ALBANY COMMUNITY HOSPICE
CHAIRPERSONS REPORT 2015

The Hospice has continued to gather momentum over the past year. A lot has happened and the building of the new Hospice facility has been front and centre of the Board of Management this year. The effort and contribution by the Board of Management and volunteers is to be commended.

The Board has been supported in its operations by the development of a range of sub committees that have contributed in dealing with the vast range of issues related to ongoing operations and also the preparation for the commissioning of the new building.

The Board has been well supported by the Hospice Manager, Michelle McClure who led the organisation through the accreditation process and resulted in a further 3 years of accreditation as a private hospital. Michelle has led the staff and operations ably and has integrated a range of new initiatives.

The Medical Advisory Committee and Medical Credentialing Committee, have met regularly throughout the year. Dr Kirsten Auret as the Chair of this Committee and as a Board Member has contributed significantly to the clinical and governance aspects of the Hospice.

This last year has seen the resignation of a number of Board members. Richard Fry resigned from his position in April 2015 after a significant period as chair. Richard’s vision, contribution and energy will be missed however Richard has continued to be involved with the construction of the new facility and the gardening group.

Other Board members to resign included David Schober and Lara Norman. Lara was a lead person in the detailed design for the internal fit out of the new facility and led a submission for Lotteries West funding.

The Fundraising and Communications committee led by Ian Bishop has continued to oversee and guide the continued significant financial contribution made by the local community. The Hospice acknowledges the donations, gifts and bequests that allow the Hospice to operate in a safe and quality manner. Ian has been supported by Todd McGregor and more recently David Halstead.
Jeff Tompkins has taken on a role supporting the Butterflies shop. This acknowledges the contribution from the second hand shop but also more importantly the role of volunteers and the support they provide to the Board. The Hospice is supported by volunteers in the hospice setting through direct patient care, through the second hand shop and also through fundraising and volunteering at hospice events.

Stan Goodman has provided stability and support through the year and involved with the Finance Committee in his role as Association Treasurer. Stan has also been a key player in the building committee. Stan’s efforts are to be congratulated and are truly appreciated by the Board of Management. He will be missed following his decision not to renominate at the September Board meeting.

Thanks must go to Lyn Lutley who has undertaken a mammoth task of providing support to the Board of Management. Lyn has undertaken the role of Association Secretary and ensured that all the requirements are in place for the Board to operate.

In May 2015 the Board undertook a strategic planning session which clearly outlines the future direction to be undertaken over the next 3 years. This time is a particularly exciting time for those associated with the Hospice knowing that the service to be provided to the community is improving constantly and will be enhanced by a new facility in 2016.

The Board of Management without the tireless effort of members, volunteers and our community supporters would not be able to provide the service that is held in such high regard without the significant contribution made by all.

Kate Clarke
Interim Chairperson 2015
HOSPICE MANAGER  
ANNUAL REPORT

This year has seen significant milestones achieved in building and preparing to commission the new Hospice. The build is proceeding on time and will be completed in December 2015. Commissioning of the building will be undertaken in the early months of 2016. The planning and decisions for the fit out of the new hospice are well underway with the Detailed Design Committee successfully obtaining a grant for $619,000 to assist with this.

During 2014/15, ACH had 119 admissions, with an average bed occupancy of 92% with the average length of stay of 11 days. Figure 1 below demonstrates the average daily patient numbers and the number of patients that were waiting for admission but were not able to be admitted due to high occupancy rates.

![Average Patient Numbers July 2014 - March 2015](image)

We aim for ACH to be recognised as a high quality provider of a comprehensive range of palliative care services for people with life limiting illnesses. This includes symptom management, respite care and family support in an environment that is friendly, compassionate, safe and caring. Continuous improvement activities that have been undertaken (but not limited to) have been:

- The review and development of the Family and Carer Support service. This was previously known as our Bereavement service.
- Improved administration support which has allowed for more sustainable and robust systems to be implemented. Examples of these are the Human Resource processes, information management and support of the Board of Management.
- Implementation a new volunteer orientation program which encompasses 4 half day sessions to ensure that the new volunteer is prepared and trained.
- Commencement of monthly Palliative Care Evenings to enable health professionals and consumers to participate in a variety of education sessions.
• An increase in our community engagement with events and activities to start conversations about death and dying.

