

Annual Report

2013-2014



**BALLARAT
HOSPICE
CARE INC.**

Home Based Palliative Care

“..filling a real
community need..”

Vision

To offer our community a specialist palliative care service focused on end of life issues and care.

Philosophy & Core Values

We believe:

That the care of patients must acknowledge the whole person in their social context.

That suffering, grief, loss and death are a part of life.

We aim to relieve suffering by providing information relevant to the patient and care which reflects their choice.

That all patients and carers are entitled to open, honest communication which respects choices and autonomy.

That caring for ourselves and each other enables us to care for others.

That bereavement and support is an essential element in supporting people after significant loss.

Mission

Ballarat Hospice, using a skilled, interdisciplinary team approach, facilitates with compassion, the provision of home-based, holistic palliative care, to anyone facing end of life issues.

Primary Objectives

1. To provide specialist palliative care equitably and responsively within available resources.
2. To promote palliative care values within the community.

OUR VALUES

Loyalty

Honesty

Trust

Willingness

Kindness

Respect

Skill

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Chairman's & Executive Officer's Report

“ When I reflected last August on the role of Hospice and the progress which had been made since our inception two years earlier I thought 1989-90 may be a year of consolidation, rather than future development of the numerous aspects of our organisation. However, it soon became apparent that due to the considerable enthusiasm of our committees and coordinators it has been another year of new ideas and improving existing programs. Apart from the hard work and the considerable time which is devoted to the success of Hospice part of our continued success must be due to the fact that we are **filling a real community need and recognised** to be doing so.

Allan Bath, Chairman 1990 Ballarat Hospice Inc. Annual Report.

”

So too, as we reflect on Allan's words, we are still continuing to focus on the needs of our community and acknowledging the recognition given to us and how we recognise others. Ballarat Hospice Care Inc. (Ballarat Hospice) is unique and the culture of the organisation comes from the foundation of what Allan refers to and is expressed in our values and our service.

The highlight for the year is the recognition through the audit and successful accreditation undertaken by *Quality Innovation Performance* in May 2013 which is referred to later in this report. This past year we have welcomed overseas visitors and farewelled local members of Ballarat Hospice, Committee of Management Member, Bryan Crebbin and our Medical Director, Dr David Brumley.

We celebrated with staff and volunteers the formal announcement of The Honourable Rob Knowles AO as our Patron. At that time we took the opportunity to bestow a Life Membership on Bryan Crebbin who has been a member of the Committee of Management since the early days of Ballarat Hospice. Bryan attended the ceremony in the company of his wife Keryn who made comment that this was an unexpected acknowledgement and one that Bryan will treasure. Bryan's contribution to Ballarat Hospice was visionary and practical – a fine balance.

The *Ideas Sessions Report 2012*, recognised as a valuable document remains an influence on our direction and from that work we are responding to marketing, research, IT and education. We continue to work with IBM Ballarat in developing a software package specifically for palliative care through their student program. We have taken heed of the suggested marketing strategies. We were fortunate to receive a grant from the *Aged Care Welfare Foundation* to purchase IT equipment that will enable staff to transition to web based palliative care software.

We have reviewed our approach to marketing with the reforming of the Marketing Sub-committee whose first task was to refresh our current information, both technology and paper and develop a strategic communication plan. It is right to acknowledge the media particularly the *Miner*, *The Courier* and *Voice FM* for their continued interest in our service. We continue to work closely with our partners in research – Ballarat Health Services, Dialysis Unit (BHSDU) and Federation University. Acknowledgement to Dr Susan Shea, Secretary BHS & St John of God, Human Research and Ethics Committee for her continued encouragement and guidance with our research initiatives.

An opportunity was taken up in regard to workforce development and placing Ballarat Hospice in a position to recruit qualified staff and inspire students to take the palliative care career path through working with the Coordinator, Grampians Clinical Training Network. We also continue to offer the opportunities for Program of Experience in the Palliative Approach (PEPA) and student placements to promote the palliative care philosophy throughout the health care sector and the wider community.

The support from the community, Special Interest Group and Friends of Hospice is greatly valued; donations and fundraising have enabled the purchase of appropriate equipment to improve the comfort of care at home. If we are unable to provide equipment we continue to use funds available through the Department of Health Unassigned Bed Fund Grant to support patients and families through hiring of equipment. We also acknowledge our Patient Support Volunteers and our new band of Op Shop Volunteers. Our volunteers are equally important to the organisation and greatly valued.

We have worked closely with the Department of Health, Palliative Care Unit along with all palliative care services in Victoria in managing the transition to Activity Based Funding. The Department has facilitated workshops to assist with consistent data to identify the appropriate funding required to meet palliative care needs and has developed resources to guide data entry. Funding is always a challenge for both the Department and Ballarat Hospice. To add to financial independence to our organisation the plans for the Op Shop came to fruition. We are grateful to the City of Ballarat for assistance to enable us to open a "pilot shop" in the front section of the Church. This has proved to be a profitable strategy so much so that with the successful application of a grant request we are opening a "fair dinkum" shop in the near future in the CBD. This success would not have been possible without the support from Karen Taylor, Peter Jones, Lee Ellis and our remarkable volunteers – so appreciation goes to them.

