

## THANK YOU



Just over **\$148,000** was generated through fundraising events



Volunteers donated around **170 hours** per week



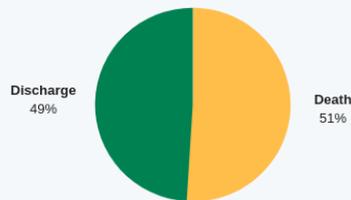
Over **100** people volunteered at the Hospice in various roles



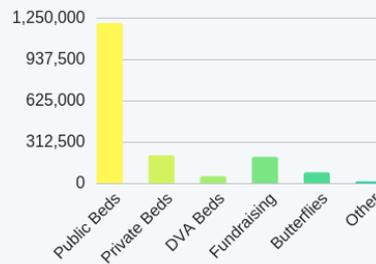
Butterflies Op Shop raised nearly **\$82,000**



In 2017-18 Albany Community Hospice provided specialist palliative care to **170** patients from all over the Great Southern region including Walpole, Pingrup and Jerramungup



Just under 50% of patients were discharged from the Hospice



How we were funded for 2017-18

## PATIENT OUTCOMES FOR 2017-18



Patients spent on average **8.2 days** in the Hospice



100% of patients were admitted within 24 hours of a referral being made



The average age of Hospice patients was **76 years**.



63% of patients had a cancer diagnosis

At the time of admission, the percentage of patients experiencing symptoms that were moderate to severe were:



- Pain - 30%
- Fatigue - 45%
- Breathing Problems - 40%
- Bowel problems - 30%
- Nausea - 15%
- Appetite problems - 30%
- Difficulty sleeping - 20%

## CHAIRPERSON REPORT

2017-18 saw Albany Community Hospice (ACH) mature in many ways, particularly by developing a new three-year strategic plan, aptly named “ACH 2018-2021 Flourishing Together”. In preparing to ‘flourish’ with new strategic goals, this annual report overviews the past years’ activities aligned to and finalising the goals identified for the 2015-18 Strategic Plan.

### Governance

- ❖ In 2018 ACH can proudly claim to be a robust sustainable community-owned organisation with a highly acclaimed reputation for delivering high quality care.
- ❖ Through astute management by our Manager, Michelle McClure and her very able team of staff and volunteers, ACH has managed its limited resources efficiently. Diligent guidance by the Board has seen funding contracts clarified and income streams diversified.
- ❖ Furthermore, ongoing and overwhelming support from the regional community, with individual donations, community group fundraising and business sponsorships, ensures our small private hospital is financially responsible. This past year has brought ACH a significantly large donation by foundation trustees for the late Don Brandenburg, and also a generous bequest by the late Mrs A J Walton. These contribute to future-proofing ACH financially.
- ❖ Appreciation is extended to three directors, Dr Jeff Tompkins, Dr Kevin Fontana and Ms Eliza Woods, who were regrettably fare welled by the Board at the AGM in November 2017.
- ❖ Thanks also to the defunct Membership and Governance Committee, as its role is now superseded with the adoption of new strategically aligned sub-committees. The diligence of its chair, Meagan De Piazzzi was integral to ACH achieving improved governance standards in recent years, and she is thanked sincerely.
- ❖ A highly valued pro-bono partner is Damon Seymour, of Seymour Legal. This past year, he has generously offered free legal advice when needed by ACH, particularly regarding contracts and bequests.
- ❖ Board, staff, doctors, volunteers and consumers who contributed to the preparation of our future plan through surveys, consultation sessions and workshops, are truly commended for time and thought given. Christine Grogan, of Christine Grogan Project Management Services, is applauded for dedication and expertise applied to facilitating 2018-2021 Flourishing Together. As well, the thoroughness and professionalism of ACH Administration Officer, Sarah-Louise Collins, brought the new document to fruition. Thanks to all involved.
- ❖ Continually increasing demand for palliative care, both in hospice and in-home, along with economic concerns regarding private health insurance and government health budget pressures, meant the Board recognised the need for increased strategic approach with aligned governance. Starting this year, palliative care training is included in each board meeting, provided by our Manager, Michelle McClure or our Board palliative specialist, Dr Ramachenderan. Whilst our very capable Board has expertise in many fields, as directors of a private hospital and Hospice we appreciate opportunities to regularly gain relevant clinical knowledge.

### Facility

- ❖ Our 2015-18 Strategic Plan, focussed largely on attaining funds and building a new hospice facility, has been well and truly achieved. We pay tribute to past Board

members, volunteers and staff who helped this to happen, and those who continue their support in various guises. Examples include Lyn Lutley, past secretary, who contributes with a role on the Property and Procurement Committee; Todd McGregor, past deputy chair, who convenes an annual fundraiser; and Stan Goodman, past treasurer, now a volunteer on the Fundraising Committee.

- ❖ It is very affirming to have visitors and guests of Hospice compliment us on the cosy comforts and functionality of the building – many expressing surprise that ACH's culture of loving kindness continues to be evident in all facets of our modern facility.

