



Annual Report 2012/13



TO GIVE BACK IS TO GROW

BLAIR DAY, VISITING VOLUNTEER



Why should we have to journey alone? Visiting those who are nearing the last stages of life gives me the privilege of accompanying my fellow humans as they journey. No need for fancy words or fancy thoughts and reflections. Just being present to the other is quite enough.

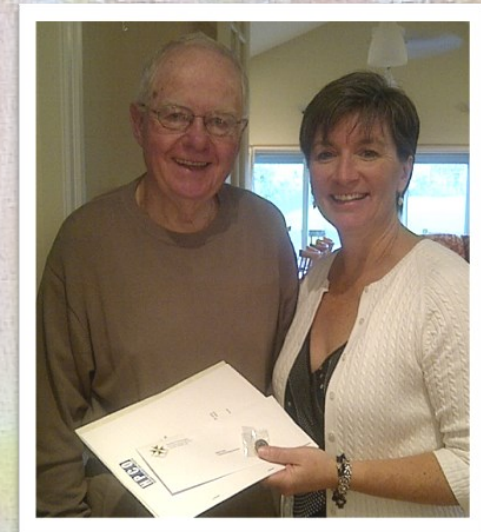
Over quite a few years, I have visited many who are approaching life's end, most of them elderly. In some cases, the visits have gone on for many years; in others, the visiting has ended swiftly. The common thread for me is that these people give me a great privilege. In varying degrees, I have felt and continue to feel close to all of those I have been able to visit.

I have a firm conviction that our lives have meaning from start to finish, and even after death. It can be easy to slide into facile attitudes of usefulness. What use is life when one is too old, frail or ill to accomplish much. I hope that my visits shout loudly that all lives have value. And as difficult as that may be sometimes, I hope that those I visit will see that value.

Hospice proclaims to all that the lives of those who need palliative care are worthwhile and full of meaning.

I thank Hospice King-Aurora for providing me with this opportunity for my own personal growth and to be with those nearing the end of life.

Blair Day, has been a visiting volunteer since 2001 and is the 2012 HKA recipient of the June Callwood Award for Volunteerism.



Blair & Sheila Darnowski, Executive Director

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COVER PHOTO—artwork created in an art therapy group

Comments, concerns or clarification questions related to information published within this Annual Report or its Financial Statements may be addressed to the Board either through the Executive Director at 905-727-6815 , or directly to the Board Chair via email at board@hospicekingaurora.ca .

VISION

To foster a community of compassionate hospice and bereavement care.

MISSION

Hospice King-Aurora offers specialized services and support to those who live with life threatening illness and to those who are bereaved.

Since 1983 Hospice King-Aurora has provided compassionate care, education and understanding of the nature of loss and grief through its professionally directed, trained network of volunteers.

OBJECTIVES

To recruit, train and provide professional support to the volunteers who deliver our programs and services.

To ensure a standard of care that exceeds our clients' needs and expectations as well as Hospice Palliative Care Ontario Accreditation standards.

To honour and respect clients and volunteers by ensuring that all interactions are conducted with integrity, confidentiality and in a non-judgmental manner.

To maintain the tradition of care without a fee for service.



2012/13 HIGHLIGHTS

This is our 30th year serving the communities of King Township and south Aurora, with specialized services and support for families at a time of greatest need; we are proud of our achievements and successes in reaching or surpassing our goals.

SERVICES PROVIDED

- ♥ Supported 130 clients through the Volunteer Visiting Program—a 29% increase*
- ♥ Provided 128 clients with Wellness Programming*
- ♥ Offered Grief and Bereavement support to 145 adults and 43 children*
- ♥ Hosted 12 children at the one-week Grief Busters Day Camp *
- ♥ Educated 60 professionals and 132 community members at a two-day conference given by grief expert Dr. Alan Wolfelt
- ♥ Supported 103 volunteers who offered 6,517 hours of service to clients and fundraising & governance initiatives

*(See Page 9 for detailed programming descriptions)

OPERATIONAL & FINANCIAL HIGHLIGHTS

- ♥ **Revenues:** projected \$375,461 **actual \$328,188**
- ♥ **Expenses:** projected \$293,251 **actual \$233,029**
- ♥ **Excess of Revenue over Expenses:**
projected \$82,210 **actual \$95,159**
- ♥ Moved to new location on Industrial Parkway and renovated (cost of \$14,000), occupancy costs decreased by \$25,000 or 109%
- ♥ Raised \$80,129 at the biennial fundraising gala Jitterbug Ball
- ♥ Chosen as beneficiary for large local fundraising event raising significant funds and program awareness
- ♥ Increased cash reserves by 100%. Cash on hand at year end represents over 12 months of regular operating expenses.
- ♥ Received the Award of Excellence in the 2012 Voluntary Sector Reporting Awards for the second consecutive year.

HOSPICE PALLIATIVE CARE SECTOR—REGIONAL INVOLVEMENT

- ♥ Participated in the visioning, development, and planning of the major changes coming to hospice palliative care at the regional level.

MESSAGE FROM THE CHAIR

MARGARETE CARR, CPA, CA

I have now completed a full year as Board Chair and it is my pleasure and honour to report on behalf of the Board. On this our 30th anniversary, I would first like to recognize and thank our founders, Barb Marshall Houlding, Jane Reid and Sally Blaney for their vision, hard work, and dedication in making their dream of a community volunteer-based hospice come true. As the first visiting hospice in York Region, Hospice King-Aurora (HKA) was a leader and mentor to many other visiting hospices. HKA's founders were very proud to be awarded the Queen's Jubilee Medal in 2002.



HKA Founders

Rear: Sally Blaney (left), Jane Reid (right), Front: Barb Marshall Houlding

THANKS TO OUR DONORS...A GREAT FINANCIAL YEAR

The 2012/13 year has been exceptionally busy and remarkably successful in achieving both financial and operational goals, discussed further in the Year in Review.

Our community support has been phenomenal. We were one of the beneficiaries of a local fundraiser "An Evening of Patio Lanterns" which was a giant outdoor BBQ organized by "Team Wolfpack". Getting our message out through this event to the community that we serve is of immeasurable value. We are so very grateful to Dawn Beswick, her fantastic

committee, Team Wolfpack and the many attendees to be honoured as a beneficiary. These funds are exceptionally important in allowing us to maintain and expand our many programs.



WORKING TO IMPROVE CARE

On a more macro level, the Ministry of Health (MOH) and the Central Local Health Integration Network (Central LHIN) are engaged in a review of the Hospice Palliative Care system with a view to significantly streamline the processes. HKA has been actively involved with other multidisciplinary agencies in determining how these initiatives can be best put into practice guided by Patricia Mosnia, Director of the Regional Hospice Palliative Care Program.

RECOGNIZED FOR FINANCIAL REPORTING

Governance and ensuring financial transparency are paramount in the role of the Board and I am delighted to report that for the second year HKA received the Award of Excellence (Revenues under 1 million) in the Voluntary Sector

MESSAGE FROM THE CHAIR (continued)

Reporting Awards. This prestigious award is judged by Queen's University School of Governance, The Ontario Institute of Chartered Accountants and sponsored by PriceWaterhouseCoopers and National Post. We are committed to the level of excellence represented by these awards.



**Voluntary Sector
Reporting Awards 2012**

Hospice King (Operating as Hospice King-Aurora)

VOLUNTEERS AND STAFF...WORKING TOGETHER

Our volunteers are the mainstay of our organization, delivering the care, compassion and support to those facing life-threatening illnesses. Their continuous support of clients, families and those who are bereaved are the backbone of HKA.



