

Many staff support the clinical services Victoria Hospice provides. We thought our supporters would enjoy a behind the scenes look at what our teams worked on over the past year:

*Our Bereavement* team oriented, trained, and engaged new bereavement volunteers: refreshed and reinstated the volunteer companion program, and instituted quarterly volunteer trainings and support sessions. A review of the bereavement program evaluation processes and tools was undertaken and evaluation surveys were revised to improve quality of feedback on programs and services. Through a joint partnership between Victoria Hospice, BC Centre for Palliative Care, Canuck Place and Lumara Society, Hospice clinical leadership facilitated the BC Psychosocial ECHO project Grief and Bereavement series. The Director also served as an executive member of the Canadian Grief Alliance and facilitated provincial and territorial consultations with grief serving organizations and leaders. The department also developed, distributed and analyzed grief surveys completed by 3800+ Canadians, and hosted the first in a series of National Grief Network meetings.

The *Communications* Department focussed on sharing our stories with you. They helped paint a picture of the experiences our patients and families have while in our care, while respecting the dignity of those who choose to share. Through stories posted on the website, our social media channels, in the media and our newsletters, the team shone a spotlight on the unique and personal accounts of so many different experiences and perspectives. They worked closely with the Fund Development department to promote and celebrate all of the fundraising events and appeals that make the work of Victoria Hospice possible.

The *Finance and Corporate Services* team was busy developing a new way of engaging in our budgeting process which included a much more interactive process with the department leadership. They also worked on financial literacy with the leadership and restructured how department summary reports were delivered. A review of our contracts was undertaken as well as the procurement/replacement cycle of our equipment.

Our *Fund Development* department shoulders the responsibility of raising half of our budget in support of the compassionate care families receive from Victoria Hospice. They rise to the challenge every year through events, monthly and annual giving strategies, grants, and legacy giving. This past year saw the successful return of the wildly popular Fashion for Compassion event, a heartfelt fall campaign featuring a bereavement client, and many other initiatives to engage with our incredible community. It is likely that you may have chatted with one of the FD team about the important work we do.

The new *Human Resources* department had a busy first year which included an in-depth review of the current HR infrastructure at Victoria Hospice. This included updating the compensation strategy in line with the Compensation Reference Plan from HEABC, and a review of all job descriptions for non-contract staff. This department also began the review process of policies that support leaders and employees to develop performance management processes and tools

to support leaders with their teams. An approach to employee recognition was created to guide effort and focus in this area moving forward.

The *Inpatient Unit and PRT* leadership team supported the work of our care teams by developing their skill sets with a focus on coaching and mentoring. They stabilized the unit workforce filling all vacant lines, increasing the casual pool, improving rotations and schedules for unit staff, and establishing a refined care model. The unit admission process was improved by creating a Process Document and improved transparency and understanding of waitlist processes. They developed Roles and Responsibilities documents for clinical leadership. There was a significant focus on improving culture by listening and providing opportunities for staff to share improvement ideas.

Our *Learning, Development and Culture* Department has been instrumental in creating onboarding processes that better prepare new staff to thrive in their roles at Victoria Hospice. The team focussed on creating the onboarding and orientation materials for Health Care Aids, which included a two-day intensive training session. This department also began an evaluation on culture and organizational health, and has begun to look at Victoria Hospice's Emergency Preparedness Readiness across the organization.

Our *Research Quality and Safety* team worked tirelessly to improve the way we tell our story through data. They led our Accreditation process and Information Stewardship and Privacy portfolios, and were responsible for data collection on quality of care, service evaluation and determining our participation in research partnerships. VHS is part of a provincial-wide task group working to develop standardized metrics aimed at improving client care at hospice, and is collaborating with the BC Center for Palliative Care, The University of British Columbia, and Canuck Place to establish a provincial research collaborative.

The *Volunteer Services* Department focused on infrastructure processes and transitioned to InfoAnywhere as our Volunteer Management system. They conducted an audit of all active volunteer profiles, assessing and completing the required documentation in line with Hospice and Island Health record keeping standards. Other areas of focus included developing instruction guides for Volunteers to navigate shift schedules on the Volunteer Portal, implementing Tablet Check-In/Out method for Unit serving volunteers to record shift hours, and creating Instruction Guides, specific to service area, to log hours and document client contact. Recruitment/screening materials were revised, and practice guidelines for routine operational processes reinforcing Volunteer Services operations structure were created.

We want to recognize and thank all staff at Victoria Hospice for their caring and commitment.