• The introduction of Advance Care Planning into the hospice to replace the Not for Resuscitation policy. This is aimed at assisting patients and families to make informed care treatment decisions that align with the goals.

• Review of our clinical incident management system.

Safety and quality is always high on our agenda as we aim to provide the best possible care for people. Figure 2 provides an overview of the incidence and type of clinical incidents that occurred in the hospice over the last 12 months. All the incidents either resulted in no or minimal harm to the patient. It is worth noting that the amount of incidents reported has increased and this may be attributed to the review of the reporting documentation to make it easier and clearer on what needs to be reported. The Medical Advisory Committee review incidents and make recommendations.

![Clinical Incidents since July 2014](image)

Figure 2. Collated clinical incidents, Albany Community Hospice

Staff is always a priority and the Hospice has been fortunate enough to now be in a position whereby people seek employment with us. Currently we have 15 Registered Nurses, 10 Patient Care Assistants, 4 Administration staff and 46 Volunteers. All of the staff are very dedicated and I would like to thank them for their support over the last 12 months. It is a time of change and they are facing this challenge with enthusiasm and a good dose of practicality. The amount of available training for staff and volunteers has increased to ensure that the service we deliver is competent and well informed. Along with this we now welcome students to Hospice and hope that the experience will stand them in good stead for the future.

The next 12 months will be exciting and busy as we transition to our new Hospice. We aim for it to be comfortable, beautiful and innovative to ensure that patients and families have the best experience possible.

Michelle McClure
Hospice Manager
FINANCE AND RISK MANAGEMENT (FARM) COMMITTEE
ANNUAL REPORT

The Finance and Risk Management (FARM) Committee commenced operations in April 2015. Key tasks of the Committee are:

- Review budgets, financial statements and reports from the Treasurer and report to the Board
- Provide advice to the Board on financial policy guidelines
- Oversee the development of appropriate investment, debt, and asset management policies
- Oversee risk management policies and actions
- Review Hospice remuneration policy and make recommendations to the Board

Since its inception, the Committee has

- Reviewed monthly operating results
- Recommended Committee Terms of Reference to the Board
- Reviewed the Business Case financial model
- Reviewed the draft 2015/16 operating budget and recommended its acceptance by the Board
- Recommended that the Board strengthen the Committee by the addition of an external representative
- Recommended that the Board fund a proposal for a Hospice prospectus for use inter alia in negotiations with health funds on bed day rates.
- Recommended that an HR consultant be used for a review of Hospice remuneration and staff development policy.
- Reviewed the 2014/15 audited annual accounts
- Recommended to the Board that the external audit position for the 2015/16 financial year be advertised.
AUDIT REPORT

TO THE MEMBERS OF
ALBANY HOSPICE INC.

August 7, 2015

Scope
We have this day audited the financial records of the Albany Hospice Inc. for the period 1st July 2014 to 30th June 2015. The Committee is responsible for the preparation of the financial statements and other aspects of keeping financial records. We have conducted an independent audit of the financial records in order to express an opinion on it to the members of Albany Hospice Inc.

Our audit has been conducted in accordance with Australian Auditing Standards to provide reasonable assurance whether the financial report is free of material misstatement. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of accounting policies and significant accounting estimates.

The audit opinion expressed in this report has been formed on the above basis.

Audit Opinion
In our opinion, the financial report presents fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements the financial position of the Albany Hospice Inc. for the year ended 30th June 2015 and the results of its operations and its cash flows for the period then ended.