HKA Board Members Julie Symmes (left) & Jane Evans (middle) with MP Dr. Helena Jaczek (right)

Countless hours are also put in by volunteers in governance, administration and fundraising. I am truly inspired by this group of selfless and dedicated individuals and thank them sincerely for their

service. Our staff have faced each new challenge by rolling up their sleeves and with a ready smile. Their hard work, perseverance and positive attitude throughout the move and the rest of the year are greatly appreciated.

STRONG GOVERNANCE IS KEY

Lastly, to my fellow Board members, your support, guidance and hands-on approach to the tasks confronting us have been invaluable in surmounting any obstacles and achieving the outstanding results of the past year.

As we see the unfolding of the visions for a stronger, more effective and caring Hospice Palliative Care sector we are more confident than ever that this will result in significant movement towards "the right care, in the right place at the right time". HKA will be there to play our important role.

Respectfully submitted,
Margarete Carr, CPA, CA



Margarete Carr, Chair

THE YEAR IN REVIEW

The strategic plans and goals of the past year provided challenges and necessitated critical re-evaluation. The Board implemented a staged approach to strengthening partnerships with other hospices. Although the ultimate plan to merge and share program, staff, geographical and referral bases was not achievable, HKA did benefit from a thorough re-examination of organizational structure and future role in the larger multidisciplinary industry.

♥ STRENGTHEN PARTNERSHIPS WITH YORK REGION HOSPICES

PHASE ONE included sharing of communications, programs and standards.

Clients are referred to programs which suit their needs and accessibility. As programs have different areas of focus, start times and lengths, clients attend programs of their choice at HKA or other hospices .

The Governance Table of York Region Hospices is developing tools for use by all including:

- a presentation about community hospice for communication purposes
- generic policy and procedure packages featuring best practices
- and a model for hospice care delivery and collaboration within a multidisciplinary framework.

PHASE TWO included sharing staff and space where appropriate.

Two staff positions were shared between HKA and Doane House Hospice. This six-month pilot did not solve cost

containment or space issues that existed before our move and was discontinued. A staff and program review resulted in changes to our staffing pattern.

PHASE THREE included merger of some Hospice services.

This showed mixed results and although a merger was not possible, it led to HKA staff reorganization with the development of a full-time position (**see page 15**).

Combining multiple roles in this full-time position resulted in more continuity and enhanced service for clients and support to volunteers.

♥ ENHANCE AND GROW PROGRAMS TARGETING VISITING AND WELLNESS

Grown was experience despite staffing changes and moving program locations. The number of visiting program client referrals increased by 7%, a minor increase from the previous year, but as Client Services (**see page 10**) illustrates - growth has been steady over the past four years. Visiting clients are referred by hospitals or community agencies and HKA can encounter difficulties with receiving timely referrals from time to time. Wellness programs continued to be popular with our visiting clients as numbers increased 25% in the last

THE YEAR IN REVIEW (continued)

fiscal year, with 20 clients receiving Reiki and 29 receiving Reflexology. Yoga participation was up 55% with the daytime program more popular than the evening – but attracting a different client base. Picking Up the Pieces attendance increased 50% in the past year as positive client evaluations gave the program tangible results (see Page 10).

♥ RELOCATE AND RENOVATE TO MEET CLIENT NEEDS

Thank you to the **Irvine Family** owners of our new location, where we share space with **The Food Pantry, The York Region Food Network and Big Brothers Big Sisters of York Region**. Our new locale has addressed cost containment resulting in a 50% reduction in occupancy costs in the last fiscal year and a 40% reduction from 2010/11. Rent remains stable into 2013 and will be reviewed in January 2014. Our new location features areas for group interaction, a large yoga room, a wellness treatment room and includes separate office space for staff and client interview/assessments.

The children's groups had no disruption to their program as it continued to be held at **THE EARLY YEARS** day care center, a longtime community partner. Yoga clients encountered a one to two week disruption. Other wellness clients experienced

little to no disruption, nor did visiting clients as visits are in their homes.

Thank you to



for lending us space so that kids in our bereavement groups have plenty of room to express!

♥ RECERTIFICATION OF LEVEL TWO ACCREDITATION WITH HOSPICE PALLIATIVE CARE ONTARIO

In the Fall of 2012 a request to postpone the accreditation process was granted by Hospice Palliative Care Ontario (HPCO). The Quality Assurance Committee is taking the lead in this task with timelines and targets set for completion by the end of 2013.



Just as HKA has been growing and changing with new staff roles and locations – so has the wider palliative care “scene” in the Central LHIN.

Changes are occurring in the way palliative care will be delivered to clients ensuring that they receive the right care, at the right time, in the right place.

HKA monitored the progress of hospice integration and multidisciplinary collaboration across the province. The Central LHIN’s hiring of Patricia Mosnia, Director of Regional Hospice Palliative Care Program in April launched active development of a regional palliative care strategy.

Stakeholders are involved in the planning phases and the hope is for a seamless care path for all clients from life-limiting diagnosis to death. A Value Stream Event is scheduled for July 2013 and HKA will participate.

Strategic planning sessions held at the Board level in the spring developed a framework from which HKA will operate at the local and Regional/Provincial level. The plan is broken into operational issues, initiatives related to fundraising and community interaction, and participation with the Central LHIN’s development of a hospice palliative care plan.

GOALS/STRATEGIC INITIATIVES

2013/14

♥ OPERATIONAL ISSUES

- Realignment of job descriptions
- Recertification of HPCO Level Two Accreditation
- Revise communication plan including web and social media
- Establish quantitative data collection tools for client programs

♥ FUNDRAISING INITIATIVES

- Maximize potential for grants & bursaries
- Explore alternative sources of fundraising
- Plan for the 2014 Jitterbug Ball

♥ STRENGTHEN FUTURE STRATEGIC ALLIANCES

- Continue involvement in multidisciplinary initiatives for hospice palliative care including one point of access to palliative system
- Work with Governance Table on communication & policy initiatives
- Collaborate with multidisciplinary agencies to educate volunteers in supporting chronic disease admissions in the palliative pathway
- Promote HKA as a pilot agency for the Regional Hospice Palliative Care Program

CLIENT SERVICES

Since 1983 Hospice King-Aurora has provided specialized services and support to those living with life limiting illness, the people who care for them and those who are bereaved.

Client Services consists of three programs:

- ♥ Visiting (government funded)
- ♥ Wellness (funded by community donations & grants)
- ♥ Bereavement (funded by community donations & grants)

All programs are run by trained volunteers who are supported by professional staff (see page 14). HKA programs and services are offered free of charge. Clients are treated with *care, compassion and support*, the hallmark of our hospice services.

Client and caregiver inquiries regarding HKA services result in information sharing or referral to our **visiting, wellness or bereavement** programs. Client advocacy continues through referral or connection to appropriate community health and social service agencies.

“The Volunteer has been exceptional, providing contact... (and) comfort. This has allowed me to do outside chores...” Caregiver

The **VISITING PROGRAM** provides in-home, non-medical support for individuals who are living with a life-limiting illness, and their caregivers. Our trained volunteer visitors provide practical, emotional and psycho-social support including:

caregiver relief, drives to medical appointments, telephone support, practical assistance and companionship.