The limitation to our work space is an ongoing challenge for staff and is one that the Committee of Management continues to pursue. During the course of the year an option to relocate was seriously considered but following robust due diligence it was decided not to proceed with that option as there were limitations for Ballarat Hospice.

In conclusion, the words of Allan in the 1990 Annual Report expressed gratitude and recognition, as we do now. We give thanks to all the staff, for without their dedication and profound hard work Ballarat Hospice would not be as valued as it is by our community. We thank our volunteers for being there in so many different ways – all with equal dedication, and to the members of the Committee of Management for their positive contribution to ensure a responsive and sustainable future. We also thank and acknowledge the Department of Health Palliative Care Unit and locally our Regional Office – their guidance is much appreciated. To the Grampians Region Palliative Care Consortium, Grampians Regional Palliative Care Team, Gandarra Palliative Care Unit, Victorian Paediatric Palliative Care Service, Oncology Services and Specialists at both Ballarat Health Services and St John of God, all GPs, District Nurses and Primary Care Services that we work with - we are very much aware we cannot care for people in the way we do without the support and knowledge of all concerned.



Carita Potts
Executive Officer

Geoff Russell
Chairman

“..we are filling a real community need and recognised to be doing so.”

Challenges and Opportunities

Victorian Palliative Care Satisfaction Survey (VPCSS)

Top performing areas out of 5:

Necessary equipment – **4.90**

Level of respect shown towards you as an individual – **4.87**

Care provided by nurses – **4.82**

The way your cultural needs are supported – **4.80**

Legal issues e.g. advance care planning, medical power of attorney – **4.79**

Action – *to continue to purchase appropriate equipment, to practice with our values and strengthen our carer education on legal issues and information regarding advance care planning.*

Initiatives for improvement taken

Opportunities to talk with other carers about your own situation as a carer

Action – *to increase Carer Education sessions and to consider a carer support group-dependant on space and resources.*

To minimise financial burden

Action – *change to assessment questions to highlight any concerns and open discussion*

Level of training provided to carry out specific care functions (massaging, moving bathing)

Action – *through the After Hours Project – Carer information cards developed. This requires further work to reach our carers in the context of timing and readiness to learn*

(Agreement) I am aware of financial assistance available from the government

Action – *change to assessment questions to highlight any concerns*

Special food (dietary requirements) for the patient

Action – *change to assessment questions to highlight any concerns and consider statement in Home Record Carer Information Cards*

Building

The Committee of Management has undertaken due diligence and has reviewed options. This process has shown limitation to sourcing a building in the right location with potential, searching out affordable land and restrictions on our current site due to Heritage overlay. The opportunities for development at the Phoenix site did not proceed as it placed Ballarat Hospice in a compromised situation from a risk management perspective. A new building is certainly one that will be pursued.

Strategic Planning

The Strategic Plan 2012 – 2015, is based on the Balanced Score Card and is actioned through an Annual Business Plan which identifies objectives and provides framework to show achievements and highlights the remaining work required. Ballarat Hospice views the Strategic Plan as one of the most important documents that guides our daily business and as a living document which we review regularly. We look forward to building on the current plan and preparing to develop our 2015 – 2018 Strategic Plan.

Research Strategy

The research approach we have taken is one of translational research with the aim of enabling the practical application to improve the quality of care we offer to our community. It is also considered by Ballarat Hospice that there is a responsibility to build on the palliative care knowledge and a responsibility to our funding bodies to show evidence of what we are aiming to achieve. It is a goal of Ballarat Hospice to build on our research and our next Strategic Plan will articulate our research strategy.

Challenges and Opportunities

Our changing population and community awareness of palliative care will create an increase in demand, which will have implications on our organisation not only culturally but also financially. Activity Based Funding continues to be tested and introduced and we continue to collect VINAH data and for this coming year will continue shadowing the information in both data sets. Financial viability is a challenge for all but Ballarat Hospice is looking for success with the opening of our Op Shop. We continue to work with IBM Ballarat in the development of Pal Connect and until that time when it is up and ready we will be preparing for a web based product. National Safety and Quality Health Service Standards are being developed for the community – a changing approach to accreditation and quality. For all the potential barriers there are many opportunities for Ballarat Hospice to continue to offer a quality service and to grow in response to the demands.

Highlights

Recognition of Quality

Quality Innovation Performance Accreditation made recommendation for Quality Improvement Council Accreditation in May 2013. All standards in Section 1 - Building quality organisations, Section 2 - Providing quality services and programs and Section 3 - Sustaining quality external relationships were met with the exception of Standards 1.1 **Governance** and 1.9 **Safety and Quality Integration**, Standards 3.3 **Incorporation of and contribution to good practice** and Standard 3.4 **Community and professional capacity building** which were rated as **EXCEEDED**.

The overall summary from the accreditation process showed that:

Ballarat Hospice is committed to the provision of best practice Palliative Care services within the region . . .