### **Innovative Service Models**

- ❖ The Medical Advisory Committee, so ably chaired by palliative specialist, Dr Kirsten Auret, ensures ACH leads in regard to key emerging issues and trends associated with end of life care. Particular thanks this year goes to Dr Jim Leighton who retired from MAC, and to Professor Geoff Riley who supported the MAC with an informative briefing for the Board regarding Voluntary Euthanasia, which is not recognised palliative care best practice.
- ❖ The catalyst for such discussion was due to it being a socially topical issue with some overseas countries and Victoria variously legalising procedures for Physician-Assisted Dying. In fact, a State legislative committee, currently conducting a Parliamentary Enquiry into this topic, visited Albany and ACH staff and Board were interviewed. No doubt this issue will be highly publicised when the enquiry is completed, so we encourage everyone to become informed – and to be especially assured that ACH is a safe place where best practice palliative care and patient quality of life is assured.
- ❖ Palliative Care training sessions have been added to board meeting agendas this year. Board members have greatly valued succinct and relevant palliative practice information provided by Board medical representative, Dr Jonathan Ramachenderan, or our Manager. National accreditation standards for private health facilities require non-medical board members to understand wide ranging clinical policies and procedures.
- ❖ The Board also appreciated a most informative overview of the role of Coroner's regional delegate, Nicole Rennie, when she attended a board meeting.
- ❖ Networking and partnerships with other health agencies has expanded this year. Though ACH was not successful in a tender for community outreach services, our staff worked with WAPHA and City of Albany to develop the Compassionate Communities initiative that had funds approved in 2018. This program and other interlinked services will ensure the region is offered innovative outreach multi-agency palliative care services in 2018-19.

### **Community and Stakeholder Engagement**

- ❖ ACH sees the local community as integral stakeholders in Hospice activities, and ongoing efforts are made to inform and involve the community, through open invitations to events and information sessions at Hospice, at fundraisers, and through our online presence. This year the website has been greatly improved and we have regular Facebook updates. To be involved or to donate via our Everyday Hero initiative, please 'befriend' us on FB and check [www.albanyhospice.org.au](http://www.albanyhospice.org.au) too.
- ❖ Our electronic 'Hospice Herald' is circulated widely to increase community awareness and involvement in our activities. As well, ACH advertises online and in local newspapers, opportunities for community input into committees, as new members and by being friends and associates.
- ❖ A mission, values and code of conduct for Butterflies Op Shop were prepared with and for Op Shop volunteers. This outlined volunteer safety guidelines and emergency procedures, as well as recognising the commitment and various roles of our volunteers

who man Butterflies. Board members, Dr Jeff Tompkins and Georgina Folvig, liaised with Butterflies manager, Barb Thomas, to ensure our Op Shop ran smoothly. New signage and a delightful Christmas lights display were added attributes in 2017.

- ❖ Two consumer forums were held this year, with a diverse range of community members offering their 'balcony view' opinions of aspects of palliative care and suggestions that may improve hospice services. ACH is committed to keeping abreast of changing community needs and societal attitudes and participating consumers have helped towards this goal.
- ❖ Along with the Great Southern Development Commission and Albany and Regional Volunteer Service, ACH Board played a lead role in producing a Giving Whilst Living booklet. This includes details of how to make donations and bequests to some 41 local Deductible Gift Recipient status organisations, including ACH.

So, by the end of this financial year, ACH proudly claims it met all strategic goals for 2015 to 2018. This is a worthy feat, but even more worthy of celebration is the launch of our future plan, 2018-2021 Flourishing Together. ACH invites the community to share our future journey, by affirming our mission going forwards; that

*“Albany Community Hospice is a leader in the provision of expert palliative care, education and support so all members of the community can experience death with grace and in a manner and place of their choice.”*

***Yours in community spirit***

***Jane Mouritz – Chair, Board of Management***



***Strategic planning session with Christine Grogan – March 2018***



***Albany Community Hospice Board following the Strategic Planning session in March 2018***

## HOSPICE MANAGER REPORT

The last financial year has been a period of strong growth with the Hospice now out of the commissioning phase and fully utilising our eight bed capacity. We broadened our funding base by focusing on our private patient capacity and successfully registered for 2<sup>nd</sup> tier default funding which enables us to receive payment for any privately insured patient.

This has in turn increased our occupancy rate to 81% for six beds and combined with an average length of stay of eight days the workload has increased considerably for all the staff and volunteers at the Hospice. This has meant that the amount of admissions and discharges increased with approximately 50% of patients being admitted for symptom control and then being discharged home or to a residential aged care facility.

We now employ Enrolled Nurses to support the Registered Nurse on duty to care for the many patients that have complex care needs. Supporting the nurses is our Family and Carer Support Coordinator who assists families with the emotional and social issues that occur when someone is very ill and requiring extra support, physically and emotionally.

The Medical Advisory Committee chaired by Dr Kirsten Auret has provided excellent leadership with clinical governance and has been proactive in ensuring that the Hospice continues to develop specialist skills in palliative care and that General Practitioners (GPs) remain core to our model of care. Albany has a remarkable set of GPs that support the Hospice by admitting and caring for their patients during their stay at the Hospice.

Along with the increased number of privately insured patients and the public funded bed days there has been the need for extra reporting as required by the Commonwealth and State Governments. The reporting has required the diligence and patience of Ingrid Plug and Mim Toy in establishing the processes required to ensure that all reports are compliant and done in a timely fashion. This has been no mean feat for such a small organisation with limited resources.

Our volunteers continue to provide an invaluable service by providing administration, hospitality and guest support. One area of outstanding success has been in our provision of appetising individualised meals for our patients. Our volunteer cooking team is led by the very capable Trudi Anderson. With her leadership we are able to provide meals that are lovingly prepared and customised to meet the needs and preferences of our patients.

Our beautiful gardens continue to mature and provide a serene environment for our guests and their families. The gardens are lovingly tended by the Two Rivers Garden Group volunteers. The family room vegetable garden is increasing its production under the careful eye of Mollie. Olive has softened the interior of the Hospice by providing care to our pot plants and creating floral arrangements.

In March we undertook strategic planning for the next three years. The '2018-21 Flourishing Together' strategic plan is a culmination of Hospice being a mature organisation with sound organisational systems in place. I look forward to this coming year as we implement the actions required to meet our long term goals. I wish to thank all the Board, staff and volunteers for their wonderful ongoing hard work and support of the Hospice.