VISITING PROGRAM 2012/13

- ♥ 130 clients benefitted from the volunteer visiting program
- ♥ 65 new clients were referred - a 7% ↑ over 2011/12
- ♥ Referral Sources:
 - Community Care Access Centre (CCAC) - 22.5%
 - Self/Friend/Family - 30.8%
 - Community Agencies - 16.6%
 - Medical - 13.3%
- ♥ 66% of the clients were under the age of 65;
- ♥ 78% were women
- ♥ 86% of clients had cancer, 14% had neurological disorders, liver disease, heart or HIV.
- ♥ 25 volunteers provided 4,176 hours of direct client service

The **MOH funding** flows through the Central LHIN to The PalCare Network of York Region (PalCare). PalCare purchases the visiting hospice services of seven York Region hospices. As a group our contracted service targets for the year were met. However, some hospices in this group, including HKA, who serve communities with smaller populations had varying shortfalls. HKA is unable to compare statistics with other six York region hospices as they have asked that PalCare not disclose their individual totals.

PalCare funding represents, on average, 25% of our annual revenue. HKA's shortfall in client numbers has not impacted our funding to date, but changes in the 2013/14 contract provides

CLIENT SERVICES (continued)

for discretionary funding adjustments should these shortfalls occur in the future.

Palcare funding requires two targets of service for the 2012/13 fiscal year: **2,494 hours of care** and **167 clients**. HKA exceeded the hours of care target but did not meet the required number of clients served. Although the client target numbers have not been met, the number of clients served has increased steadily over the past four years. (See Figure 1)

The increase in client numbers may be a result of last year's outreach activities and an improved visibility in the Central LHIN.

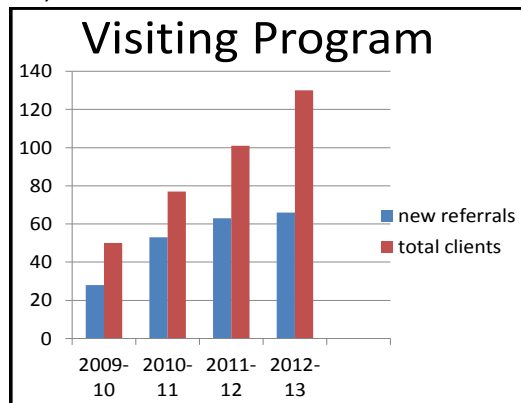


Figure 1

Attendance at bi-monthly

Interprofessional (IP) Rounds at the Stronach Cancer Centre in Southlake Regional Health Centre (SRHC) has strengthened relationships with palliative care physicians, nurses and social workers. An enhanced full-time position has enabled development and enrichment of client programs. This position has also encouraged greater liaisons with community agencies. Issues do remain with the timeliness of referrals from community agencies. The move to our new location did not affect client referrals or volunteer activities in the community to any great extent as these services are delivered off-site.

The HPCO requires re-accreditation of our visiting program every two years. Under a provision which allows a delay in the accreditation process for one year in light of “staff disruption and other issues”, HKA elected to defer accreditation into the next fiscal year. A plan is in place for this process and is currently underway. The Quality Assurance Committee has issued and reviewed client and volunteer surveys and a subcommittee has begun to review policies, procedures, and by-laws. It is our expectation that this process shall be completed in fall 2013.

“Her kind and gentle spirit and warm smile still provide me with a sense of calmness and comfort every time I see her.”
Wellness client regarding volunteer

The **WELLNESS PROGRAMS** provide additional support to visiting, caregiver and bereavement clients. Qualified practitioners (Reiki, Reflexology, Yoga and Healing Touch) volunteer their time to provide individual and group activities which aid in promoting life balance, well-being and encourage healing. These volunteers are instrumental to HKA – providing a gentle and therapeutic introduction to the hospice

**WELLNESS PROGRAMS
2012/13**

- ♥ 128 clients benefitted from wellness programs
- ♥ programs include gentle yoga (day and evening sessions), Reiki, Reflexology, Healing Touch, Picking Up the Pieces (PUP) for post-cancer treatment clients & PUP Grad
- ♥ 8 volunteers provided more than 800 hours of service

CLIENT SERVICES (continued)

programs. Clients often have a reluctance to accept help from HKA as they feel the name hospice suggests that they are dying. This has been, and continues to be an issue which staff and volunteers address through continued education. With advances in medical care, hospice now includes living well with life limiting illness, palliation, and having a peaceful or “good death”.

Yoga has a larger space in our new location, enabling us to accommodate up to 20 clients. The new HKA treatment room was worth waiting for, and offers clients improved privacy and comfort.

“This was like therapy of the soul and mind that you don’t get from just regular group meetings. This actually gave you lessons on how to cope with fear and your emotions”.

Picking up the Pieces program participant

The **Picking Up the Pieces (PUP)** program was offered twice this year and the **PUP Graduates** continue to meet monthly. We are proud this program has gained recognition, support and referrals from the Stronach Cancer Centre (SRHC). Thank you to Green Shield Canada for funding the PUP Program.



The **BEREAVEMENT PROGRAM** provides individual ‘Need it Now’ and group support sessions before and after a death.

“I was struggling to come to terms with it all myself and had absolutely no idea how to talk to my children and help them through it as well, and the books and your advice made it much easier.”

Bereavement Client

BEREAVEMENT PROGRAM 2012/13

- ♥ 188 clients benefitted from bereavement services
- ♥ 42 new clients were referred - a 4% ↓ over 2011/12
- ♥ Referral Sources: 17.5% were from the visiting program and 82% were from the community
- ♥ 23% were under the age of 18 years
- ♥ 70% were female and 30% were male
- ♥ 25% of losses were sudden and unexpected, 40% were from some form of cancer
- ♥ 21 volunteers provided more than 400 hours of service

As proponents of the *Peer Support Companionship Model*, HKA clients participate in group programs facilitated by volunteers. Group support programs this year included :

- ♥ **Wings** - children’s bi-weekly activity-based program designed to support a child’s grief journey
- ♥ **Extended Wings** - monthly support for children who have attended **Wings** group for 2 or more years
- ♥ **Who Cares?** - group support for teen’s on a bi-weekly basis
- ♥ **On Our Own** - weekly spousal loss support group
- ♥ **Circle of Support** - a supportive environment for mothers who have lost a child
- ♥ **Healing Hike** - walk & talk
- ♥ **Grief Busters** - children’s five-day summer camp

The Bereavement Services Coordinator responds to requests for support and education from community organizations such as local schools. Bereavement support for teachers and

CLIENT SERVICES (continued)

students is provided in response to crisis situations. Additionally, education sessions on grief and loss are available. Public speaking on grief issues continues to raise the profile of HKA in the community.

The **spousal loss group** attended a two-day retreat participating in discussion groups and wellness activities to support their grief journey. This was a unique opportunity for those grieving the loss of a loved-one to take a step away from their daily lives to pause, reflect and re-energize their spirits.

“Thank you for everything you have done. This program has been a boat load of fun. I have many memories from the last 3 years! Hospice has helped me very much, and taught me that it is okay to let you feelings out. It has been a pleasure getting to meet everyone here.”
Grief Buster’s Camp Participant

‘**Grief Busters**’, a five-day summer camp for grieving children aged 7 to 12 was run by the Bereavement Services Coordinator, Program Assistant and MSW student. Twelve children participated in a range of games, excursions and experiences specially designed for the children to express their feelings in a safe and supportive environment. Special thanks to the **Township of King** for their financial support of horseback riding at KR Equestrian, a therapeutic riding facility.

Due to the success of this program, plans are underway to run the camp for two weeks in 2013.



Kids at the Grief Busters Summer Day Camp



Drawing by bereaved child.

OUTREACH & EDUCATION

This year's primary message to the community focused on our change of location and commitment to maintaining programming with minimal disruption to services.

GETTING THE WORD OUT

We began by examining our communications to the public (website, newsletters, direct correspondence, business cards) and the **Communications Committee**, which conducted an audit previously, was reinstated in February 2013. All printed material was examined to ensure that a uniform message and presentation style was used. An HKA Caregiver Booklet created in 2010 (*"Why is this Happening"*) was edited with plans for reprinting by request of CCAC and Stronach Cancer Center (SRHC). Working with local media, HKA attempted to keep activities and programs in the spotlight on a consistent basis.