The review team have identified a number of strengths within the organisation including:

- *The Hospice team has an interdisciplinary approach and are committed to the provision of service not solely focussed on the patient but including the carer/s, family members and assigned volunteers to assist in assuring that the End of Life needs and associated impacts are met with dignity and respect*
- *Inclusive approach to service delivery is strongly focussed on the individual ... continual reinforcement of the availability of options is provided but the ultimate choice is made by the individual*
- *The nurturing environment embeds the commitment to staff development*
- *The commitment to continuous quality improvement in the corporate services and governance and organisational management has enabled the development and implementation of strong systems*

Some challenges for the future include:

- *Potential growth that could impact on the current team dynamic due to increased staff and patient numbers.*
- *Increased requests for service that will also challenge the current team dynamic and well-being but also the available financial resources.*



Quality and Risk Committee - Karen, Jo, Carita and Geoff

Recognising Quality of Care through Research

After Hours – Mel Mattinson, Project Lead



Mel and Kate Wise, Project Management Consultant

The Ballarat Hospice, *After Hours Service Development Project (AHSDP)* aims to improve after hours support and provision in our service area by building upon After Hours and Shared Model of Care projects previously undertaken in the Grampians Region. This year has brought us Stage 2 of the project with the objectives including contributing to consistency in decision making and triage across specialist palliative care and primary care services through an education and learning approach with the acknowledgment of the impact of business hours patient and carer management to after-hours service delivery. An important contribution is continued communication and active collaboration with stakeholders and building on work from other projects with the aim of not duplicating or ignoring benefits of these previous projects. The Department of Health is funding this project through our annual grant.

A Steering Committee successfully guides this project with positive and objective input by meeting regularly and with quality representation. Membership is made up of Gabrielle Kirby – Manager of Integrated Aged Care, Hepburn Health Services, Margret Lockwood – Consumer, Kate Wise – Project Management Consultant, Pete Marshall – Manager, Grampians Region Palliative Care Consortium (GRPCC) Sharon Gibbens – Grampians Palliative Aged Care Resource Nurse, Karen Taylor – Quality and Risk Coordinator, Ballarat Hospice, Carita Potts, Executive Officer, Ballarat Hospice and Mel Mattinson, Specialist Palliative Care Nurse and Project Lead, Ballarat Hospice.



Mel, what does this project mean to you?

The thing I love about Hospice is that we respect patient choices. We provide them with all the information that they need to make quality choices that are right for them. The After Hours project gives opportunity to empower carers and other staff who we work with to support patients at home.

The feedback we receive is that the tools and resources that have been developed from the project are valuable and give carers confidence to continue caring when they otherwise may have thought that this could not be possible – caring for someone they love at this time of their life. It is professionally and personally satisfying to see that choices are met and that we are supporting them at home when their preferred place of care and death is at home. The resources do make a difference!

“..need to make quality choices that are right...”

Integrating Renal and Palliative Care

Leading this project is Vicky Smith, Specialist Palliative Care Nurse with the support of her colleagues at Ballarat Hospice and BHSDU. An ethics approved mixed method study (Focus Groups /Pre/Post Test Survey) to evaluate impact of the Integrating Renal Palliative Care Education Day was undertaken. Results showed engaging and providing educational support was important to improve outcomes for delivery of ACP and planning End Of Life care/needs for End Stage Kidney Disease patients/families. The success of this project has been recognised through the decision for GRPCC to continue funding and approved project support for 2014 – 2015 to allow for capacity building, strengthening of achievements and the opportunity to evaluate strategies implemented thus far. In addition, the plan is to undertake further research in the strengths and weaknesses of using the Patient Symptom Outcome Score Renal assessment tool and to develop strategies to support implementation of the tool outside of BHSDU.



Vicky and Janine

Important to the research group is to disseminate the findings and share the knowledge. Vicky has presented posters at the Palliative Care Australia Conference September 2013 and presented to North West Renal Satellite Centre Video conference November 2013 and two poster presentation at Palliative Care Nurses Associations April 2014. Vicky has also prepared a draft article to the *Renal Society of Australasia Journal* for publication.

This work has earned the respect of Dr Deirdre Fetherstonhaugh | Renal Supportive Care Project Officer, Renal Palliative Care Network, Department of Health. Dr Fetherstonhaugh made contact and interviewed BHSDU and Ballarat Hospice in August 2013. This meeting gave recognition of the proactive nature of this collaborative work in regard to implementing the supportive care component of the Victorian Renal Directions Health Plan 2014.



Vicky, what does this project mean to you?



Sally, Trish and Vicky

*The continued Ballarat Hospice managerial support and funding through the GRPCC over the last 6 years, has allowed me as the Project Lead, to support the further development and delivery of practice changes to improve end of life outcomes for renal patients and their families. The changes in practice are demonstrated through feedback we receive anecdotally from families and staff. – i.e. “we live the results” of these outcomes which is very rewarding and satisfying for both the renal and palliative care teams and the families involved. **“Living the results”** of change is a very powerful motivator for me to keep working towards excelling in offering the very best evidence based clinical practice.*

Recognition of people arriving

Our Patron - the Honourable Rob Knowles AO



Geoff, Carita and Rob

Rob has always led a very busy life which has included serving as a member of the Victorian Parliament for 27 years, and in that time held numerous shadow and ministerial posts. His final term before retiring was Minister for Health from 1996 to 1999.

Rob has since served as Chair of Food Standards Australia and New Zealand, held the post of Aged Care Complaints Commissioner, and currently is Chairman of the Mental Health Council of Australia. These are a few of the Boards and positions that Rob has held. One of these is also as a former member of the Board at Ballarat Hospice.