**Michelle McClure – Hospice Manager**



## TREASURER REPORT

It is with great pleasure I present the Treasurer’s report for the 12 months ending 30 June 2018.

Throughout the year, the Finance and Risk Management Committee (FARM) have acted diligently in working with and advising the Albany Community Hospice (ACH) Board on all matters of financial governance and risk.

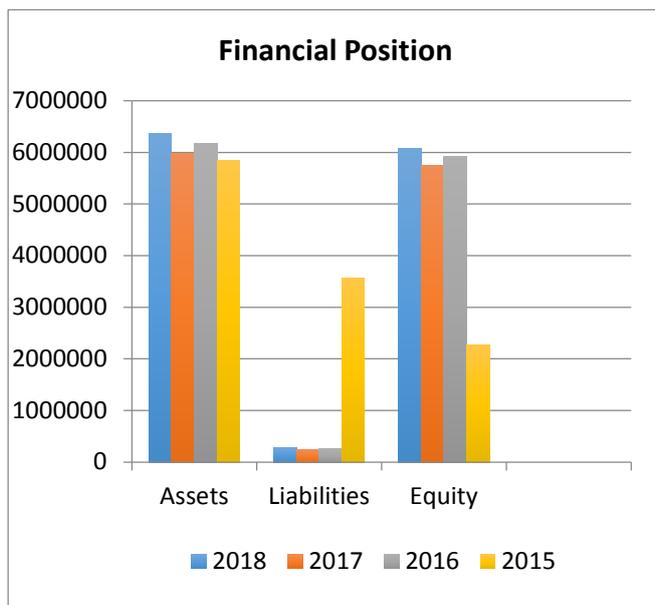
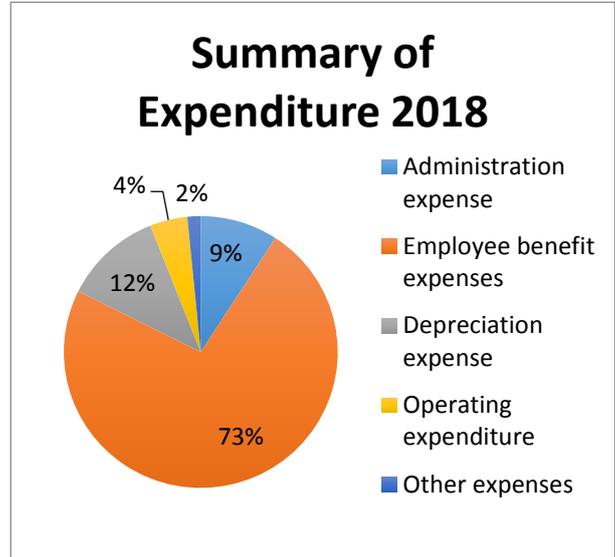
The 2017-18 year has been extremely busy for the Board with a major review of its governance structure and constitution in line with contemporary standards. A major Strategic Planning process was completed with a three-year action plan set in to play.

The financial position of the Hospice has significantly improved this year, consolidating on the past two years. A major contributing factor has been a significant donation from the Don Brandenburg Foundation this year and further support is expected over the coming years. This will enhance the delivery of care to Hospice clients and their families into the future.

The success of the 2017-18 year was the result of a combined Board, staff and volunteer contribution.

Total income year-on-year has increased by 47%, partly from the major donation but also from increased bed day income, which increased by 34%. Our contract with the WA Country Health Service (WACHS) and other private insurers, combined with the ability to offer more bed days, has assisted with the increased income for the year.

Of note has been the Butterflies Op shop success story, which also contributes consistently to the funds available to support the operational costs of the Hospice. Great credit must go to the multiple volunteers who run the shop and the many others who give so generously of their time, energy and money in the form of donations and in-kind support.



Indeed, the Hospice would not meet its financial objectives without this pooled contribution.

Thanks to the ACH Board and their respective sub-committees to whom all play an integral role in ensuring medical standards of compliance are achieved, financial risks are minimised and good governance of the Hospice is practiced at all times.

Also a special thanks and recognition of the staff and volunteer team at ACH, so capably lead and managed by Hospice Manager Michelle McClure.

Statement of Financial Position			Statement of Comprehensive Income		
Assets	2017-18	2016-17	Revenue	2017-18	2016-17
Current assets	\$1 250 235	\$ 649 807	Hospice beds	\$1 472 171	\$1 098 422
Non-current assets	\$5 119 237	\$5 338 613	Fundraising and donations	\$199 819	\$ 200 589
<b>Total Assets</b>	<b>\$6 369 472</b>	<b>\$5 988 420</b>	Donations – Don Brandenburg Foundation	\$450 500	\$ 50 000
			Sales Revenue (Butterflies Op-shop)	\$81 810	\$ 69 666
<b>Liabilities</b>			Grant revenue (Royalties for Regions)		\$42 802
Current Liabilities	\$ 250 987	\$ 224 744	Grant Revenue (Lotterywest)		\$31 627
Non-current liabilities	\$ 31 573	\$ 7 005	Other revenue	\$12 992	\$ 8 035
Total Liabilities	\$282 560	\$ 231 749	<b>Total Revenue</b>	<b>\$2 217 292</b>	<b>\$1 501 141</b>
<b>Net Assets</b>	<b>\$6 086 912</b>	<b>\$5 756 671</b>	<b>Expenses</b>		
			Administration expense	-\$173 072	-\$102 877
<b>Equity</b>			Employee benefits expense	-\$1 381 376	-\$1 204 249
Designated funds	\$429 085	\$ 59 996	Depreciation expense	-\$219 376	-\$231 963
Restricted Funds	\$4 796 902	\$4 962 312	Loss on disposal fixed assets		-
Unrestricted funds	\$860 925	\$ 734 363	Operating expenditure	-\$83 547	-\$76 166
<b>Total Equity</b>	<b>\$6 086 912</b>	<b>\$5 756 671</b>	Other expenses	-\$29 680	-\$54 226
			Total expenses	-\$1 887 051	-\$1 669 481
			<b>Surplus (Deficit)</b>	<b>\$330 241</b>	<b>\$(168 340)</b>

Results for the 17-18 financial year reflects a surplus of \$330 241.

