



LISAARD &  
INNISFREE  
HOSPICE

**Community  
Report  
2020**

Providing comfort,  
dignity and care for the  
end-of-life journey.



**MAKING  
MOMENTS  
MATTER**

# A Proud History of Care

Twenty-four years ago, Sheila and Val O'Donovan had a dream to create a hospice residence that would provide a pleasant, comfortable home for people with terminal cancer to spend their last days. Lisaard House welcomed its first resident in 2000 and, fifteen years later, Innisfree House opened its doors to continue to provide the Waterloo Region with much needed hospice care for those facing a life-limiting illness.

In the years since both homes opened, over 4,000 residents spent their last days surrounded by their family and cared for by a team of compassionate nurses, PSWs and volunteers.

At Lisaard and Innisfree Hospice, our volunteers and staff put our residents and their families first as they guide them on their end-of-life journey. This compassionate, whole-person approach to care is made possible thanks to our community's ongoing and generous support.

## OUR VISION

People have a right to die with dignity, free from pain, surrounded by their loved ones in a setting of their choice.

## OUR MISSION

Lisaard and Innisfree Hospice provides quality palliative care in a home-like setting for adults facing an end-of-life-diagnosis and dying of a life-limiting illness. Both houses welcome residents without charge, offering support for individuals and their families throughout the end-of-life journey.

## WE VALUE

- ▶ Excellence in hospice/palliative care;
- ▶ The benefits of a peaceful, natural environment;
- ▶ Our professional staff and dedicated volunteers;
- ▶ The generosity of our donors;
- ▶ The uniqueness of each individual family;
- ▶ Our residents right to privacy;
- ▶ We believe that death is a normal part of life.

OUR MOTTO IS:

**MAKING  
MOMENTS  
MATTER**

“Making Moments Matter” is our commitment to our residents and their families. We do this by providing exceptional care and compassion with the support of our community, partners and donors.

# We Believe in Making Moments Matter

**W**hile it may be difficult to talk about — or even consider — death is actually a normal part of life.

When given choices about their end-of-life journey, a growing number of individuals requiring palliative care in our community express similar wishes — to be comfortable, surrounded by family, and treated with dignity and care.

People choosing hospice care typically have a life expectancy of three months or less, and have made the decision — along with their doctor and family — to replace cure goals with comfort or palliative goals.

Lisaard and Innisfree Hospice offers a tranquil, home-like alternative for people whose death is approaching, and our staff and volunteers support residents and their loved ones through the end-of-life journey.

For over 25 collective years, Lisaard and Innisfree Hospice has helped thousands of individuals in our community face a life-limiting diagnosis.

We are committed to Making Moments Matter for our residents by providing attention far above and beyond what would typically be expected at home or in the hospital.

**And we do it all with no cost to residents or their families.**

We know we are only able to do this important work because of the generous support of our community; while we do receive some government funds, we have to raise nearly \$2 million annually.

We greatly appreciate the support we receive from our generous donors that help ensure that we can provide all typical care needs (physical and medical) and beyond — including social work, spiritual care, music therapy, pet therapy, and bereavement and counselling services.

Although we have had big celebrations like weddings, anniversaries, and special celebrity calls with residents, Making Moments Matter isn't necessarily about the big moments; it's the care and compassion brought to the everyday moments — the relief of suffering, the provision of dignity, and the celebration of life.

We believe that end-of-life deserves the same attention, care, and respect that is offered at the beginning of life, and that each person's final breath is as sacred as their first.



# A Message from our Executive Director



As it was for the entire globe, 2020 was definitely a precedent-setting year at Lisaard & Innisfree Hospice. With the announcement of the COVID-19 pandemic in early March 2020, everyone at our Houses needed to adapt quickly to the changing environment. And as if that wasn't enough, Lisaard House experienced severe water damage due to a failure in the sprinkler system, and had to be closed to residents and families for months on end.


In true Lisaard and Innisfree fashion, these events didn't stop or slow us down in providing exceptional end-of-life care to every resident that crossed our threshold, and supporting their families into bereavement. Our entire staff adjusted their activities to fill the gaps left behind when volunteers needed to stay at home. Our volunteers were truly missed over the spring and summer! In order to maintain excellent care, some of our volunteer roles were designated essential to our day-to-day operations, and volunteers were welcomed back by our staff with open arms in the fall.