Rob's willingness to act as our Patron will significantly raise the profile and credibility of Ballarat Hospice.



Dot and Rob

Dr Deekin Japanese Visitors to BHCI

On 12th September, Ballarat Hospice received a visit from Dr Deeken, a Professor Emeritus at Sophia University in Tokyo. Although he retired from the University in 2003, Dr Deeken is still busy lecturing on life and death education all around Japan. The visit consisted of 23 Japanese visitors combining of Nurses, Doctors, Pharmacists and Architects. Various presentation were well received and gave a board overview of hospice care in Australia.



Dr Greg Mewett and Dr Deekin



Dr Deekin Study Group

"I am very glad and am grateful to you for a successful day in Ballarat, which you kindly arranged for Dr. Deeken's group ... their day in Ballarat was the BEST among the programs this year!!" - Noriyuki Fujii, Director International Institute for Educational Therapy

Recognition of people leaving

Bryan Crebbin

Bryan Crebbin retired from his role as a Committee of Management member in 2013. 27 years of service was recognised at a function with our Patron, Committee of Management, Volunteers, Staff and with Bryan's wife Keryn in attendance. Bryan is the last original Committee of Management member since the establishment of Ballarat Hospice in 1987. Bryan is a past Chairman and his attention to preparation for each meeting was always first class. Bryan consistently undertook any research required, gave Ballarat Hospice strong links with the Department of Human Services and Department of Health and was the continued provider of wise counsel at our meetings. People like Bryan are not easily replaced.



Bryan and Geoff

Keryn Crebbin

Bryan has great talent as a strategic thinker which the Committee of Management will miss. His dedication and commitment over that long period of time led the Committee of Management to unanimously vote to confer Life Membership of Ballarat Hospice to Bryan.

This is only the second Life Membership given by Ballarat Hospice, the other being posthumously to our founder Allan Bath.

Dr David Brumley



Dr David Brumley retired from Ballarat Hospice 30th June 2014. His retirement gave us a great opportunity to tell this humble man how important he was to us as an organisation and to the literally hundreds of people he cared for.

By the number of farewell parties he attended throughout Ballarat we weren't alone in our thoughts!

In presenting David with his gift from Ballarat Hospice, Carita said that the gift he had given to Ballarat Hospice was himself.

"There is rarely a time when you have said no to our requests, rarely a time that you would not assist, teach, share, treat, listen and just be there – we will never forget that. Speeches have addressed your legacy to palliative care and your contribution to the future of palliative care but I think what we treasure most is that you always made us feel that we as individuals mattered – you never missed a call at Christmas, remembered birthdays and cared about the events that troubled us along the way. Your personal contribution is what we value as a colleague and a friend. You will be missed."

Carita also acknowledged that it would have been more difficult for David to achieve all that he had without the fantastic support of Linda, his wife. Ballarat Hospice is really grateful that the whole family was so understanding when David was needed at times like: Christmas, family celebrations, late at night and sharing him with so many others. His contribution to palliative care can never be underestimated.

"The farewell was just amazing. So good to see so many friends. Thank you for all your kindness and generosity." - Dr David Brumley



David's farewell

Committee of Management

Committee of Management Members

Geoff Russell, Chairman
Stephen Lewis, Treasurer
Michael Coleman
Neale Gribble
Kevin Harper

Dr Claire Hepper
Meredith Johnson
Rev David Leach
Fiona Watson
Jo Watson

Experience

Health, Disability, Company Director, Executive Management
Accountant, Governance
Department of Human Services, Project Work, Policy and Strategy
Lawyer, Consumer experience of Ballarat Hospice
Health (Clinical, Exc. Management), Not for Profit Boards
(Marketing, Finance, Governance)
GP, Diploma Palliative Care
Medicare Local, Executive Management, Medical Business, Financial
Spiritual, Ethics, Boards, Governance
Marketing, Health Public Relations and Media, Writing
Education, Health and Governance

Committee of Management Sub-Committees are made up of members with interest and skills in the relevant area. Carita Potts, Executive Officer is in attendance and supported by Karen Taylor, Quality and Risk Coordinator.

Executive Financial sub-committee - Stephen Lewis, Carita Potts and Geoff Russell.

Risk Management Sub Committee monitors Ballarat Hospice's Risk Register and undertakes the ongoing review of the tolerance of risks and controls – Neale Gribble, Dr Claire Hepper, Carita Potts and Karen Taylor.

Marketing Sub Committee oversees the communication strategy and has been focusing on the streamlining of our written and IT information – Michael Coleman, Kevin Harper, Carita Potts and Fiona Watson.

Quality and Risk Committee is the link to ensure that governance and operations complement each other from a quality and risk perspective – Dr David Brumley, Mel Mattinson, Carita Potts, Geoff Russell, Karen Taylor and Jo Watson.



Marketing Sub Committee



Claire and Stephen



Committee of Management



Jo Watson

Quality Staff

As the Executive Officer of Ballarat Hospice I daily witness the remarkable work of the staff. They live the values of Ballarat Hospice and this is expressed in the skilled and quality filled way they care for patients and their families and each other. They are energized and motivated to give the best care possible.