The Finance Audit and Risk Management Committee (FARM) continued to monitor monthly financial reports (actuals to budget) along with other measures of compliance and liaison with the auditors at year end. This group is a sub-committee of the main Board and offers its financial expertise to the Board on a monthly basis.

Annual Budgets are prepared by Hospice staff and reviewed at special FARM meetings with final adoption by the Board in July of each year.

Special thanks again to Pauline Gladwin, Finance Officer of Hospice for excellent management of the day-to-day finance operations and direct contact with the auditors.

To the members of the FARM Committee, Jane Mouritz (Chair of Board), David Halstead (Deputy Chair Board), Ingrid Storm (Director), Michelle Burton (minute secretary) and staff members Michelle McClure (Hospice Manager) and Pauline Gladwin (Hospice Finance Officer), thank you for your valuable contribution again this year.

**Diana Currie BBus CPA – Treasurer & Chair, Finance Audit and Risk Management Committee**

## COMMUNICATIONS AND FUNDRAISING REPORT

In opening my report, I would like to thank all the very generous people and organisations who have given funds and donations and also their time to our Community Hospice. It is truly amazing to witness the liberal, unstinting and big heartedness of everyone we have had the pleasure to contact.

- ❖ We have received substantial donations from the Brandenburg Trust and have been bequeathed a house in Albany by the Walton Estate.
- ❖ Several businesses took up the challenge to commit to being an annual supporter of Hospice, called a Hospice Associate, by donating funds. We thank these businesses for their support.
- ❖ We are also very fortunate to have a number of businesses and organisations who donate regularly and with little fuss. These Friends of Hospice are very valuable to our cause, providing items such as food regularly for Hospice guests and families, donating their time and expertise.
- ❖ A number of clubs in the city generously made substantial donations. The Table Tennis Club, the Albany Dance Club, the Albany Bridge Club and the newly formed Great Southern Bingo all generously gave to us a proportion of their takings. The King River Tavern also continued to host events to raise funds for us. A big thank you to these organisations and their generous and community minded members.
- ❖ There are a number of Collection boxes placed in various shops and businesses in the city. It is amazing how much money is collected from just a few cents here and there (although, it is not uncommon to find the odd \$20 note as well). Ian Bishop takes charge of these boxes and I thank him sincerely for his ongoing effort for our Hospice.
- ❖ We entered into an agreement with First National Real Estate whereby, on behalf of clients mentioning Hospice, the company, very generously, will pay 10% of their commission once the property is sold.



### Events

We have run several events during the year. Those involved find them challenging, but fun. I am continually amazed that our committee members and volunteers are so hard working and keen to help make our events the success they are.



### Annual Spinathon

Held at Haz Beanz and organised by Mark Greene and Don Perfrement is a most enjoyable 24 hours of cycling, fitness and fun for all participants with takings that help our cause considerably.

## Street Appeal

Many volunteers participated in our Street Appeal on a cold, wet day. The effort put in for the day did not measure up to our expectations in that the money collected was lower than usual.



## Golf Day and Footy Stars Dinner

Organised by Todd McGregor was a great success. Footy stars Glen Jakovich and Matt Pridis came to mingle with everyone present. Footy memorabilia were auctioned, there was golf, conversations, heaps of photos, delicious dinner and lots of fun, all for our cause which benefitted greatly because our guests and friends attend with a major purpose to help raise funds for Hospice.

## Elleker Car Boot Sale

This event, held at Elleker General Store and run by Malcolm and Glenda Parsons, though small, was enjoyed by all those who attended and made considerable money for Hospice.

## Shantymen Evening

The Albany Shantymen, who are fast becoming celebrities, sang at a special evening at the Albany Boatshed. Our thanks to these big hearted men who make a robust and energetic sound that was enjoyed by everyone present. The Shantymen donated their time (and vitality) and we received donations from Wilson's Brewery and Bunn's Winery who supplied drinks during the evening. The Boatshed also waived their usual charges. Volunteers made and handed around delicious finger food. In all, a great evening.



## Kalgan Harvest Fair

A great day out in Kalgan hosted by Wayne Monks, ably helped by Jane Mouritz was an interesting event with stalls, alpacas, country views, chickens and a few sheep. Our own Butterflies shop was present and the Hospice gained funds from Butterflies and also from the lunches and afternoon teas organised by Jane.

I have been extremely privileged and very humbled to hold the position of Chairperson of the Community and Fundraising team and to work with a group of people very dedicated to our cause, very energetic and full of good ideas. Thank you to Mim Toy, Michelle Burton, Eliza Woods, Anne North and Kiara Dijkstra, all of whom have since resigned from our committee, but whose great contribution is well remembered and much appreciated.

We have a great deal planned for the future and we have a great team to help raise funds for our wonderful and much loved Community Hospice.

**Jeanann Barbour – Chair, Communications and Fundraising Committee**

## MEDICAL ADVISORY AND MEDICAL CREDENTIALING COMMITTEE REPORT

This has been another great year for the Medical Advisory Committee (MAC), as we have become more focused on understanding the quality of care received by our patients, and more engaged with our GP colleagues.