INVOLVEMENT WITH EXTERNAL GROUPS

The **Executive Director** and **Board Chair** served on committees related to hospice issues in York Region and within the Central LHIN. Program staff provided education and training to the wider community. The **Director of Programs and Communication** regularly attended IP Rounds at the Stronach Cancer Centre (SRHC). She also participated in the York Region Association of Volunteer Administrators, Hospice Managers of Volunteers meetings and in hospice volunteer education programs, such as Core Concepts in Palliative Care.

EDUCATION & PRESENTATION

HKA believes that sourcing and presenting quality educational opportunities related to end-of-life, grief and bereavement issues is an important part of public service. The **Bereavement Services Coordinator** presented eight workshops and keynote addresses related to grief and bereavement to more than 200 people at conferences across the country, as well as consulting with local high schools for lunch time lectures with topics such as 'supporting kids through loss'. Two bereavement presentations were held in May featuring **Dr. Alan Wolfelt**. A professional agency workshop entitled *"Helping Children and Teens Cope with Grief"* attracted 60 participants while the community presentation *"8 Critical Questions when Someone Dies"* had 132 attendees. Written evaluations and comments clearly demonstrate the need for this type of community education.

COMMUNITY AWARD

Visibility and recognition in our community were acknowledged by the **Town of Aurora** honouring HKA with a **Community Recognition Award** for outstanding service by a Not-for-Profit Organization. In addition, presence at The King Township Volunteer Showcase and Appreciation Night was another excellent opportunity to liaise with the community.

VOLUNTEERS

For 30 years volunteers have been the backbone of HKA. From start-up to present day they have been a consistent and ever-caring presence. Supported by professional staff, volunteers are carefully screened and matched to clients and programs.

“They were helpful, empathetic, caring and compassionate.”
Caregiver regarding HKA volunteer

New hospice client volunteers attend an extensive training program offered by PalCare called Core Concepts in Palliative Care Level One. The training consists of ten sessions presented by professionals on issues essential to hospice volunteers. Successful completion is a requirement before a volunteer is able to visit clients. Core Concepts Level Two is recommended for the more experienced volunteers and delves deeper into relevant issues in working with individuals with life-limiting illness.



Rihanna & Anne

Bereavement volunteers receive a 14-hour training program introducing the *Peer Support Companionship Model* and grief issues. Additional training in facilitation skills is essential for anyone wishing to assist in group support programs or for volunteering with the children’s groups.

Monthly updates called “*Hospice Happenings*” are emailed to volunteers to ensure that they are aware of current and upcoming training initiatives both at HKA and within the greater

community. More than 25 internal/external volunteer opportunities were offered during 2012/13. “Nurture and Nosh”, monthly sessions for volunteer support, continued to be well received. Volunteers shared client experiences with other volunteers in a casual, intimate setting supplemented by educational content on current hospice issues. A yearly volunteer survey was sent out to obtain feedback on volunteer experiences and suggestions for future learning opportunities.



Eleanor, Margarete, Nimette & Erica

Staff participate in external professional events to examine volunteer management issues and look for collaborative cross-hospice training opportunities. A number of volunteer training sessions were held with Doane House Hospice as part of our attempts to merge programs.

Many volunteers are involved in non-client activities, in areas such as the Board of Directors, fundraising, administrative activities or special projects. Our non-client volunteer services were exceptional this year, with more than 1,500 hours of volunteer time for our biennial Jitterbug Ball. These volunteers are integral to the financial, organizational and administrative health of our hospice and their time and commitment is extremely valuable and appreciated.

“It is a privilege to be able to share in some small way the healing journey that these very special women are on.” *Wellness Volunteer*

PROFESSIONAL STAFF

Escalating rental/occupancy costs precipitated careful analysis of all agency positions from both a financial and efficacy perspective. The professional staff was asked to detail duties and responsibilities within their job descriptions which could be performed by an Administrative/Program Assistant. This resulted in merging of staff positions and the hiring of an Administration Assistant.

In an effort to amalgamate services within the hospice community, we entered into a shared staff arrangement with Doane House Hospice in Newmarket which included the Visiting Care Manager and an Administrative Assistant. This arrangement ultimately proved unsuccessful but prompted a re-examination of the current staffing model in December 2012.



HKA Staff from left to right :Heidi, Sheila , Karen & Linda

Our goal was to maintain staffing costs while strengthening program development and ensuring continuity across all facets of the organization. The combination of professional staff positions resulted in the creation of one full-time position, Director of Programs and Communication in February 2013. This role oversees Visiting and Wellness Programs, supervises the volunteer program and directs communication with clients, volunteers, professionals and the public ensuring communication is provided in a unified and consistent manner.

Staff-management communication is achieved through annual performance appraisals and staff meetings held within one week of Board meetings, to communicate relevant issues discussed by the Board of Directors.

HKA's professional staff work as a team to: assess and coordinate client care and case management; evaluate client-volunteer matches, conduct and evaluate programs and services; and ensure the effective operation of the organization. Every HKA staff person recognizes the dual nature of their role; that of performing the duties of their specific position while supporting the many volunteers who are the backbone of our programming initiatives.

HKA STAFF as of March 3, 2013

Sheila Darnowski, EXECUTIVE DIRECTOR

Heidi Bonner, DIRECTOR OF PROGRAMS & COMMUNICATIONS
(February 1, 2013)

Karen Simmonds, COORDINATOR OF BEREAVEMENT SERVICES

Linda Adler, BOOKKEEPER

“Your presence in my life...has been one of those wonderful things that has come out of a horrible situation. “ *Bereavement client*

ABOUT OUR BOARD OF DIRECTORS

GOVERNANCE

HKA's Board is made up of volunteer members of the community who, given the nature of our work with death and bereavement, have related personal experience and commitment to the mission and objectives of hospice. These directors are carefully selected to bring experience, effectiveness and perspective from a wide variety of backgrounds. Board members are responsible to: ensure the stated mission is carried out, monitor operations, ensure financial accountability to community, government, and donors and participate in strategic planning operations to ensure future direction of the organization.

The Board has a regular planning and review schedule which includes program, fundraising, policy, human resource, communications, risk assessment and strategic planning reviews. Directors are encouraged to attend volunteer and professional education sessions and community support events, ensuring that they remain independently informed as to the challenges and successes experienced by our volunteers and clients. There were 10 Board meetings in the year with a 78% attendance rate. HKA's Board is a small and active working Board. Given HKA's smaller board size, issues are discussed and decisions are made at the Board level with committees taking on special projects.

SUCCESSION PLANNING & RECRUITMENT

HKA strives to achieve community representation on its Board

as well as an appropriate balance in diversity and experience of members. A skills matrix was completed in November to identify existing skills and to guide the future direction for recruitment of directors. Applicants were interviewed by the Board Development Committee (previously Nominations) and introduced to the goals of the organization. Successful applicants were invited onto the Board and will be ratified at the next AGM. The board is currently looking for one additional director.

Resigning from the Board are Tahir Shafiq and Scott Fowler for personal and relocation issues. Joining the Board this year is Leslie Hobson, bringing a rich history of prior involvement with Hospice in fundraising, volunteer visiting and communications.

COMMITTEES

The *Revenue Generation Committee's* focus this year was our major biennial fundraiser, **The Jitterbug Ball**. Chaired by Julie Symmes, Jane Evans and Carolyn Rabbior the 25 member volunteer committee devoted their time to soliciting sponsorships, organizing a silent and live auction, decorating, and promoting ticket sales.