We were fortunate to experience growth of our services with the introduction of our Spiritual Care Program in July 2020 when we began supporting individuals in their homes prior to them entering one of our Houses.

"Pivoting" became the name of game to stay connected with our amazing donors and our communities. And our donors and partners responded positively to our holding our first virtual Hike for Hospice, and transforming our annual in-person Gala into an old-fashioned Telethon fundraiser. The support from our community, sponsors, fundraising volunteers, and staff was amazing. Our two signature fundraising events were incredibly successful, bringing in an all-time high number of donations for Lisaard and Innisfree Hospice.

As things start to re-open in 2021 and the pandemic eases its grip on the world, I'm looking forward to continuing to expand our psychosocial and spiritual services to care for residents prior to their arrival at our Houses, during their time with us, and supporting their families after the death of their loved one. And while we've done a great job in providing support virtually, I'm really looking forward to getting back to offering the in-person activities that mean so much to our families — Family Time and Coffee Time.

The dedication and commitment of our staff, volunteers, and community partners continues to amaze me. Lisaard and Innisfree Hospice wouldn't be able to care and support our residents and families if it weren't for this collective level of dedication.



"Personally, I can't thank everyone enough for their caring commitment to Lisaard and Innisfree Hospice."

**ANDREA BINKLE**  
EXECUTIVE DIRECTOR

# A Message from our Board Chair



I want to start by recognizing the outstanding work of our staff and volunteers during the past year. The pandemic necessitated a revamping of nearly all the activities in our Houses — from the day-to-day operation of our hospices, delivering our exceptional care following full COVID-19 protocols, to learning new technologies to keep ourselves in touch — and families in touch with our residents — to implementing virtual fundraisers, and communicating with our wider community.

2020 marked the twentieth anniversary for Lisaard House and the fifth anniversary for Innisfree House in delivering compassionate hospice palliative care in the Region of Waterloo. Over these collective 25 years, we have had many opportunities to celebrate our excellence in hospice care. One of the high points of our continuing journey was the hard work lead by Maria Empringham, our Director of Clinical Services, in attaining Accreditation status from Hospice Palliative Care Ontario. Lisaard and Innisfree Hospice became the first residential hospice facility in Ontario to achieve this standard, and will hold it for three years. This is an outstanding achievement our whole team can be proud of!

Throughout all the challenges presented to us, I am very proud that our staff and volunteers remained focused on our residents. Faced with the sudden and enormous impacts of the pandemic, we changed a number of elements in our delivery of palliative care, all the while ensuring that care was delivered with compassion and dignity. The pandemic underscored our ability to rise to the challenge of continuing to provide exceptional care to our residents through teamwork, innovation, responsiveness, and care.

This coming year in the fall, we will release our new Strategic Plan, outlining a new framework for our continued work over the next few years. We look forward to its completion and release and our continued ability to deliver comprehensive compassionate palliative care to the communities and families that we serve.

It has been an honour to serve as Board Chair during this past year. I would like to again thank our Past Chair, Sheila Ainsworth, for the years of leadership and guidance she has given to Lisaard and Innisfree Hospice.

“This next year will continue to present challenges as we move through the current situation. However, the dedicated support of our staff, volunteers, and donors will ensure the continued strength in our organization’s ability to Make Moments Matter.”

**KEN BELL**  
BOARD CHAIR

# By The Numbers in 2020

## Residents

An average of  
**20**  
Residents  
per month\*



**14**  
days was  
the average  
length of stay

\*Following a large flood that caused extensive damage, Lisaard House was forced to close its doors in March and undergo months of repairs.



**90%**  
were over 65  
years of age



**173**  
of the Residents  
in our care had a  
cancer diagnosis



**83%**  
Occupancy average over  
12 months at Innisfree House

(Ontario's Ministry of Health and Long-Term Care requires all hospices in the province to have a minimum occupancy rate of 80% to maintain funding)

## Volunteers



**4972**  
Total number of  
volunteer hours

**154**  
Total number  
of volunteers  
(including 12 Ancient Mariners taking  
care of the Lisaard House gardens)



**29**  
New volunteers



**98**  
House volunteers  
who completed the  
10-hour training

**10**  
Board of Directors



# Our Volunteers

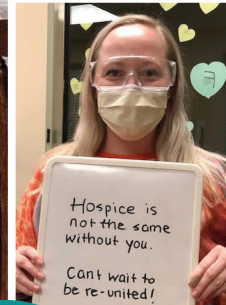
It takes a special person to volunteer in a hospice setting. Our volunteers are often individuals who have had personal experience with hospice care, either with Lisaard and Innisfree Hospice, or elsewhere. They have huge hearts, and are so generous with their time and talents.