Our members for 2017-18 were:

- ❖ Dr Kirsten Auret - Chair
- ❖ Dr Kevin Fontana
- ❖ Dr Brian Malone
- ❖ Dr Jonathan Ramachenderan
- ❖ Dr Brian Cunningham
- ❖ Ms Michelle McClure – Hospice Manager
- ❖ Ms Julie Yusop – Consumer Representative
- ❖ Ms Ingrid Storm – Board Representative

The MAC has an integral role at Hospice in supporting the Board and staff to provide patient care that is safe, high quality and efficient. This involves review and endorsement of all clinical policies, procedures and scope of practice determinations; review of medical workforce issues; the introduction of new clinical services; review and recommendations on audit findings, risk registers and clinical incidents; and monitoring of clinical outcomes via the Palliative Care Outcomes Collaborative, PCOC (for more information see [Palliative Care Outcomes Collaboration](#)). The MAC is also responsible for promoting education in palliative care; assisting in the implementation of safety and quality programs and promoting good working relationships between doctors and the Hospice staff.

Our data from PCOC for January to June 2018 shows Hospice provided care for 84 patients over 108 admissions, with 100% admitted within 24 hours of a referral. At the time of admission to Hospice, patients were experiencing a number of symptoms that were moderate to severe, including pain (30%), fatigue (45%), breathing problems (40%), bowel problems (30%), nausea (15%), appetite problems (30%) and difficulty sleeping (20%). The mean age of our patients was 77 years old and approximately 60% had a cancer diagnosis and 40% had a non-malignant diagnosis. The mean length of stay was 9.5 days, with just under half being discharged home and the remainder dying. MAC pays particular attention to clinical incidents and reviews these each meeting. The number of incidents has remained low and stable, with the highest number of reports being for medication errors, falls and handover issues (all were rated as SAC 3 i.e. low or no harm to patients).

In 2018, MAC members visited all the local GP surgeries to talk about how our credentialed GP's (currently 53) were experiencing their work in Hospice and the care offered by staff and volunteers. These visits were a great way to share information and will be repeated in 2019. The MAC was disappointed that Hospice was unsuccessful in the tender process for community palliative care nursing, however we are developing good working relationships with Hall and Prior. The work of clinicians has been supported by the successful introduction of an electronic medical record and by the availability of e-learning modules. We have been happy to support the ongoing involvement of students in the life of Hospice, and have had two senior medical students undertake evaluation projects with us this year.

In 2017 and into 2018, the MAC has had a clinical focus on delirium. We were able to deliver an education symposium; run a multi-disciplinary brainstorming session for ideas to change practice; write a new guidelines document; introduce a new screening tool (RADAR); and

audit our practice in 2017 and re-audit in 2018. The second audit made excellent recommendations around increasing screening for delirium in the first 24 hours (aiming for 100%) and for changes in practice around benzodiazepine and antipsychotic prescribing. Other main areas of focus have been on scope of practice and clinical handover.

In 2018, the Health Department of WA released the “End of life care and palliative care strategy 2018 – 2028”. This document was read by the MAC to understand how it may impact on Hospice’s work and future development. Six priority areas for palliative care services from 2018-2028 are highlighted:

1. Care is accessible to everyone, everywhere.
2. Care is person-centred.
3. Care is coordinated.
4. Families and carers are supported.
5. All staff are prepared to care.
6. The community is aware and able to care

The document is available at [WA End-of-Life and Palliative Care Strategy 2018-2028](#)

The MAC also has worked closely with the Board and staff to understand the issues around palliative care access, end of life suffering and voluntary assisted dying. A position statement on voluntary assisted dying was developed by the Board in conjunction with the MAC and Professor Geoff Riley and is now available on the Hospice website. This will continue into 2019 as Hospice responds to the challenges and opportunities from the “My life, my choice joint Parliamentary Committee report into end of life choices”. This document is available at [My life, my choice joint Parliamentary Committee report into end of life choices](#)

As we look forward we see that engagement in teaching and research is integral to the Hospice’s role in regional Palliative Care leadership in Australia. We hope to explore opportunities of research collaboration and upskilling and education our primary care and nursing workforce.

***Dr Kirsten Auret – Chair, Medical Advisory and Medical Credentialing Committee***

## **MEMBERSHIP AND GOVERNANCE COMMITTEE**

This year saw the Membership and Governance Committee (MAG) focus on developing robust governance and membership practices to ensure regulatory and best practice processes are in place. The further development of a governance calendar and supporting processes were key to enable the Board of Management to have clear and focused guidelines.

The development of the 2018-2021 Strategic Plan and restructure of the committees saw the responsibilities and objectives of the MAG disseminated between the new committees and the Board and in April 2018, the MAG was dissolved. We sincerely thank Meagan De Piazzi for her dedication and hard work to guide the Hospice to develop robust governance practices and thank all committee members, Jane Mouritz, Michelle Burton, and Michelle McClure for their contribution and hard work.

***Sarah-Louise Collins – Administration Officer and MAG Committee Member***

## VOLUNTEER COORDINATOR REPORT

The 2017/2018 year was a time of great change across the whole of Hospice and the volunteering group arguably experienced the greatest changes of all. Foremost amongst these changes was the retiring of our long serving, endlessly patient and wonderfully caring Volunteer Coordinator Pam Minchin. Pam provided vital support to the volunteer group and served them diligently before, during and after the move to the new Hospice building. Having worked alongside Pam for several months prior to replacing her I was acutely aware of the size of her



shoes and my complete inability to fill them. When I officially took over the role I was careful not to try to emulate Pam and instead took the volunteer group in a slightly different direction. This new direction focused primarily on building community and connectedness within our volunteering group. It has proven both a challenging and a rewarding path but one that I feel is vital for us all to walk along.