The *Communications Committee* revisited the Communications Plan from 2011. The website and print materials are being re-designed. This group is chaired by Carolyn Rabbior with board member Leslie Hobson and staff.

ABOUT OUR BOARD OF DIRECTORS (continued)

The **Board Development Committee** is chaired by Margarete Carr with members Julie Symmes and Sheila Darnowski. The analysis of the skills matrix led to two new board members with financial and communications skills. The search continues for a third member. The committee actively seeks to achieve greater gender balance, and a diverse representation of cultures and age groups on our Board.

The **Quality Assurance Committee's** major goal of Level Two Re-Accreditation from HPCO was deferred from February 2012 due to the staff and location changes during the past year. Chair, Margarete Carr, staff Heidi Bonner and Sheila Darnowski and community member Trish Seguin are completing policy and

procedure reviews and client survey development in preparation for accreditation completion in the fall of 2013.

Any member of the community interested in HKA Board membership or any other volunteer activity is encouraged to contact the Executive Director at 905-727-6815 or via email to: s.darnowski@hospicekingaurora.ca

BOARD OF DIRECTORS 2012/2013

CHAIR: **Margarete Carr**, CPA, CA

TREASURER: **Stephen Forsey**, CIM, FCSI, Investment Advisor

DIRECTORS: **Jane Greey Evans**, B.A., Mother of 5, 25 years of fundraising/volunteering experience

* **Leslie Hobson**

Terri MacLean, B.A., LL.B., Strategies Unlimited

Julie Symmes, R.N.

Carolyn Rabbior, B.A., B.Ed.

EX OFFICIO: **Sheila Darnowski**, BScN, RN, Executive Director

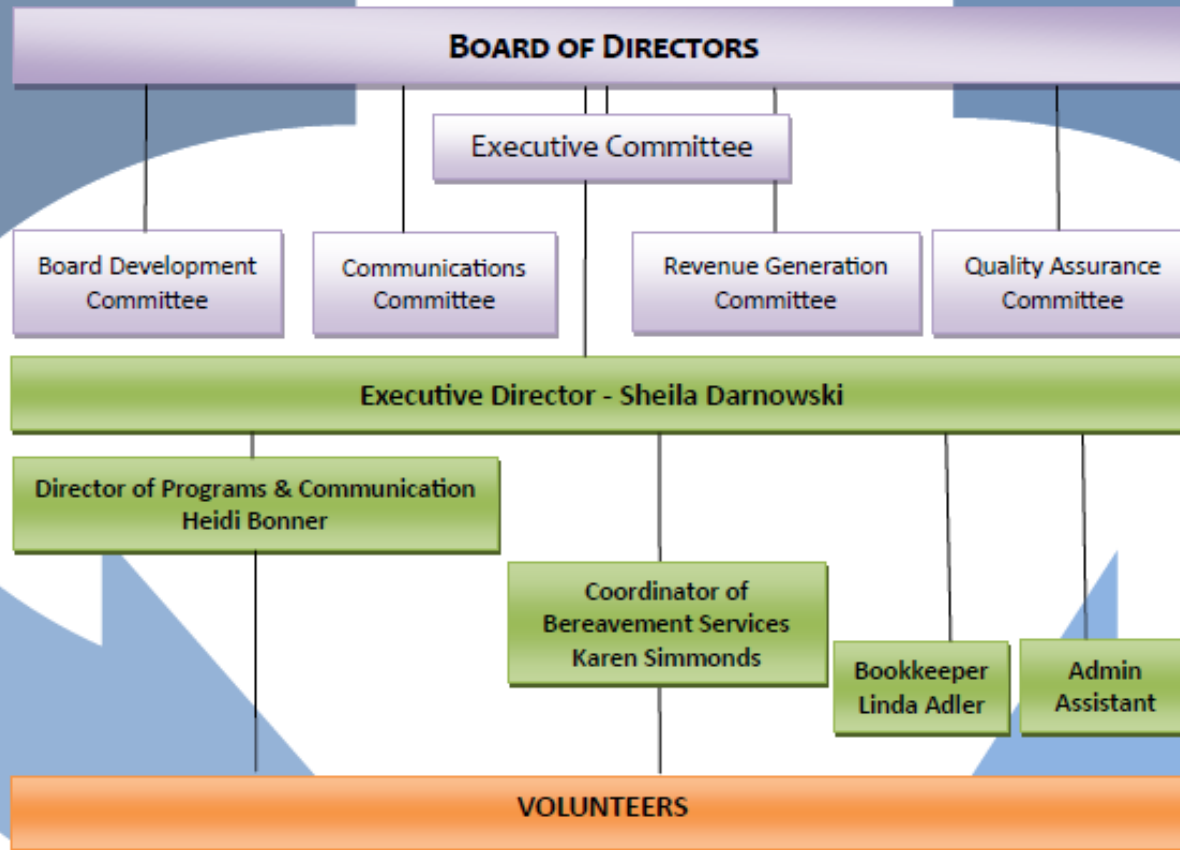
* Director to be ratified at 2013 Annual General Meeting



Board Members Carolyn (left), Julie (centre) & Terri (right)

Hospice King-Aurora Organizational Structure

CLIENTS, FAMILIES AND COMMUNITY



RESOURCE DEVELOPMENT

The Board of Directors has recommended a diversified and balanced approach to resource development within five key areas of existing and potential funding. Exploring potential partnerships and office relocation issues meant less time for significant grant writing and outreach activities. Our major fundraising initiative led by volunteers focused on the **Jitterbug Ball**. HKA was the benefactor of a significant third party donation from “The Wolfpack”, a group of cyclists in our community who raised money in support of cancer related charities.



(L to R) Sheila Darnowski (Executive Director) with Board Members Julie Symmes (JBB Co-Chair), Margaret Carr (HKA Chair) & Jane Evans (JBB Co-Chair) at the Jitterbug Ball

GOVERNMENT FUNDING

In 2012/13 HKA received over \$68,000 from the MOH through PalCare earmarked for the **Visiting Program**. This represents 25% of our funding and is based on targets for client numbers and volunteer hours (see Page 10).

FOUNDATION AND CORPORATE GRANTS

We continue to have strong partnerships with the **S & S Bourne Charitable Family Foundation** and the **Leonard & Gabriella Osin Foundation**. The **Township of King** approved a grant for support towards “**Grief Busters**”, the Kid’s summer camp and **Green Shield Canada** supported our **PUP** program for those living with cancer.

SPECIAL EVENTS, BINGO, AND 3RD PARTY EVENTS

In November 2012, the **Friends of Hospice** volunteers hosted another successful **Jitterbug Ball (JBB)** at The Manor at Carrying Place featuring dinner, dancing, silent auction and games of chance. This biennial event is our largest fundraising activity to which volunteers donated more than 1,500 hours. Two hundred members of the community attended the gala event, raising awareness, profile and over \$80,000 for HKA.



A very special thank you to our 2012 Jitterbug Ball Co-Chairs Julie Symmes, Jane Evans and Carolyn Rabbior who led the event and were an integral part of its success.