2020 was a challenging year for our volunteer program. In light of the COVID-19 pandemic, most of our volunteer programs were placed on hold, and volunteers were asked to stay home and stay safe. The incredible support provided by volunteers became even more apparent as staff worked through new challenges without their volunteer team members by their sides. Our volunteers were very much missed!

Our team includes the following volunteers: direct-service resident care, reception, cooking and baking, maintenance, laundry, gardening, special projects, technology support, bird feeding, administration, grocery shopping, pet therapy, and so much more. Volunteers deemed essential to our operations have been active periodically throughout 2020 in compliance with Public Health guidelines.

The impact that our volunteers have on supporting our staff, residents, and families is immeasurable. We look forward to having all of our volunteers back in our Houses!

“Our volunteers are such caring and lovely people — and they’ve been so patient and committed during this challenging year.”



“I’ve been thinking of the staff so much this year, and I hope to be back helping out soon.”

“We’ve really missed our volunteers this past year, they are so important to the efficient running of our Houses.”

“Volunteering here is the only thing I have ever done where I am thanked so regularly. I can’t wait to get back to my regular shifts!”

## IN BLACKWATER WOODS

Look, the trees  
are turning  
their own bodies  
into pillars  
of light,  
are giving off the rich  
fragrance of cinnamon  
and fulfillment,  
the long tapers  
of cattails  
are bursting and floating away over  
the blue shoulders  
of the ponds,  
and every pond,  
no matter what its  
name is, is  
nameless now.  
Every year  
everything  
I have ever learned  
in my lifetime  
leads back to this: the fires  
and the black river of loss  
whose other side  
is salvation,  
whose meaning  
none of us will ever know.  
To live in this world  
you must be able  
to do three things:  
to love what is mortal;  
to hold it  
against your bones knowing  
your own life depends on it;  
and, when the time comes to let it go,  
to let it go.

— Mary Oliver

“I must mention the ongoing care and attention that has been bestowed upon me by the Lisaard and Innisfree family over the last six months since my mom died, particularly during the lockdown. I’ve had very helpful discussions with the social worker, which have fortified me for the struggle ahead. She’s been phoning me regularly, and our talks have been absolute lifelines from the depths of despair to the higher reaches of renewed hope and courage.”

“My brother’s passing was peaceful, and he was always treated with dignity and respect. Please continue to do what you do; we hold you all in the highest esteem.”

“Thank you seems so inadequate a word to express our deepest gratitude to the incredible staff and volunteers who make this hospice a reality for our community — donating is a way to repay some of the kindness we experienced.”

*“When you are sorrowful look again in your heart, and you shall see that in truth you are weeping for that which has been your delight.”*

— KAHLIL GIBRAN



*“It is impossible for you to go on as you were before, so you must go on as you never have.”*

— CHERYL STRAYED

“You are all angels in disguise. Your love and compassion for dad and for our family was felt by all of us, and was so appreciated and necessary at such a difficult time.”

“Our family has been deeply touched by your thoughtful cards of remembrance at Christmas, and most recently as we marked one year since our Father’s death. We continue to be grateful for the compassionate end-of-life care Dad received, and so appreciative of the kind and supportive care offered to our family.”



*“There is a crack, a crack in everything.  
That’s how the light gets in.”*

— LEONARD COHEN

“Thank you for all you did for my mom, and for all the care you provide to your residents. You should all be wearing capes, because you are definitely superheroes.”

“Lisaard and Innisfree Hospice is more than anyone can imagine. Everyone and everything felt like a miracle for us — you make such a difference. Thank you!”

### THE WINDOW

Your body is away from me  
but there is a window open  
from my heart to yours.

From this window, like the moon  
I keep sending news secretly.

— Rumi

“Thank you for the wonderful care that the staff took with our wife and mom. You are very special — your love and compassion exceed what you’ve been trained to do.”