To begin this process a survey was conducted in August 2017 entitled 'Valuing our Volunteers.' The survey asked questions about volunteer satisfaction and engagement. One of the key findings from this survey was that close to half the volunteers surveyed (>47%) reported that they were enjoying their Hospice volunteering less than they had a year ago. This, combined with the high number of volunteers leaving the Hospice, confirmed for me that rapid action needed to be taken to ensure the continued sustainability and viability of the volunteer program.

To begin the process of change and renewal, in September 2017 three 'Special Volunteer Consultation Sessions' were held to ensure all volunteers had the opportunity to openly voice their concerns and suggest possible solutions. These sessions were also vital to help me to gain an understanding of why many of our seasoned volunteers were feeling dissatisfied. These consultation sessions highlighted the need to improve communication between Hospice staff and volunteers, the need for Hospice volunteers to have a voice in the decision making process and the importance of ensuring volunteers felt appreciated and supported. Another key point raised during these sessions was the feeling of grief and disenfranchisement that many volunteers still felt as a result of leaving the old hospice and relocating into the new hospice building. Addressing these concerns, whilst rebuilding and maintaining a functional volunteer program, was my key goal during the 2017/2018 year.

While significant amounts of work remain to be completed, I am pleased to say that the number of active Hospice volunteers has risen significantly since this time last year. The general level of engagement and contentment also appears to have significantly improved, however this observation will need to be confirmed by conducting a follow up volunteer survey in late 2018. We currently have 54 active Hospice volunteers with many more serving in other roles, such as, on the Board, at the Butterflies Op-Shop, as part of our fundraising committee and/or volunteering in our garden.

We are very fortunate that so many members of our community consistently choose to give freely of their time to support the Albany Community Hospice. Currently our Hospice based volunteers donate around 170 hours of time each week. This can be further broken down according to role as follows: Guest and Family Support - ~100 hours per week; Meet & Greet



Role – 30 hours per week; Cooking Volunteers – ~30 hours per week; Additional Administration Support – 10 hours per week. The increasing need for companionship volunteering and the implementation of new programs, such as the Weavers Program, will further increase our dependence on this generosity from our community of volunteers. Thank you Volunteers!

Many new and exciting developments are underway at Hospice with the 2018/2019 year promising to be another time of great growth and change. I am very optimistic that with the improvements we have made over the past 12 months, especially in terms of volunteer involvement and engagement, we can charter a safe and stable course through all the challenges to come.

**Andrew Talmage, Volunteer Coordinator**



*Our wonderful gardening volunteers*

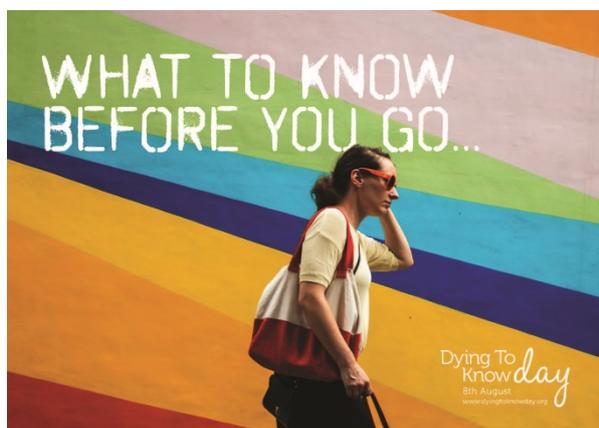


*Just a few of our marvellous volunteers!*

## SUPPORT COORDINATOR REPORT

I'm extremely fortunate to have been a member of staff at the Albany Community Hospice for a year at the time of this report. On my commencement I believed that following in the footsteps of Andrew Talmage, would be both a blessing and a curse. As I read over his annual report for 2017, I reflected on the amazing foundation laid for my commencement and thank myself lucky to have such a strong foundation in place before I joined the team.

Naturally, Andrew's transition into the role of Volunteer Coordinator enabled me to join the Hospice Family in the most supportive manner possible. The welcome from the Hospice Family felt warm and vibrant across the depth of members from our Chairperson to Volunteers, all members have enabled me to feel at home in a very short space of time. As a participant in this year's Strategic Planning process, the theme of "Flourishing Together" fit perfectly with my experience of joining such a compassionate, innovative and vibrant family of staff and volunteers.



The 2018-2021 strategic plan not only recognises the value that Albany Community Hospice places on psychosocial supports for our guests and families, it directs us to be leaders and innovative in the palliative care field. Hospice's representation at Dying to Know Day, Carer's Week, NAIDOC Week and hosting our own "Death Over Dinner" events enabled us to get a running start this year. Through these events, we've been able to provide community education to reach our future guests early, when people are well.

Tackling the issues of writing an Advanced Health Directive, Enduring Power of Attorney and Enduring Power of Guardianship certainly seems far less daunting without the pressure of a life-limiting illness and the associated effects on cognitive function.

Our plan for operational excellence included dedicating effort to educating our guests and carers of their rights to receive quality palliative care. Palliative care not only includes the services involved; our community and our families are an essential component too. This year we have focussed on the exploration of the guest's family dynamics and community supports. This has enabled us to ascertain the structures already in place and identify who have been nurturing our guests before Hospice.

Providing the time to explore what and who may assist our guests is an essential place to start from. Knowing our guest's existing supports enables us the opportunity to assist them to fulfil their role with confidence and encouragement. We invite them into the Hospice space to continue to care for their loved ones and enable them to provide end of life care in a manner they and our guests are comfortable with.