Special thanks to Master of Ceremonies, Charlie MacLean and our team of truly dedicated **Friends of Hospice** volunteers

Jo-Anne Almadi	Linda Haarer	Carolyn Rabbior
Barb Blaser	Bianca Harris	Sandy Sheridan
Yvonne Boland	Leslie Hobson	Lorie Sikura
Wendy Brogan	Kim Kay	Judy Sollows
Margarete Carr	Susan Kelly	Julie Symmes
Jo-Ann Corrigan	Victoria Lang	Donna Warde
Jane Evans	Terri MacLean	Nancy Wilson
Sharon Ford	Diane Purser	Theresa van Schaik

It is very gratifying when local community groups and other organizations offer third party events on our behalf. These events, whether large or small, contribute greatly to the financial support of HKA’s programs. This year we were

RESOURCE DEVELOPMENT (continued)

fortunate to receive support from **Team Wolfpack** (“An Evening of Patio Lanterns”); **Cleaning for a Reason & Boston Pizza**, **Rossbro Development Corporation** (Centurion Cycling Road Race), **Wimpy’s Diner**, and **Investors Group**. Third-party fundraising efforts strengthen our community profile and draw attention to our services.

Two presentations featuring **Dr. Alan Wolfelt**, a renowned Grief expert, were offered as special events by HKA for professionals and for community members. Unfortunately, these sessions were less successful financially than previous events. While the community response and evaluations were positive, greater team effort by both staff and volunteers is essential to ensure this type of event is successful as both an educational outreach program and a financially rewarding venture.

Many thanks to **Patrice Graham-Brown** and her team of dedicated volunteers who donated up to 40 hours each month in support of HKA’s Bingo program. Weekly Charity Bingo provided 22% of revenue for HKA again this fiscal year. We had anticipated significant changes to the service delivery system at the bingo halls in Ontario to impact revenues, however this is now expected for Spring 2014.

DONATIONS

Our Annual Appeal was conducted in December 2012 and along with in-kind donations, in Memorium gifts, and other general donations, represents \$21,000 of the revenue in the Donations area. This is a crucial area for HKA and a key indicator of our visibility in the community we serve. Our website redesign is to feature a “donate now” button in a highly visible location to make the site more donor friendly.

PLANNED GIVING

This remains an untapped and underdeveloped area for future focus and strategic implementation. With the changeover from an external to an internally managed website in November 2012 and a new design targeted for summer of 2013, we anticipate that we can present this potential revenue stream to our community in an online, accessible format in the near future. HKA will continue to operate towards a goal of diversified and balanced financial health. Resource development in 2013/14 will involve multiple strategies:

- ♥ development of the website and other social media, utilizing their potential as a fundraising tool in establishing a planned giving link and the “donate now” button.
- ♥ investigation of grants and foundations in an attempt to further establish relationships of a sustainable nature for the future.

FINANCIAL RISK MANAGEMENT STRATEGIES

- ♥ Two signatures are required on cheques including one Director
- ♥ Board of Directors approve monthly financial statements including comparison of budget and previous year figures
- ♥ Duties of the Bookkeeper and Executive Director are separated
- ♥ Year-end audit is completed by an external independent firm

TREASURER'S REPORT

STEPHEN FORSEY, CIM, FSCI

It is my pleasure to present the 2012/13 Treasurer's Report.

This past fiscal year saw a large increase in overall revenues for HKA. This is consistent with the occurrence of the biennial fundraising gala the Jitterbug Ball (JBB). As a result of the tremendous efforts of the organizing committee, the 2012 JBB was again a success with net revenue for the event over \$80,000. While we fell short of our budgeted net revenue of \$93,000 this result was on par with past galas. Our budgeting figures included estimates for "Gifts in Kind" with a corresponding expense recorded as an offset. The audited financial statements do not reflect these contributions and therefore the revenues and expenses are accordingly less than in the budget.

Donations and Other Fundraising sources of revenue had a 64% increase from the previous year. We hoped to be able to diversify our fundraising sources and encourage third-party fundraising initiatives. This materialized as we were most fortunate to be selected as one of the recipients of funds from the highly successful – Epic "An Evening of Patio Lanterns", organized by Team WolfPack and their committee. The Epic BBQ donation was a major component of this revenue category and substantially increased our third-party fundraising results.

Included in Grants is our MOH/Central LHIN funding (received through PalCare which has remained relatively unchanged. Overall, grants have decreased substantially over the previous year (see Figure 2). The previous year's figures reflected a one-time project funding to offset the specific project costs and the remainder of a previous 5-yr Trillium Grant (see Figure 3).

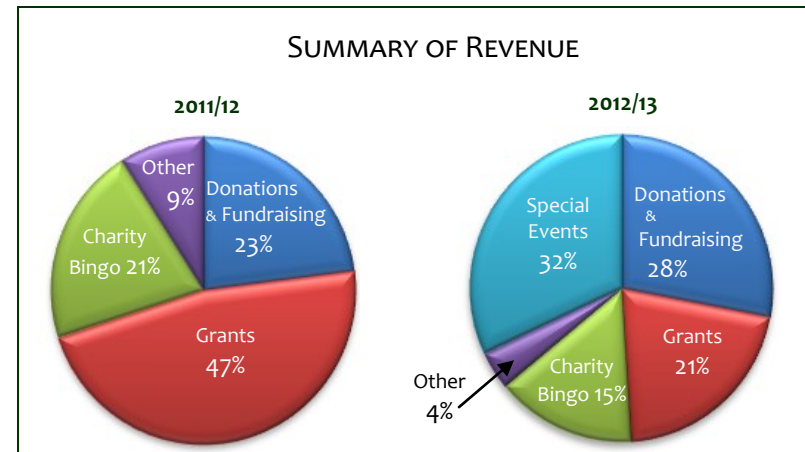


Figure 2

BREAKDOWN OF GRANTS	2011/12		2012/13	
Ministry of Health via PalCare	\$ 68,031	60%	\$ 68,031	99%
Ministry of Health – ESAS	31,210	27%	0	
Ontario Trillium	4,784	4%	0	
Gov. of Canada-HRSDC-Summer Student	3,749	3%	0	
Other	6,451	6%	521	>1%
Total Grants	\$ 114,225		\$ 68,552	

Figure 3

Bingo proceeds remained virtually unchanged from the previous year. This important source of funding is the result of hard work by a team of very dedicated volunteers. Changes to the structure of Bingo gaming may affect our proceeds in the future. It is unclear if this will have a positive or negative impact on our revenues in the future. We have accordingly decreased our budget projection for the coming year, in order to be conservative in our revenue estimates. Regarding expenses, there were two significant changes in this area. Staffing costs (Wages & Subcontractors) declined by approximately 15% as job descriptions were reviewed and

TREASURER'S REPORT (continued)

changes made to realize efficiencies. Included in the subcontractor category is the expense for our auditor which also decreased significantly.

Secondly, the move to our new premises has dramatically reduced our monthly fixed operating costs, decreasing occupancy costs by over 100%. While there were some costs associated with the relocation, the net cost saving has had a very positive effect for our organization and will have an even greater impact in the future.

FINANCIAL POSITION AND LOOKING TO THE FUTURE

As a small charitable organization that receives on average less than 25% of its funding from government sources, financial security is always a top priority and concern of the Board.

With additional revenue generation from our gala, third-party fundraising support, and cost reductions, we have doubled our cash resources for this year. The goal of the Board is to maintain our current assets at no less than what is needed to cover 6 months of regular operating expenses. At the end of 2012/13 fiscal year our current assets position represented 13 months of operating expenses. This has given us comfort knowing that we will be able to maintain the services to the community well beyond our next planned major fundraising gala. Nonetheless we remain ever vigilant to ensure that this strong financial foundation continues.

The organizing committee for the 2014 Jitterbug Ball has already begun their preparations and are confident that another successful Gala will take place in 2014. We are also continuing our efforts as an organization to attract further third-party fundraising events. As our exposure in the community has increased we are hopeful of garnering the support of other volunteer groups who see the benefit of our work.