## MAKING MOMENTS MATTER



“Thanks so much for caring for mom so compassionately and gently. Our whole family will be forever grateful to know that mom was able to die with dignity, pain-free, at such a homey hospice where family could be with her.”

“I was surprised that hospice is such a happy place. There was laughter and joy and that was so unexpected. At Innisfree we could be spontaneous, pain was taken away and dad could be comfortable to do whatever he wanted to do.”

“After our mom passed and you did the candlelight procession when all the staff came out to pay their respects, it was just so powerful and moving. Thank you to everyone for honouring her in that way.”

*“Sometimes the smallest things take up  
the most room in your heart.”*

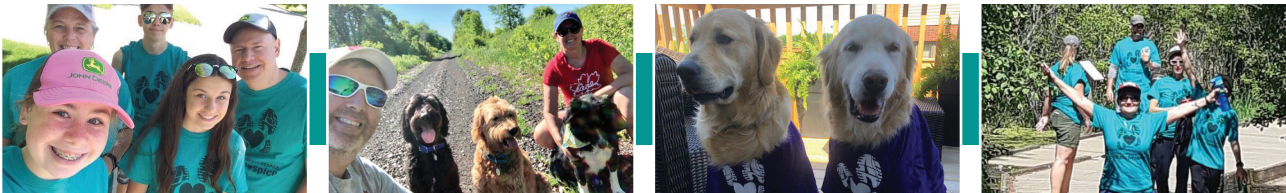
— A.A. MILNE

“You are an example of everything that’s right with the world. Each of you are truly in your own unique way a gift and a blessing to the many lives you touch.”



# How Your Support Helps Make Moments Matter

The **HIKE FOR HOSPICE** went virtual and socially distanced this year; we walked separately with 32 teams and 280 total hikers, and raised over \$88,000.



The **HEARTS FOR HOSPICE GALA** morphed from an in-person event into a socially distanced, retro-style Telethon. A large number of people in the region tuned in on TV and online to watch the broadcast, bid in the auction, and call in their donations. Some even joined from far away — Northern Ontario, the US, and Mexico, and our first-ever **Hearts for Hospice Telethon** netted \$109,000.



Our individual and group **THIRD PARTY EVENTS**, though somewhat challenged because of Ministry of Health guidelines during the pandemic, still came through with both cash and in-kind donations to help us Make Moments Matter.



Our sincere thanks to each of our donors, sponsors, guests, participants, and corporate partners — your gifts are the reason we’re able to continue to provide support to our residents and their families at a vulnerable time in their lives.

# 2020

## A year with extraordinary challenges

### 1 2020 BEGAN WITH AMBITION AND OPTIMISM

- ▶ We remained focused on our mission to Make Moments Matter
- ▶ Our strategic plan was in place
- ▶ Policy work was underway to achieve HPCO Accreditation
- ▶ We planned to hire new staff (RNs, RPNs, PSWs)
- ▶ We reached out to our community for volunteers
- ▶ We established our fundraising goals
- ▶ Our signature events were on the calendar

### 2 AND THEN



### 3 BUT WAIT... THERE'S MORE...



### 4 WE PIVOTED QUICKLY IN RESPONSE

- ▶ We closed Lisaard House and moved residents to Innisfree House safely and efficiently
- ▶ We reconfigured Innisfree House to add three more resident beds
- ▶ We implemented strict COVID-19 protocol that included:
  - Providing full PPE to staff, volunteers, and visitors
  - Paring back the number of people in the Houses to frontline and essential staff, with all others WFH
  - Adjusting volunteer schedules to reception and critical site duties only
  - Reduced visiting hours and the number of visitors per resident
- ▶ We rallied around Ministry guidelines as they were updated

**And because of our collective collaboration our site remained — and remains — COVID-free!**

### 5 WE MOVED FORWARD IN THE 'NEW NORMAL'

- ▶ We maintained our staffing levels
- ▶ We optimized scheduling while Lisaard House was being repaired and refreshed
- ▶ We presented our Legacy Program at the CHPCA virtual conference
- ▶ We completed LGBT2SQ training
- ▶ We participated in virtual job fairs for RNs and PSWs
- ▶ We completed Instinct at Work Leadership Training
- ▶ We introduced a new payroll system

# Family Story

## HEATHER COOPER

David Cooper, a loving husband and father living with life-limiting cancer, came to Lisaard House from hospital in February of 2017.