However, the provision of education and opportunity for community to care through to death is just one part. Educating and empowering our guests and families to ask for specific assistance is the next component. We reinforce to guests and families that their needs are important, that their wishes matter. Providing the pathways to have their needs met is just one small way that we can assist. Time and time again we have seen positive impacts on not only family function, but also the course of our guest's illnesses with our approach. Our follow up has provided me with feedback that family and friends feel that the conversations that need to be had, were and loved ones have been at ease when our guests leave our care.

Supporting the families into the future has been a focus of our “Reflective Services” replacing our memorial days. Those that have lost a loved one in the six months prior have gathered together for three occasions this year, in small groups to support and acknowledge each other’s loss. The connections and reassurance provided has seen much laughter and tears in our groups as we’ve shared stories and congratulated each other for the milestones reached.

Leading into the next phase of our strategic plan, we have even more ideas to provide occasions for sharing and remembering sessions and some exciting early interventions in the works. Of course, none of this can occur without the dedication and enthusiasm of such a vibrant team of staff and volunteers working towards the same goal of excellence in quality palliative care. Thank you all for such a successful year of Flourishing Together!

**Sonya Coleman, Support Coordinator**



*When we lose someone we love,  
We must learn not to live without them..  
But to live with the love they left behind*

## BUTTERFLIES OPPORTUNITY SHOP REPORT

2018 saw the retirement of several long term volunteers. One of the ladies worked several shifts per week, and took home any items that needed laundering. This left big vacancies on the roster, and with me going away within a fortnight for an extended holiday, new volunteers were required urgently. An advertising campaign via local radio, media and the Volunteers Centre was very successful and within days our rosters were filled once again. I have been receiving emails from the Volunteers Centre with new applicants into October. The laundry is being done by volunteers, so all is good.

Towards the end of 2017, while I was on leave, there was some unrest within the volunteers. On my return a meeting was held, chaired by Jane Mouritz with Jeff Tompkins Butterfly's Board representative and many volunteers in attendance. It was decided to hold half price sales at the end of summer and winter on clothing only. The position of coordinator would be appointed yearly. The sales have been successful in clearing out seasonal stock in conjunction with our specials racks at the front of the shop at greatly reduced prices.

Julia Miller has taken on my role as coordinator in my absence, and in my regular contact with her she happily reports our new ladies show great enthusiasm for Butterfly's and the shop is prospering. I thank her sincerely for all the work she's done.

Georgina Folvig has been appointed as the Board representative for Butterfly's upon Jeff Tompkins resignation, and I thank her for her input and continued support.

In closing my report, I would also like to thank Jane Mouritz for her support in 2018.

**Barbara Thomas, Manager Butterflies Op Shop**



*Afternoon tea at Butterflies*



*Jeff Tompkins farewell as Butterflies Board representative*

## ALBANY COMMUNITY HOSPICE 2017-18 BOARD MEMBERS

### JANE MOURITZ – Chair Person



Jane Mouritz moved to Albany from Hyden in 2015.

Jane was involved in the Hyden community for 37 years. She has served in local government, and also as an appointed member to a number of state and national advisory committees, including the Regional Communities Program, Stronger Families and Communities Initiative, the National Advisory Committee for Ageing, Internet Advisory Panel and the WA Telecentres Advisory Board. Until recently she was a director of Leadership Western Australia and a member of the Ministerial Council for Suicide Prevention WA. In Albany, she is chair of the Middleton Beach Group Inc. and a member of the Southern Ports Community Consultation Group. Jane is currently studying full-time in Albany at the local UWA campus.

### DAVID HALSTEAD – Vice Chair Person



David has lived and worked in regional Australia for the last 15 years. He has an honours degree in Economics and has worked in economics and finance for the last 11 years. David has worked regionally in Merredin, Narrogin and Albany and provides financial solutions to the agribusiness sector. Having lived and worked in small regional towns, David understands the importance of community and the need for strong engaged and committed volunteers. David is currently an independent public school board member and was previously a board member at Narrogin primary School.

The Hospice is very close to David's heart and he is committed to ensuring that it will continue to provide an exceptional quality of care to its patients and their families for many years to come. David lives in Albany and is married with three young children

### DIANA CURRIE – Treasurer

Diana Currie completed a Bachelor of Business Major Accounting, in Perth in 1981.

The family spent some years in the wheat belt town of Moora, before moving to Albany in 1998.



Diana has had extensive experience in small business and not-for-profits, most recently as the Business Manager for 15 years of an independent school in Albany. Diana assisted with the management of the day to day operations of the School, as well as the extensive building program and the management of Government grants and loans resulting in a highly successful and well-resourced organisation. Passionate about the NFP sector, budgets, HR and risk management are some of the many specialised areas within Diana's capabilities.

Currently Diana works part-time between Lincolns Accountants as the Internal Accountant, consults to independent schools in the Great Southern and works for a small business in the hospitality area, in Albany.

### **MICHELLE BURTON - Secretary**

Michelle Burton moved to Albany from Sydney in 2011 with her husband and two young daughters.



After graduating with a Bachelor of Administration, Michelle has been involved in a variety of Management roles over 18 years with Toyota Financial Services, and more recently as Guest Experience Manager and owner alongside her husband Andrew at Albany Toyota.

Michelle has recently joined the Albany Community Hospice Board and has a genuine interest having lost both parents to cancer. She hopes that her involvement in the local business community and the Great Southern Grammar family will allow her to contribute positively to the Hospice and its fundraising activities.