Sue Wheatcroft
AUDITOR
August 7, 2015
ALBANY COMMUNITY HOSPICE
GOLF FUNDRAISING DAY
NOVEMBER 2014
The construction of the new 8 bed hospice is well advanced and within budget. The projected handover of the building is scheduled for 10th December 2015. Achievements over the past year have included:

- Clearance of asbestos and uncontrolled fill from the building site
- Agreement from Royalties for Regions to fund the Hospice share of the site clearance costs ($270,000). This increases the total grant to $4,788,887.
- Agreement on site protocols in dealings with WACHS
- Building commencement
- Agreement on terms of reference for the Committee
- Agreement on delegation of authority for approval of contract variations
- Inclusion of a representative of the Gardening Group on the Committee and agreement on gardening plans for the building courtyards.

The Committee wishes to again thank the architects, Julie de Jong and Ian Howard of Howard and Heaver for their continuing excellent project administration, and to Bruce Manning of the Great Southern Development Commission for his assistance in obtaining necessary additional project funding.
Year in Review – a few highlights

Albany Hospice Manager Michelle McClure was delighted to receive a cheque for $1700 from the South Coast Country Music Club. L-R are SCCMC Promotions Officer Bernie Quartermaine; Hospice Manager Michelle McClure and SCCMC Treasurer Phil McKinnon

Amana Living (Wollaston Court) held a white elephant sale and raffle at the Spencer Park Shopping Centre and raised $1635.00 for the Hospice. Pictured standing at the stall are Gloria, Val and Kath. Thank you to the very generous sponsors: IGA Spencer Park, Mt Melville Organic Shop, Spencer Park Newsagency, Spencer Park Fashions, Priceline Spencer Park, Blooming Flowers, BWS Spencer Park, Due South, Venice Restaurant, Doralane Pastries, Appleyards, The Earl of Spencer, Clark’s Newsagency, Shellie’s Café Spencer Park
The Detailed Design Group (DDG) is a subcommittee of the Board that has been established to assist and arrange the internal fitout of the new Hospice building. In the last 12 months the committee has worked hard with H&H architects to develop a direction for the fitout that will ensure that the new Hospice will have an environment that has a positive effect on the physical and psychological wellbeing of patients, visitors and staff. This is being done by ensuring that the interior spaces are comfortable, welcoming and spacious.

Alongside the finalisation of the interior design and colour scheme the DDG is reviewing the art works and other memorabilia accumulated over recent years to determine which items will complement the new building, and where suitable placement would achieve those aims.

A major accomplishment has been the submission of a grant application to Lotterywest for the interior fit out of the new Hospice. The application was approved and Albany Community Hospice will receive $619 000. This has allowed us to commence investigating and evaluating furniture and equipment that will enable us to create an environment for wellbeing.

An exciting aspect of this is the commissioning of Efterpi Soropos to create a Human Room. A Human Room is a multi-sensory space that uses interior architecture, local video, original music and lighting sequences to create an environment that is relaxing and peaceful. This is a unique project for Western Australia and will be something ‘not so medical’ in our approach to palliative care.

We would like to acknowledge the wonderful contribution of past members of the committee, Toni McKenzie, Dr Bonita Ryan and Lara Norman. Their foresight and determination has meant that we are now in this exciting position of being able to create something valuable for the community.
Albany Hospice is always pleasantly surprised when people come through our doors with donations that we weren’t expecting. Often it’s money raised by people holding garage sales or other fundraising activities that we weren’t aware of until after the event. This recent example touched all our hearts and just goes to show what fantastic support we have in the community from young and old alike.
The Communication and Fundraising subcommittee was instituted in late 2014 and held its first meeting on November 12. The Fundraising Committee is accountable to the Hospice Board.

The subcommittee is comprised of Ian Bishop (Chair); Michelle McClure (ex-officio), Todd McGregor, David Halstead; Pam Minchin (co-opted member) and Sheila D’Arcy (co-opted member)

The current meeting schedule of the subcommittee is the 2nd Tuesday of each month, commencing at 5.00pm.

The fundraising target is $100,000.00 per year.