We love a celebration and it was a proud moment when Mel Mattinson, Specialist Palliative Care Nurse, completed her Postgraduate Diploma in Nursing Practice (Cancer and Palliative Care). Mel was also awarded *2014 Nicole King Prize* for the highest overall grade point average in attaining her Post Graduate Diploma at The University of Melbourne. We took the time to acknowledge Mel's achievement and let her know that we value her ability to share her knowledge, skill and sensitive approach to care.

We also celebrated Vicky Smith's achievement in gaining her Master of Advanced Nursing Practice in July 2013 from The University of Melbourne.

We farewelled Sharron Butler in November 2013 and welcomed David Quinney and Katrina Tansey who joined the team in July 2013. We were also very pleased to welcome back Debbie Hubble in April 2014.

Executive Officer

Carita Potts: B.A. Nursing (Post Registration), PBOC, Master Mg't.

Administration

Olga Anderson, Lee Ellis and Gwenda McManus.

Specialist Palliative Care Nurses RN

Leanne Burns, Sharron Butler, Phillip Damon, Janine Lynch, Mandy Martin: Grad Cert Oncology/Palliative Care, Melanie Mattinson: Postgrad. Dip. Nursing Practice (Cancer and Palliative Care), Sharon Moss, Vicky Smith: Master of Advanced Nursing Practice, Karen Davies: Grad Dip Advanced Nursing (Palliative Care), Pauline Folvig, Debbie Hubble, Donny McKay: Specialist Certificate Palliative Care, David Quinney and Katrina Tansey.

Quality and Risk Coordinator Karen Taylor.

Supportive Care Team

Manager of Volunteers

Karen Taylor: Cert Frontline Management

Liz Dawson: Dip Comm. Services Work, Vocational Grad Cert

Bereavement Counselling, Paula Robinson: Dip Comm, Services Work.

Ballarat Hospice works closely with our partners, Gandarra Palliative Care Unit, Maree Kewish (Nurse Unit Manager), Grampians Regional Palliative Care Team made up of Jade Odgers (Manager), Dr David Brumley (retired), Dr Greg Mewett, Regina Kendall NP and Lawrence Habegger CNC. The team is valued by Ballarat Hospice and offers our community collaborative support through symptom management, assessment and education for both patients and their carers and, the staff at Ballarat Hospice.



Sharon Moss, Specialist Palliative Care Nurse



After 20 years as a palliative care nurse, I have not lost my passion nor my focus for caring for patients requiring the services of Hospice. It is an absolute privilege to share a very small part of their lives and

be able to offer quality nursing care. I honestly feel I gain more from the families than they do from me.

I appreciate that processes and protocols are important for clinical practice but I know the strength of my skills are at the bedside. If I stopped feeling the family's sadness when a patient dies I'd be in the wrong job. I work with a wonderful team of supportive colleagues. We respect each other's skills, knowing that together we can achieve great outcomes for our patients and families. We share the same philosophies based on trust, respect and loyalty. There are certainly roles within Hospice that are vital to meet important governance issues.



Lee and Peter



Mel receives an award



Karen Taylor, Quality and Risk Co-ordinator



The appointment of Karen to the role of Quality and Risk Co-ordinator three years ago has enabled Hospice Care to be fully prepared for this year's accreditation cycle. Systems have been

established that have successfully led to Hospice being granted full accreditation.

The Surveyors were impressed at the commitment at all levels of Ballarat Hospice to embrace the importance of quality systems. The posters and flow charts clearly identified the transition between governance and operation. Indeed, the surveyors were keen to know who had developed them as they felt there were opportunities to market the charts to similar organisations. It was pleasing to report that Karen was the creator and she gained enormous pleasure in the knowledge that she had successfully generated charts that described the day to day management of the Organisation that could be understood by all internal stakeholders. For Karen, the knowledge that new members of staff can immediately understand the ethos and philosophy of the organisation, gives her a great sense of pride.



Paula Robinson, Supportive Care Team Counsellor



Traditionally it has been hard to quantify the work of a counsellor. That has been the beauty of developing quality processes and protocols. These tools have helped us identify and

measure the value of the work undertaken.

My work is multifaceted, working with patients, their families and carers before death, then offering bereavement support after death. Previously it was quite a challenge to match the very personal nature of the service with a quantifiable result. However, developing quality systems allows us to better measure and further develop our services.

Ballarat Hospice works within the Bereavement Framework with allows the flexibility to meet the needs of each patient and family member. We are committed to delivering the best service to everyone we can whatever the individual, social, cultural or spiritual needs.

There is a growing awareness that our Palliative Care service is not the domain of the elderly. Our aim is to ensure that everyone has the right to die well. Death does not discriminate and we work towards community awareness that death is everybody's business and that we all have the right to participate in planning and decision making.

Mine is a compassionate role. Controls and quality frameworks assist me to fulfil my position professionally as well as empathetically.