As mentioned, the landscape of the hospice palliative care sector is under review. It is not clear how this will affect our organization or our funding. We are participating in this change to make the hospice palliative care process a more patient-centred, efficient, cost-effective, caring and compassionate option for all. While we hope for increased support from government sources in the future, we are not counting on this and continue to plan for sustainability of our activities through community support of our fundraising initiatives.

The Canadian Institute of Chartered Accountants has developed new accounting standards for not-for-profit organizations. These have been adopted by HKA and have not had any impact on our policies or our Financial Statements. HKA continues to disburse 100% of funds received through receipted charitable donations on programming expenses.

HKA is a small organization in which the Executive Director and Board of Directors work as partners. Monthly financial review and other risk measures provide for the necessary oversight, support and internal control that has enabled HKA to reach this position of stability, financial transparency and accountability.

We are very proud and honoured that for the second, consecutive year we have won the Award of Excellence in the 2012 Voluntary Sector Reporting Awards. My congratulations and thanks to the efforts of all who contributed to the realization of this major accomplishment. We are committed to a continued level of excellence represented by this award.

Respectfully submitted
Stephen Forsey CIM, FSCI

STATEMENT OF FINANCIAL POSITION AS AT MARCH 31, 2013

ASSETS		
	2013	2012
Current assets		
Cash (note 3)	\$ 219,624	\$ 108,562
Accounts receivable	5,125	13,490
Sales tax rebates receivable	12,676	13,238
Prepaid expenses	2,847	10,530
	<hr/>	<hr/>
	240,272	145,820
	<hr/>	<hr/>
LIABILITIES & NET ASSETS		
Current liabilities		
Accounts payable and accrued liabilities	10,810	19,134
Amounts payable to gov't. agencies	4,030	
	<hr/>	<hr/>
Deferred contributions (notes 3 & 5)	16,020	12,433
	<hr/>	<hr/>
	30,860	31,567
	<hr/>	<hr/>
Net Assets		
Unrestricted	209,412	114,253
	<hr/>	<hr/>
	240,272	145,820
	<hr/>	<hr/>

The Statement of Financial Position and the Statement of Operations and Changes in Net Assets are reproduced in the Annual Report as they appear in the audited financial statements. To view the [complete audited statements and accompanying notes](#) visit www.hospicekingaurora.ca.

STATEMENT OF OPERATIONS & CHANGES IN NET ASSETS

	Actual 2013	Budgeted 2013	Actual 2012	Budgeted 2014
REVENUE				
Grants (note 6)	\$ 68,552	\$ 78,031	\$ 114,115	\$ 83,000
Donations and other fundraising (note 7)	92,314	75,000	56,926	45,000
Bingo (note 8)	49,080	40,000	49,675	35,000
Special Events (note 8)	105,560	170,000		0
Other revenue	12,682	12,430	21,665	0
Total Revenue	328,188	375,461	242,381	163,000
EXPENDITURES				
Wages & benefits	101,148	*118,167	87,891	129,613
Program related	21,254	27,362	56,535	16,800
Subcontractors	15,886	*included above	48,722	6,090
Occupancy	23,589	28,735	48,317	22,789
Administration	12,879	15,247	11,944	14,150
Special events & other fundraising	32,401	76,940	6,888	6,940
Telephone	5,061	5,500	4,915	5,500
Insurance	3,103	3,000	2,871	3,500
Interest and bank charges	1,402	4,000	2,112	2,000
Promotion and outreach	975	2,800	1,228	2,800
Professional dues	690	1,500	773	1,500
Moving expenses	14,641	10,000	0	0
Total Expenses	233,029	293,251	272,196	211,682
Excess (deficiency) of revenues over expenses for the year	95,159	82,210	(29,815)	(48,682)
Net assets, beginning of year	114,253	114,253	144,068	209,412
Net assets, end of year	209,412	196,463	114,253	161,730

MANAGEMENT NOTES TO FINANCIAL STATEMENTS

VOLUNTEER CONTRIBUTIONS

Hospice King Aurora is a volunteer-based organization of trained and supervised volunteers who deliver our services. Volunteers donated 6,517 hours valued at \$144,286 (rate (\$22.14/hour) based on US Independent Sector Volunteer values). These figures are not reflected in our financial statements.

FUNDRAISING EXPENSES

Fundraising expenses are reflected on the financial statement as gross costs. While some staff time is spent on assisting volunteers who plan and execute fundraising activities, HKA does not employ either staff or outside agencies to fundraise on HKA's behalf.

STAFF REMUNERATION

During the year HKA employed 5 part-time staff members for an equivalent of 2.1 FTE's. After reorganization 1 F/T and 3 P/T staff totaled an equivalent of 2.16 FTE's. Staff salaries and performance are reviewed annually and compared to the current market rates for similar positions in our area. HKA's salaries fall in the mid to lower range of the market spectrum.

The Statement of Financial Position and the Statement of Operations and Changes in Net Assets are reproduced in the Annual Report as they appear in the audited financial statements, with the exception that budgeted figures for 2013 and 2014 have been added for additional information and comparative purposes. To view the [compete audited statements and accompanying notes](http://www.hospicekingaurora.ca) visit www.hospicekingaurora.ca.

DONOR RECOGNITION

The following individuals and organizations made contributions to Hospice King-Aurora during the twelve months ended March 31, 2013. To all of our supporters, we express our sincere gratitude. We apologize if we have inadvertently omitted or misspelled the name of any individual or group, and ask that you please advise us via phone or email.

Agnew, J. & C.	Chant, T. & S.	Featherstone, B. & M.	Hilliard, N. & D.	McGavin, R. & K.
Almadi, G. & J.	Chisholm, A.M.	Fennell, P.& S.	Hissink, J. & C.	McVeigh, P. & T.
Alperin, G.	Chisholm, P. & A.M.	Fincham, P. & P.	Hobson, B. & L.	Millar, E. & S.
Ball, V. & R.	Clark, J. & P.	Fines, W.	Hofstetter, J.	Miller, D. & A.
Banducci, J.	Clark, S.	Fingler, L. & O.	Hogg, M. & M.	Miller, E. & S.
Barber, K.	Collis, D. & L.	Fontein, S. & C.	Horne, J.	Mitchell, J.
Barron, J.	Copeland, S. & C.	Ford, W. & S.	Horne, J.	Moore, B. & D.
Bartram, E.	Cornett, D.	Forsey, S. & A.	Hymfryes, B. & S.	Morgan, R. & K.
Beakbane, T. & J.	Corrigan, J.	Fortuna, R.	Johnston, J.	Morris, B
Beale, J.	Coxford, S. & R.	Frei, C.	Johnston, S. & P.	Neal, S. & M.
Beale, R. & J.	Crozier, D.	Gallant, R. & S.	Jones, D.	Needler, B. & L.
Bell, D.	Darnowski, G. & S.	Gamm, B.	Jurgens, A. & S.	Nickerson, K. & V.
Bennett, N.	Demirli, G.	Gibson, R. & M.	Kaufman, J.	Norrie, N.
Besse, W. & M.	Dempsey, R. & M.A.	Gilbert, D.	Kay, J. & K.	Noxon, S.
Black, C.	Dengler, W. R. & P.	Giusti, M.	Kelly, S.	O'Bryan, J. & M.
Black, M. & C.	Dhamrait, A. & K.	Glass, M. J.	Kinzingler, D. & S.	O'Bryan, M.
Blaser, B.	Dignam, A.	Gordon, T. D.	Lang, J. & V.	Ochocinski, P. & L.
Boland, L. & Y.	DiNino, D. & A.	Graham, A. & S.	Larocque, R. & J.	Palmieri, G. & W.
Boorn, A. & H.	Dobson, G. & J.	Gray, B. & B.	Lawson, K.	Pantelidis, V.
Boyd, S. & P.	Dobson, T.	Greey, M.	Leitch, J. & C.	Partridge, M. & S.
Brogan, R. & W.	Doedens, G.	Griffith, E. & M.	Lerner, S.	Pearl, S.
Bromley, S. & P.	Duley, J. & P.	Haarer, L.	MacLean, C. & T.	Pevato, L.
Brown, D. & K.	Duley, T. & P.	Hally, S.	Maharaj, S.	Porter, R.
Brown, Dr. D.A.	Duley, J.	Harris, J. & B.	Martin, P.	Poscente, N.
Browne, B.	Dunlap, D.	Harris, W. & P.	Mason-Smith, F.	Powell, W. & A.
Cameron, G. & I.	Durocher, C	Hayter, S. & S.	Maule, I.	Prihoda, R.
Campos, A. & M.	Eastwood, R. & M.	Heaven, R.	Maynard, J.	Purser, D.
Carr, B.	Eby, D.	Henderson, S.	Mercure, I.	Rabbior, G. & C.
Carr, D. & M.	Elder, J. & P.	Herbst, B.	McAlpine, J. & J.	Radolli, R.
Carter, S.	Evans, J. & J.	Hewko, D. & J.	McClelland, I.	Ratray, M.
Cartman, C.	Eveleigh, K.	Hibbert, S.	McDonald, G. & D.	Rayner, R. & M.
Cerenzia, E.	Fagan, G. & I.	Hilchey, G.	McFarlane, D. & S.	Riga, G.