Key responsibilities of the subcommittee are to:

Assist the Board in the planning, coordination and implementation of all fundraising activities to support the operational activities of the organisation. This will involve:

- Development and review of the annual fundraising plan.
- Implementation, monitoring and evaluation of the fundraising plan.
- Development and maintenance of a sponsors and donors register.
- Development and maintenance of a community events calendar.
- Providing leadership for certain fundraising activities, such as the annual golf day.
- Manage relationships and interactions with sponsors/donors: obtain funds or in-kind services, recognitions of sponsors/donors, and acknowledging them through electronic and print media.

Since its inception the subcommittee has:

- Applied for and been granted a Charitable Collections Licence for Hospice from the WA Department of Commerce.
- Increased our presence and following on social media (Facebook)
- Organised our Annual Street Appeal on 4 September.
- Identified the location of our collection tins out in the community, replaced older metal tins with our newer plastic ones, put asset numbers and new labels on them and recorded all relevant information on a spreadsheet.
- Assisted external fundraisers to promote and facilitate fundraising activities on behalf of Hospice.
- Subscribed Hospice to Albany WA, Eat Sleep Play Facebook page; Everyday Hero and Quickbeds grassroots funding program.
- Facilitated a media event with the Minister for Regional Development on progress of new Hospice building.
- Assisted Vicki Clark to update the Event Calendar and register of volunteers.

The subcommittee has accepted an offer from a local IT business – Leapfrog Business Solutions – to create a new website at no cost to Hospice.

Challenges facing the subcommittee over the next 12 months will include:

- Developing and implementing a clear and robust Communications Plan.
- Meeting the fundraising target of $100,000.00 per annum.
- Ensuring that external fundraisers are aware of the desirability of liaising with Hospice in general and the subcommittee in particular to maximise the benefits of their fundraising activities.

With the departure of the subcommittee Chair, a new Chair needs to be identified as soon as possible.
The MAC has continued strongly in 2015, holding second monthly meetings. **Members:** Dr Kirsten Auret (chair), Dr John Lindsey, Dr Andrew Knight, Dr Jim Leighton, Dr Tim Janz (co-opted member to represent SRMG). The Nurse Manager is an ex-officio member.

The purpose of the Medical Advisory Committee (MAC) is to inform or comment, and advise the Hospice Board and management on:

- medical policy and matters affecting patient care;
- medical workforce issues and medical requirements of the Hospice
- efficient and equitable use of Hospice resources
- other matters as required

The MAC contributed to quality improvement and other activities aimed to better patient care and better use of resources. In 2015, this has included regularly review of clinical incidents and risks within the Hospice (especially focusing on falls and medication errors); review of antimicrobial audit tools; advice about the use of bedside assessments (e.g. symptom assessment scales); and oversight of a number of clinical policy changes (e.g. change from “NFR policy” to promotion of advance care planning; decision not to use HDWA end of life care pathway in Hospice).

The MAC has considered medical/patient care issues as raised by other medical practitioners and other health service units. In 2015, there has been a focus on billing schedules, after-hours cover and nursing education.

The MAC is accountable to the Hospice Board, and minutes of all meetings have been presented to the Board and discussed by the chair.
ALBANY COMMUNITY HOSPICE
GOLF FUNDRAISING DINNER
NOVEMBER 2014
Forgive my non attendance but after a long delayed start to our road trip we are finally on our way. In my absence Julia Miller has taken on the role of coordinator of butterfly’s op shop and with the support of the volunteers and Jeff Tompkins, I know it’s in good hands. I must thank Jeff for his input and support to myself and the shop, it’s lovely having a close connection with the board of hospice. His handyman role has been very helpful also. Our last ceiling fan has been installed making the shop a lot more comfortable for our staff and customers alike. New shelving has been installed in our tea room thanks to Jeff, giving us more room in a limited space.

2 of our long term volunteers retired last year and as a thank you to Peta Pyke and Ailsa Anderson an afternoon tea and presentation was organized and held at my home. Val McClennan also announced her retirement earlier this year and although she wanted no farewell, a morning tea and presentation was held at the shop during her shift. We’ve lost another volunteer, Cheryl Thomson, so an impromptu afternoon tea was held at the shop for her last Wednesday afternoon shift with us.