Mandy and Karen



Mel, David, Sharon and Debbie



Karen, Liz and Paula



Gwenda, Lee and Kay

Quality Volunteers

Administration

Kaye Maguire

Friends of Hospice

Dorothy Anderson

Anne Beckers

Yvonne Biggs

Paul Bilson

Marg Callaghan

Glenys Edwards

Peter Johnstone

Lynette Jones

Lynne Maher

Valerie McMaster

Helen Newell

Rose O Meara

Molly Scott

Pamela Smith

Jan Stubbs

Arnold Treloar

Les Vercoe

Op Shop

Janet (Jan) Brodie

Janis Cooke

Susan Cooke

Sue Costello

Margaret Cox

Carole Cracknall

Glenda Dean

Prue Di Girolamo

Dot Dilges

Jacinta Harris

Louise Hitie

Pauline McCausland

Margaret Moran

Bev Pike

Laureen Rhodes

Keith Ridsdale

Chris Sherry

Ann Solly

Carol Taylor

Carole Townsend

Margaret Wood

Rhonda Woodrow

Patient Support

Dorothy Anderson

Greg Bromley

Kath Connors

Suzanne Cooper

Carole Cracknall

Christine (Chris) Cuy

Mary Douglas

Vicki Elshaug

Harry Gibcus

Phyl Graham

Bianca Gray

Leesa Lannan

Lynne Maher

Barrie McCausland

Pauline McCausland

Margaret Moran

Wendy Rattray

Dianne ("Di") Riley

Carol Scott

Fiona Sly

Pamela Smith

Adrian Van Hamond

Special Interest Group

Audrey Brew

Beth Burridge

Lola Collins

Norma Clark

Maive Cutts

Linda Diamond

Dot Dilges

Jeanette "Jan" Dyett

June East

Betty Eva

Valma Flint

Margaret Fowkes

Lois Gilbert

Elizabeth Gribble

Rene Holloway

Val Lamb

Jean Long

Dot Lorensene

Mavis Maher

Emmie Martin

Shirley Mayne

Norma Moulton

Anna Oellering

Joyce Ord

Marie Reeves

Alison Sherritt

Beryl Tuppen

Joyce Watson

Friends of Hospice



Friends of Hospice Golf Day 2013



Quality initiatives in Volunteering

Patient Support

Patient Support volunteering plays a vital role in palliative care and the provision of both formal and experiential learning is a key towards building capacity and competency, ensuring quality care for patients and their families.

Following the successful release of Palliative Care Victoria's Volunteer Resource Training Kit, we undertook to enhance our volunteer training by combining the Kit with our own resources to create a Key Competencies for Palliative Care Volunteers training package.

We developed this training model for two reasons – firstly to expedite training of volunteers who already possess a high level of competency. Secondly, the need to equip volunteers effectively in a time efficient manner to facilitate their operational viability. Formal evaluation and discussions with our volunteers has shown that it has been highly successful in achieving our objectives.

Friends of Hospice



A new event added to the Friends of Hospice (FoH) event calendar was the Millers Fashion Parade held in May this year. Volunteers had a fun evening modeling clothing on the make believe catwalk. Not only was it a fun evening but raised the profile of Friends of Hospice and awareness of our community based palliative care program.



Ladies Team, FoH Golf Day 2013

Op Shop



Stephen and Jan

Op Shop volunteers were recruited, trained and inducted to open the Op Shop for Ballarat Hospice. Whilst it has been a huge learning curve for all involved, the true spirit of community and volunteering has been embraced. The Op

Shop opened for business at the end of March 2014. It has been a labour of love for all involved. With the commitment and innovation from the volunteers the Op Shop has flourished. A Department of Health grant has been secured to progress the development of the Op Shop as this initiative is seen as an important future funding stream to support Ballarat Hospice in delivering a quality palliative care service.

Recognition of Volunteers from the Manager of Volunteers

I recognise that it is not always easy for volunteers to balance health, family and other commitments. I value the dedication our volunteers feel towards Ballarat Hospice and, the importance they place on volunteering in our community.

Volunteering is not about having time, it is about making time and volunteers are some of the busiest people I know. Volunteering is also not just about "giving back to others" although this is a component of what volunteers do. As the Manager of Volunteers, I feel it is my role to ensure that volunteers also "receive back" as much pleasure from volunteering as they give, through being supported, valued and enjoying volunteering roles that are perceived as meaningful. - Karen Taylor, Manager of Volunteers



Special Interest Group Vale Mavis Maher

There is never a sadder time for a social bereavement group than when it has to farewell one of its own founding members whose significant contributions to the Special Interest Group and Ballarat

Hospice will always be remembered. Everyone was sad to learn of Mavis Maher's death.

Donations

Recognition of our Guardians, community and corporate donors, our In Memory donations and Bequests

Ballarat Hospice needs and relies on all sorts of donations, from personal ones in memory of a loved one who dies; our Guardians who, on an annual basis, support us generously through to our community and corporate donors and Bequests. Each donation helps our organisation provide the service that our patients, families and carers require when they need it.

Our In Memory donations provide an ongoing legacy for families and recognises the enduring effect that person who died has made on the lives of many. Our Guardians, community and corporate donors help us to strategically plan our future, providing a much needed financial base as well as giving us the flexibility to be innovative in our delivery of care. Ballarat Hospice really appreciates the in kind donations that enable us to manage daily as an efficient organisation.



Gordon Williamson, Katrina and David

Members of Friends of Hospice have continued their amazing fundraising efforts, boosting our coffers by many thousands of dollars over the year.

The Rotary Club of Ballarat South, through its Bowel Screening Program, helped with the purchase of much needed equipment.

Bequests are a wonderful bonus to our financial bottom line and give us the opportunity to explore ways in which we can remain a viable, worthwhile organisation while planning for a sustainable future as a community palliative care service.