### **INGRID STORM**

Ingrid Storm grew up in Albany and studied Psychology at Murdoch University in Perth but has spent most of her professional life in Sydney. She has an Honours degree in Psychology and a Masters in HR Management. Currently the Clinical Director of a Neurotherapy Clinic in Albany, she has worked as a Psychologist in the Department of Health and in Private Practice and as a Manager in Anglicare NSW and Sydney Lifeline. For nearly 10 years she worked in a range of large organisations as an Organisational Development Consultant and, more recently, as a University Tutor in Management at UWA Albany Campus.



Ingrid returned to Albany in 2011 with her family. Joining the Board has enabled Ingrid to contribute to an organisation that was born shortly after the death of her brother Michael at the age of 34. The Storm family will always be grateful for the palliative care support they received at this time that allowed Michael to die at home.

Ingrid has had extensive professional and personal experience in the area of loss and grief and can relate to the experiences of people at this significant and vulnerable time.

### **DR JONATHAN RAMACHENDERAN**

Jonathan is a Palliative Care GP who works with the Great Southern Palliative Care Service. He also practices anaesthesia within the region.



He is passionate about clinical governance and leadership in health, with a deep desire to care for those in the last weeks to months of their lives.

He is graduate of the Australian Institute of Company Directors and also serves as a director on the WA GP Training and Education (WAGPET) Board and the Troode Street Christian Church board.

He is married to Kylie and together they parent 3 busy boisterous and beautiful boys.

### **GEORGINA FOLVIG**



Georgina moved to Albany in early 2000 after completing a Bachelor of Arts (Cultural Heritage) at Curtin University. Prior to completing her degree, she had extensive administrative experience in both the public and private sector, including ten years undertaking purchasing and logistics operations in the oil and gas industry. She joined the Department of Planning in Albany in 2000 as a land use planning officer and remained with the department as a Senior Planner and relieving Regional Manager until her retirement at the end of 2016.

Growing up on a pastoral station out of Wiluna, both Georgina's parents were deeply involved in a wide range of community service roles. A tradition her mother continued well into her 90s. The Hospice enshrines the community spirit that Georgina observed in her childhood and retirement has provided the opportunity make a contribution to the community she now calls home.

### **PAUL NIELSEN**



Paul moved to Albany from New Zealand in 2012 with his family. An experienced local government manager, Paul oversees operation of Albany Public Library, the Vancouver Arts Centre and Town Hall for the City of Albany. He holds Bachelor of Social Sciences and Master of Library & Information Studies degrees and is an Associate Fellow of the Australian Institute of Management WA.

Paul is active within the community, serving on a primary school Council, as well as playing, coaching and supporting school sports. His interest in Hospice stems from his father's experience as CEO of a hospice in NZ and he is excited by the possibilities for Albany Community Hospice at the current stage of its journey.

### **JEANANN BARBOUR**



Jeanann was born and schooled in Kenya and studied physiotherapy at Guy's Hospital in London. Married Richard soon after qualifying and farmed in Kenya for a few years. Their farm was bought compulsorily and so they moved to Australia and farmed at Boyup Brook until their farm was again bought compulsorily! They moved to Albany having bought The Action Station Health Squash and Fitness Centre. Jeanann took a keen interest in local community work, was a member of Rotary and was elected President of the Albany Chamber of Commerce, she also taught Fitness Training at TAFE.

After a few years the health club was sold and Jeanann worked in Real Estate and then started an events company. During this time, she ran, among other things, the Albany Classic Car event for a few years and was the first coordinator of The Albany Farmers Market.

Jeanann's husband, Richard, recently died from mesothelioma and her three children and seven grandchildren live mostly overseas and so she is keen to be involved and active in community work especially the Albany Community Hospice.

**MICHELLE MCCLURE – Hospice Manager**

BSc(Nursing) (Honours), Mast.HMQL,



Michelle started her career as an Enrolled Nurse and then later completed a Bachelor of Science in Nursing with Honours. Since 1999 Michelle has worked in the community and not for profit sector. In 2013 she completed her Masters in Health Management, Quality and Leadership.

Michelle worked as a Case Co-ordinator for Silver Chain Hospice Care Service for 7 years before moving in to a business development and management role. Michelle left Silver Chain in 2012 to take up a senior management role with the South West Medicare Local which expanded and enriched her knowledge of primary health care.

Michelle has been involved in research; managed projects; and participated on reference groups nationally and at a state level. In May 2014 Michelle joined Albany Community Hospice bringing together her passion for Palliative Care and management.

**2017-18 RETIRED BOARD MEMBERS**

**JEFF TOMPKINS**



Jeff retired from the Board in November 2017.

**DR KEVIN FONTANA**



Kevin resigned from the Board in November 2017.

**ELIZA WOODS**



Eliza resigned from the Board in November 2017.

## 2017-18 MEMBERS OF ALBANY COMMUNITY HOSPICE

Barbara Thomas

David Halstead

Diana Currie

Georgina Folvig

Ian Bishop

Ingrid Storm

Jane Mouritz

Jeanann Barbour

Jeff Tompkins

Jonathan Ramachenderan

Julie Yusop

Kevin Fontana

Kirsten Auret

Lyn Lutley

Marina Toy

Meagan De Piazzi

Michelle Burton

Sally-Anne Scott

Stan Goodman

## HOSPICE ASSOCIATES 2017-18

We would like to thank our Hospice Associates for 2017-18 who have supported ACH as part of the Hospice Associate Initiative.



**Albany Toyota**



**Country Comfort Amity Motel**

**Latro Lawyers**

**Inner Wheel Club of Albany**



*The Butterfly is the symbol of Hospice Care. The butterfly is beautiful and delicate,  
and it may be held in the hand for a brief moment.*

*It must also learn to fly away.*

*As such, Hospice guests are regarded.*

*They come as fragile and brave.*

*They are tended with love and care, and let go, in peace, to their God.*



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