Donations of goods continue to keep us busy and provide funds for the hospice. Without the community and our volunteers support, this would not be possible, so in closing i say a very big thank you to all, and to the board I say thank you for all your hard work in keeping our hospice going, and for all your efforts in the building of our new hospice.

Barb Thomas
Co-ordinator
The year in Review – a few highlights

Our volunteers were acknowledged for their valuable contribution during Volunteer Week and were presented with Certificates of Appreciation.

Plantagenet Masonic Lodge Worshipful Master Geoff Walsh and Secretary Charlie Davis presenting a cheque for $2087.50 to Albany Community Hospice Manager Michelle McClure. Now in his 80’s Charlie has been raising funds for the Hospice for many years by producing a fundraising calendar. What a legend you are Charlie.
VOLUNTEER CO-ORDINATOR
ANNUAL REPORT SEPTEMBER 2015

VOLUNTEER INFORMATION:

As at the 1st September 2015 we have 42 volunteers. Since my last report 11 volunteers have resigned due to re-location, change in employment and illness. This year we have registered 13 new volunteers which included one who had resigned and has now rejoined us.

Breakup of the volunteers is as follows:

<table>
<thead>
<tr>
<th>GENDER</th>
<th>Male</th>
<th>6</th>
<th>14%</th>
<th>Female</th>
<th>36</th>
<th>86%</th>
</tr>
</thead>
<tbody>
<tr>
<td>AGE BREAKUP</td>
<td>30 – 40</td>
<td>6</td>
<td>14%</td>
<td>41 – 60</td>
<td>10</td>
<td>24%</td>
</tr>
<tr>
<td></td>
<td>61 – 74</td>
<td>20</td>
<td>48%</td>
<td>75 +</td>
<td>6</td>
<td>14%</td>
</tr>
<tr>
<td>SERVICE</td>
<td>up to 5 years</td>
<td>29</td>
<td>69%</td>
<td>6 to 10 years</td>
<td>7</td>
<td>17%</td>
</tr>
<tr>
<td></td>
<td>11 to 20 years</td>
<td>5</td>
<td>12%</td>
<td>over 20 years</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td>OCCUPATION</td>
<td>Working</td>
<td>9</td>
<td>M2</td>
<td>F7</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Studying</td>
<td>6</td>
<td>M2</td>
<td>F4</td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Retired</td>
<td>27</td>
<td>M2</td>
<td>F25</td>
<td>64%</td>
<td></td>
</tr>
</tbody>
</table>

Over the winter months we have a substantial number of volunteers away on holidays, which has reduced our force to 26 available up until the end of September.

SERVICE HOURS

Our volunteers contribute 94.5 hours per week in patient care. This is 21 shifts (3 per day) of 4.5 hours each. Some volunteers do more than one shift per week

Outside patient care, we have several volunteers involved in administration and fund raising activities, which have only been estimated up to June 2015. We expect these hours to increase in all areas, and with the setting up of a data base we will be able to accurately track these activities.

VOLUNTEER TRAINING:

During 2015 we have introduced Orientation Programs which are designed to train new volunteers in all aspects of the running of the Hospice, which includes some mandatory training and gaining certificates. These Sessions are also offered to the existing volunteers, which brings them up to date with all mandatory training required. The Sessions run for four half days, covering a general coverage
of the operation of the Hospice, Manual Handling, Food & Hand Hygiene, Fire Safety, and finally Palliative Care.

We ran the initial Orientation Program in March with excellent results, and another Program in July; attendance for this program tripled the attendance in March. This means that to date we have approximately 75% of all volunteers up to date with their mandatory training. We have planned a final Program for the year in September/October, and this should cover the mandatory training for the remaining volunteers not up to date.

It is our intention to run four of these Orientation Programs each year and the first 2016 Program will be run as soon as we are settled in the new Hospice.