Estate Bequests in Memory of

Elsie McBain,
Kathleen & Joseph Trust

Donations In Memory of

Margaret Winton, Robert 'Bob' Whitbourne, Gavin Maguire, Lawrence Goodie, Paul Mander-Jones, Margaret Duggan, Ian Roberts, Des Chestnut, Mary Braun, George Townsend, Phillip Sherry, Penelope Irving, Eddie Johns, Johanna 'Nano' Bolger, Robert Tunbridge, Marion Adams, David Black, Jerry Walker, Lily Harris-Reed, Raymond Morgan, Claire Nason, Susan Molloy, Geoffrey Hodges, Colin Wilkinson, William Scott, Leonard Ridsdale, Paul Irving, Imre Csaszar, Malcolm Tweeddale, Noel Johnstone, Dorothy Cook, Barry 'Mick' Kennedy, Donna Taylor, Lance Wingate Peach, Moira Lund, Patricia Prestidge, Ugo Tocchet,

Financial Guardians

Beverley Annear, Baird & McGregor Pty Ltd, Ballarat Surgical Clinic, Emma Basham, Brian Bousfield, Jan Brodie, Judith Bromham, Kevin Brown, David Brumley, Justin Burke, William Callaghan, Therese & Pat Cashin Funerals, Margaret Cashman, Ken Clements, Naomi Corlett, Margaret Dalton, John Davis, Nancy Day, David & Shantini Deutscher, Ruth Devlin & Les George, Heather Dolling, Margaret Doyle, Tracey Foley, Frances Grady, John Harrison, June Haughton, June Henderson, Margaret Lewis, Margret Lockwood, Jean Long, Richard Lyons, Kaye Maguire, Marion McLeod, Shane Molloy, Lorna Morgan, John Morrish, Sharon & Don Moss, Betty Murphy, Gwen Murphy, Noel Murray, Lorna Nicholls, Elizabeth Patterson, Judith Perrin, Dorothy Pond, Marie Pryor, Janice Rehfisch, Maria Ridsdale, Peter Schilling, Jean Shaw, Aivonne Skewes, Patricia Smith, Wendy Stewart, Carol Taylor, Paula Tobin,

Annie Van Tilburg, Les Vercoe, Joyce Watson, Bill Weidner, Myrna Whiting, Margaret Woof, Pam Wright, Helen Cox, Margaret Cox, Dawn Fiddian, Peter Fiume, Monica & John Van Muyen, Mary Haintz, Robyn Curnow, Keith Ridsdale, Graeme Taylor, Claire Hepper, Stephen Lewis, Michael Coleman, Robert Sheehan, Margaret Ackroyd, Anne Appledore, Judith Bates, Graeme Boddy, Olwyn Butterworth, Peter Cahill, Dr Patricia Cartwright, Agnes Chestnut, Minnie Deutscher, Catharina Dower, Muriel Elford, John Fisher, Michael Hutt, Patricia Kent, William Kuiler, Frank Maher, Judy Mander-Jones, Gary Matcham, Elizabeth Kierce, Edward Nason, Diana Stonehouse, Amanda Larcombe, Dulcie Brooke, Geoff Russell (Chairman), Stephen Lewis (Treasurer), Michael Coleman, Neale Gribble, Kevin Harper, Dr Claire Hepper, Meredith Johnson, Rev David Leach, Fiona Watson and Jo Watson.



Master Builders Association donation

General Donations

Valda Hanson, Jenni Eason, ABC Ballarat, Betty Rout, Robert Biggs, P. Dwyer, Tanya Daniels The Good Guys, The Good Guys Foundation, Ballarat Hospice Special Interest Group, International Institute

for Educational Therapy, Ross Wiltshire, Phillip Sherry, Cheryl Willingham, Judy Ferguson, Rotary Club Ballarat South, Friends Of Hospice, JJ & ME Donegan, Clyde Greenwood, GR & PK Roberts, Mr & Mrs L Major, Country Womens Association Wendouree, Myna Whitting, Dawn Perry, Alison Steel, Valmer Flint, Jan Stubbs, Millers Fashion – Bridge Mall, Gail Hirst, Open House Ladies, Judith Bates, Maria Ridsdale, Wednesday's Sewing Group, TD Warren, Michelle Johns-Galea, Hilary Smith, D Collacott, Creswick Vic Street Ladies Craft Group, ME Mitchell, Ballarat Medical Centre, SD Lewis, Ballarat Scenic Cyclists Inc., Fiona Muller, Joanne Kruse, MarmalAshes – Buninyong Marmalade Association, J Donegan, Begonia Quilters, The Battlers Tavern, Golden Point Café, The Pencil Case Club, Ballarat Pink Phoenix, J Shaw, Betty Rout & Ladies, Sheila Lunn, CGU Foundation, Mr B Moss, C Laffey, Alice Westbrook, Miller's Fashion Club, Kaye Maguire, JA Shaw, L & ME Bradford, GT & D Herreen, VM Flint, CE J Bartlett, Dulcie Brooke, Jennifer Kirk, LE Lyons, Amanda Larcombe, Barrie

& Pauline McCausland, Shirley & Noel Daly, Gillian Robson, Rob Sheehan, Karen Brown, Ian Bond, Jessica Miller, Gayle Sellars, Louise Cole, South Morang Osteo Clinic P/L, Creswick Lions Club, The Master Builders Association, Ryans IGA Community Rewards and Online Printing.