“David really wanted to die at home, but that wasn’t possible. Being at Lisaard House was the next best thing; it was like taking him home,” says David’s wife, Heather.

At Lisaard and Innisfree Hospice, we believe that people have the right to die with dignity, free from pain, surrounded by their loved ones in a setting of their choice. We provide quality hospice palliative care in a home-like setting for individuals with a terminal illness, all the while supporting the individual and their family through the end-of-life journey.

Heather recognized this support right from the beginning. “It was an amazing experience — all the staff and volunteers were just wonderful. The day we



arrived, on a Sunday, and they were setting up David in his room, a volunteer came to me with a tray with a cup of tea on it. I thought, ‘I’m not the patient here, I’m just a family member’ — but they treat family as though you really matter as well.”

We take time to get to know each resident and their families so that we can provide the exceptional personalized attention we are known for. We ensure that each resident gets the right care, at the right time, by the right provider.

Remarks Heather, “They care about the resident and the whole family. I remember in particular two people who took care of David. He really connected with his nurse, Elizabeth; he was a huge Liverpool F.C. fan, and she was from Liverpool. Even though he was at the end of his life, she’d come in the room, and talk to him and tease him about Liverpool — they had such a connection. Sue was his PSW, and I’d watch

those two women — they just knew what the other was thinking, and took such incredible care of him. They treated him with such respect; it didn't matter it was the end of his life. David was still a person.”

“In a time of absolute tragedy in our life, being at Lisaard House really helped us get through it.”

Lisaard and Innisfree Hospice is proud to provide social and bereavement support free of charge to the families of those who have lost a loved one. “Heather MacCuaig really supported us through this time; she helped my son, daughter, and I greatly. After David passed, she arranged for my daughter to meet with Dr. Healy. At the time I was thinking ‘he doesn't have time for us, David's gone’, but she made it work, and it really helped Erin to talk to him. Erin had a lot of questions, and she was able to get some closure after the fact.”

Lisaard and Innisfree Hospice provides grief and bereavement support to the families of those who

have lost a loved one — and there are no time limits to these services. Families can participate in our facilitated Family Time group sessions or drop-in for Coffee Time chats as long as they find them helpful and meaningful.

Heather Cooper, who is now one of our Reception volunteers, sums it up succinctly, “If you don't know what hospice is about — check it out, and you'll be absolutely amazed at the difference this specialized care can make to you and your family at the end-of-life.”