**VOLUNTEER DATA BASE:**
A Data Base (VIRA) will be installed and should be operational in the next month. This will hold all our volunteers' information. We will then be able to lift any information we need regarding them, such as people who want to help with fund raising, administration, etc as well as patient care. Also general information as shown in the table above.

I cannot praise the work of our volunteers enough- they are the heart beat of our organisation. As we approach the end of the year, we are all excited with the move into our new Hospice.

**PAM MINCHIN**
**VOLUNTEER CO-ORDINATOR.**
Family and Carer Support Coordinator  
Annual Report 2014-15

Present incumbent, Sheila D’Arcy, filled this position with effect from 11 November 2014 following Trish Cluett’s resignation as Bereavement Coordinator for personal reasons.

Tribute is paid to the contribution that Trish made, including latterly the organisation of the Albany Community Hospice Memorial Butterfly Release Ceremony.

Hospice Manager, Michelle McClure changed the title from Bereavement Coordinator to that of Family and Carer Support Coordinator in recognition of a wider role, enabling a relationship with significant others, prior to the death of a guest/patient.


Held in Patrick Taylor Cottage Gardens, attendees enjoyed performances by King George Sounds (James Turner, Airell Hodgkinson, Mike Staude, Andrew Wenzel, Steve Poole and Tim Jefferies); narration and butterfly release from Jonathon from the Butterfly Garden; musical accompaniment by Jeremy Staude and poetry read by Lachlan McGregor. In addition, sponsors included the Albany Historical Society, Advertiser Printing Service, Let’s Party Hire, Albany Volunteer Centre, Red Cross, Bickie Blessings, Peter Watson, Ascensions Renovation, Carpentry and Timber Floors, as well as Hospice Volunteers and Friends.

It was well attended by an estimated 80 people. Thanks to volunteers coordinated by Volunteer Coordinator Pam Minchin, catering was excellent and there were many expressions of gratitude, not only for the event itself, but for the services provided by Albany Community Hospice.

Palliative Care Week 25-30 May 2015

There was a display for the full week at Albany Public Library, with an extension granted for an additional week. A workshop on the National theme “Talking about dying won’t kill you” was held with participation from Community Legal Service, Carers WA and Clarence Estate. Subjects were aimed at retaining control and informed decision making before death. They included Wills, Advance Health Directives, Advance Care Plans, Services for Carers and talking about death and dying, including choices about where to die. Six people attended the workshop and gave positive feedback.

Training attended – 2 days 18, 19 June delivered by Gilda Davies, Manager, Training and Development Volunteering WA. Three elements comprising:-

1. Volunteer Management in Practice – Key Issues
2. National Standards for Volunteer Involvement 2015
3. Human Resource Management

All will be helpful in progression towards meeting revised National Standards and expanding the role of volunteers for the benefit of Hospice patients/guests, families.
Orientation for Volunteers

Sessions on the role of Family Carer and Support Coordinator, and self-care are undertaken as part of the programme.

Activities and Working hours

The role of Family and Carer Support Coordinator is currently divided between paid and voluntary time, the former is 7 hours per week, the latter varies to meet requirements but total input is usually a minimum of 30 hours a fortnight. Regular interaction with guests/patients, families and staff occurs Tuesday and Thursday mornings with additional visits to Hospice where support is required. Home visits or other meetings occur where welcomed and as long as they serve a useful purpose to the recipient. Currently, telephone contact and home visits are in place for 5 people, four of whom are bereaved, the other is receiving palliative care. A card from the Hospice Team is sent within a few days of a death with a reminder that assistance is available.

The year ahead

- More rigour in process is desirable and important in terms of measuring input and outcomes and active consideration is being given to this for the new financial year.
- Carers in Transition joint initiative with Carers WA to be trialled
- Talks to be scheduled with groups in the Community about Advance Care Planning, other informed decision making around dying and death
- Continuing participation in Death Café Forum
- Volunteers discussion forum for debrief, information, mentorship.