DONOR RECOGNITION (continued)

Rolph-Romeril, P.	Van Halteren, M.
Roos, A. & D.	Van Schaik, P. & T.
Rumble, J. & J.	Vizelter, I.
Salisbury, D.	Walker, E.
Scullion, K.	Walkington, E.
Seidel, R.	Walter, P. & L.
Seymour, W. & L.	Warde, J. & D.
Sharp, D. & M.	Watson, J.
Shaw, F.	Watt, G. & E.
Sheridan, R. & S	Weir, D.
Sikura, G. & L.	Welsh, C.
Simmonds, B. & T.	White, P. & T.
Simmonds, R. & B.	Willmot, S.
Sollows, J.	Wilson, G. & N.
Sorley, C. & A.	Wood, R. & A.
Starritt, D. & D.	Yamaoka, B.
Stephenson, R.	Yaremko, K.
Sterne, S.	Zelina, P.
Stramaglia, M. & A.	Zhurilo, O.
Stuart, J.	Zoebelein, E. & H.
Styrmo, V. & D.	Zoebelein, F. & C
Sullivan, K.	
Sutton, D. & S.	
Symmes, J. & J.	
Taylor, K.	
Tetley, D.	
Thompson, R.	
Tilsley, J. & S.	
Tsvetanov, G. & L.	
Turman, V.	
Turner, J.	
Ullman, G. & C.	
Underhill, J.	
Unterlander, E.	
Van Den Brink, R. & J.	



Hospice King-Aurora Adheres to the standards set out in Imagine Canada's Ethical Fundraising and Financial Accountability Code in its treatment of donors and the public, its fundraising practices and its financial transparency.

DONOR RECOGNITION (continued)

BUSINESS & CORPORATE DONATIONS

Academy Laser Clinic	E-Bikes Direct	La Maison Boutique	Rocco Picheca Salon
Adidas	Edward Street Market - Bistro Catering	Lacey Real Estate	Rose Gallery
Aqua Beauty Salon & Day Spa	Essence European Esthetics	Legs and Lace	Rossbro Development Corporation
Arthur Murray Dance Studio - Oak Ridges	Family Shoe Repair	Loblaws Inc. Vol. Fund	Round Two Consignment Boutique
Aurora Alterations	First Gulf Corporation	Locale Restaurant	Royal LePage
(The) Aurora Banner	Flowers by Terry	Longo's Aurora	Salon Luxe
Aurora Fine Carpentry	Fraktals Chocolates	Lorne's Fashions	Sanctuary International Day Spa
Aurora Salon Secrets	Function Studios	Maple Leaf Irrigation 2000	Schomberg Quality Meats
Aurora United Church Women	Gallaugher Contracting	Marshall Funeral Home	Select Art Galleries
Badali's Ristorante	Girl Guides of Canada	Merangue	Sheena's Kitchen
Balance Family Chiropractic	Glitz Make-up Artistry	(The) Miller Group	Shirley Van Houdyker Landscape
Barrons	Goodlife Fitness	Morrison Financial	St. Andrew's College
(The) Beswick Group of Companies	(The) Grackle Coffee Co.	Muttz with Mannerz	Starbucks - Bayview/Pederson
Bigwin Island Golf Club	Green Shield Canada	Nature's Emporium	Tangles Hair Salon & Spa
Bombardier	Green Tractors Nobleton	Nomi Handcrafted Jewellery & Gifts	Thompson Funeral Home- Dignity Memorials
Boston Pizza Aurora	Guarantee Company	Normerica	Thursday Night Jam Groovestra
S. & S. Bourne Family Charitable Foundation	Harmony Printing Limited	(The) Oaks - Oakridge Outfitters	Timberlane Athletic Club
Bridgeport	Hilary's Pharmacy	Oakview Terrace	Tinge Boutique
Brighten Your Day Home Cleaning Services - Cathy Densmore	Hogan's Inn	Leonard & Gabriella Osin Foundation	TNY Photography
D. Brown Dentistry	Home Hardware Aurora	Pacific Coast Feather Co.	(The) Township of King
Bulk Barn Foods Limited	Homotech Environmental	(The) Paper Crane	Trek Bicycle Store of Aurora
Burt's Bees Canada - Christine Jackson	iLashes Permanent Eyelash Extensions	Dr. Michael Partridge & Dr. Sudha Rajagopal	Twistt
Canadian Tire - Newmarket	Injoy Boutique	Peter Mielzynski Agencies Ltd.	Upper Canada Glass
Clublink Corp	Investor's Group	Piety Ridge Primitives	VandenBosche Jewellers
Corona	Jenn Kitchen Home Cleaning	Pine Farms	Van-Rob Realty Investments Ltd.
Craighleith Ski Club	Joia Ristorante	PMA Fine Wines & Spirits	Wilson Niblett
Crates Marina	K2 Dental	Powell Contracting Ltd.	Wimpey's Aurora
Creative Colours Fashions	Kenmark Sports	(The) Private World of Mary Tripi Salon	Windflowers Floral & Company
Décor Distinction-Linda Boyle	King City Natural Health Centre	Quality Home Products	Wolfpack
Dominion Lending Centres - Cathy Davis Mortgages	King City Seniors Tai Chi	RBC Foundation	Yonge Wellington Dental
Downtown Moose	King Weekly Sentinel	Riant Boutique	Your Mind Matters
	Kingswood Garden Centre & Flooring	Rice Group	Zander Sod Co. Ltd
	Kitchen Accents		
	KTI Limited		

Funded by generous donations
from our community &

The Central Local
Health Integration
Network *through*



Palliative Care ... It's all about living

**Richmond Hill (Bingo)
Hall Charities Association**



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AURORA, ON L4G 3V7

PHONE: 905-727-6815

FAX: 905-727-1134

EMAIL: info@hospicekingaurora.ca

www.hospicekingaurora.ca

CHARITABLE REGISTRATION #:13451 7820 RR0001

Hospice King-Aurora offers specialized services
and support to those living with life-threatening illness, the
people who care for them and those who are bereaved.

Care ♥ Compassion ♥ Support