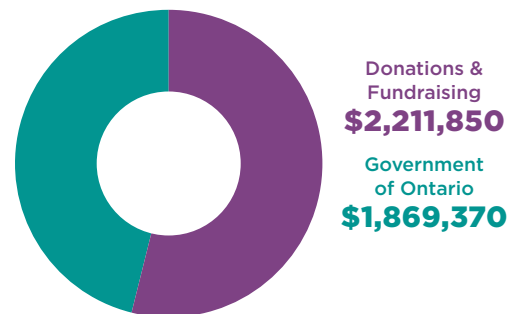


# Consolidated Financial Report

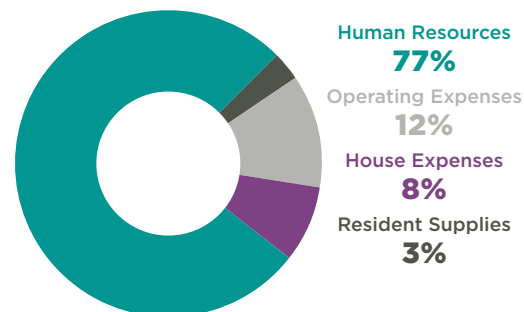
For the year ended December 31

	2020	2019
<b>OPERATING REVENUE</b>		
Donations and fundraising (Note 9)	1,550,831	1,601,422
Government grant (Note 6)	1,869,370	1,909,554
Investment income (Note 10)	661,027	1,216,356
	<b>\$ 4,081,228</b>	<b>\$ 4,727,332</b>
<b>OPERATING EXPENDITURES</b>		
Salaries and benefits	2,623,362	2,877,160
Building expenses	286,945	221,987
Amortization	262,574	272,105
Marketing	133,828	109,604
Resident expenses	68,816	36,336
Professional fees	50,549	39,993
Physician costs	31,832	52,710
Office	14,769	25,569
Telephone and cable	12,760	14,447
Memberships	6,340	9,517
Insurance	3,892	4,365
Travel	2,466	4,816
	<b>\$ 3,498,133</b>	<b>\$ 3,668,609</b>
Excess (deficiency) of revenue over expenditures before other items	<b>\$ 583,095</b>	<b>\$ 1,058,723</b>
<b>ASSETS</b>		
Current		
Cash (Note 2)	1,237,711	712,346
Short-term investments (Note 3)	8,910,033	8,311,808
Accounts receivable	105,873	8,863
HST recoverable	108,416	98,518
Prepaid expenses and deposits	21,330	109,728
	<b>\$ 10,383,363</b>	<b>\$ 9,241,263</b>
Tangible capital assets (Note 4)	5,354,118	5,625,968
	<b>\$ 15,737,481</b>	<b>\$ 14,867,231</b>
<b>LIABILITIES AND NET ASSETS</b>		
Current		
Accounts payable and accrued liabilities (Note 5)	102,747	97,548
Deferred operating contributions (Note 6)	156,248	147,508
	<b>258,995</b>	<b>245,056</b>
Net Assets Unrestricted	5,171,636	4,052,491
Internally restricted - tangible capital assets	5,354,118	5,625,968
Externally restricted and held for endowment	4,952,732	4,943,716
	<b>\$ 15,478,486</b>	<b>\$ 14,622,175</b>
	<b>\$ 15,737,481</b>	<b>\$ 14,867,231</b>

## REVENUE SOURCES



## PORTION OF SPENDING BY EXPENSES



## REVENUE SOURCES FOR EVERY \$1 SPENT



# Our Journey

## Key Milestones

**2000**

Recruitment of executive director and clinical staff

Open House for donors and government representatives

Lisaard House opens doors to its first residents, becoming one of only two hospices in the province

**1999**

Revenue Canada grants Lisaard House registered charitable status.

Ground breaking begins at 990 Speedsville Road, Cambridge

**1998**

Lisaard House is incorporated in Ontario and Letters Patent received

**1996**

Discussions begin with the O'Donovans and Dr. Charmaine Jones about need for a local hospice

**2005**

Funding approved by MOHLTC

**2007**

Funding accepted by Lisaard House for staffing model featuring RNs and PSWs

**2011**

Board decision made to move ahead with a second house

Initial meeting with Conestoga College to explore leasing land for new house

Capital Campaign for Innisfree House launched

**2014**

Innisfree House ground breaking ceremony

**2020**

25 Collective years proudly supporting Waterloo Region

Lisaard House celebrates 20th Anniversary

Innisfree House celebrates 5th Anniversary

**2019**

Achieved one year accreditation

Completed Legacy Garden at Innisfree House in Fall 2019

Cared for 425 residents and families, the most ever in our organization's history

**2015**

First staff cohort begins training at Conestoga College

Innisfree House welcomes first residents

Conestoga College and Lisaard and Innisfree Hospice recognized as the Best Corporate/Not-for-Profit Partnership at the third annual Cambridge & North Dumfries Community Awards event

**2016**

Appreciation and recognition event for staff completion of educational programs with Conestoga College

Lisaard and Innisfree Hospice presented with Conestoga College School of Health & Life Sciences and Community Services Leadership Award

**2018**

Commitment to full accreditation by fall 2019

Began construction of Legacy Garden at Innisfree House

Expansion of Innisfree parking lot, adding 21 additional spaces

# Board Members

Ken Bell, Chair  
Lara Banks, Vice Chair  
Sheila Ainsworth, Past Chair  
James Bennett  
Kate Innanen  
Chris Kotseff  
Jackie Smola  
Louise Sims  
Melissa Tummon  
Don Wildfong

We dedicate this report to our founders, Sheila and Val O'Donovan, whose vision and generosity has helped us serve more than 4200 residents and their families since our doors opened twenty years ago.

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## **Lisaard House**

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## **Innisfree House**

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Charitable Registration # 87274 9536 RR0001

**[www.lisaardandinnisfree.com](http://www.lisaardandinnisfree.com)**

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