Members – Ballarat Hospice

John Morrish, Shane Molloy, David Brumley, Ruth Devlin & Les George, Margaret Lewis, Carol Taylor, Margaret Cox, William Kuiler, Diana Stonehouse, Naomi Corlett, David & Shantini Deutscher, Margaret Doyle, Margaret Woof, Edward Nason, Keith Ridsdale, Pam Wright, Myrna Whiting, Therese & Pat Cashin Funerals, Sharon & Don Moss, Mary Haintz, Les Vercoe, Michael Hutt, Judith Bromham, Margret Lockwood, Olwyn Butterworth, Peter Fiume, Geoff Russell (Chairman), Stephen Lewis (Treasurer), Michael Coleman, Neale Gribble, Kevin Harper, Dr Claire Hepper, Meredith Johnson, Rev David Leach, Fiona Watson, Jo Watson and Bryan Crebbin.

Treasurer's Report

I am pleased to be able to table the financial statements for Hospice for the year ended 30 June 2014.

Hospice concluded the year with a Net Loss of \$30,006 as compared to 2013 when a Net Income was derived of \$28701. However our Cashflow has remained positive with a net increase of \$44,127 being added to our Cash Reserves for the year.

As you will note from the attached reports our Revenue suffered a decline of \$28,874 whilst overall our costs rose during the year by \$29,833. The overall decline in revenue is mainly attributed to a drop off in donations experienced for that year, a decline in investment income and a drop in research income. Whilst the increase in costs is attributed to a rise in the overall costs of delivering our services to our clients.

Although the overall result is down on the prior year, you will appreciate that the Board is actively pursuing a number of avenues as mentioned in the Chairman's and Executive Officer's Report. These initiatives are aimed at further strengthening and diversifying the funding of Hospice to ensure we can continue to provide the high standard and level of service that we are known for.

**BALLARAT HOSPICE CARE INC.
ABN 41 839 611 725**

STATEMENT BY MEMBERS OF THE COMMITTEE

In the opinion of the committee of Ballarat Hospice Care Inc.:

- a) The financial statements of Ballarat Hospice Care Inc. for the year ended 30 June 2014 as set out on pages 3 through 21 are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, including:
 - i) Giving a true and fair view of its financial position as at 30 June 2014 and of its performance for the financial year ended on that date; and;
 - ii) Complying with Australian Accounting Standards (including the Australian Accounting Interpretations) and the *Australian Charities and Not-for-profits Commission Regulation 2013*, and

- b) There are reasonable grounds to believe that Pinnacle Inc. will be able to pay its debts as and when they become due and payable:

This statement is made in accordance with a resolution of the Committee and is signed for and on behalf of the Committee by:

President 
Geoff Russell

Treasurer 
Stephen Lewis

Dated at Ballarat this sixth day of October 2014



BARKER & JENNINGS

CHARTERED ACCOUNTANTS

**INDEPENDENT AUDITOR'S REPORT
TO THE COMMITTEE OF BALLARAT HOSPICE CARE INC.**

Report on the financial report

We have audited the accompanying financial report, being a general purpose financial report of Ballarat Hospice Care Inc. ("the Association") for the year ended 30 June 2014 as set out on pages 3 to 22. The committee are responsible for the financial report and the information contained therein. We have conducted an independent audit of the financial report in order to express an opinion on it to the committee of Ballarat Hospice Care Inc.

Committee's Responsibility

The committee of Ballarat Hospice Care Inc. are responsible for the preparation and fair presentation of the financial report and have determined that the accounting policies used are consistent with the reporting requirements under the *Australian Charities and Not-for-profits Commission Act 2012* and the *Australian Charities and Not-for-profits Commission Regulation 2013*.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with the relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial report is prepared in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* and the *Australian Charities and Not-for-profits Commission Regulation 2013* and present a view of the Association which is consistent with our understanding of its financial position and the results of its operations.

**INDEPENDENT AUDITOR'S REPORT
TO THE COMMITTEE OF BALLARAT HOSPICE CARE INC.**

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

Auditor's Opinion

In our opinion, the financial report of Ballarat Hospice Care Inc. for the year ended 30 June 2014:

- a) Gives a true and fair view of the Association's financial position at 30 June 2014 and of its performance for the year ended on that date; and
- b) Has been prepared in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* and the *Australian Charities and Not-for-profits Commission Regulation 2013*.

BARKER & JENNINGS
Chartered Accountants



Ron Jennings
Registered Company Auditor

Signed in Ballarat, this seventh day of October 2014

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2014

	Note	2014 \$	2013 \$
Revenue	2	1,264,286	1,293,160
Administration expenses		(227,365)	(315,874)
Depreciation and amortisation expenses		(53,632)	(52,616)
Employee expenses		(1,002,074)	(888,125)
Other expenses		(11,221)	(7,844)
Profit/ (Loss) for the year	3	(30,006)	28,701
Other comprehensive income		-	-
Total comprehensive income for the year		(30,006)	28,701
Total comprehensive income attributable to members of the entity		(30,006)	28,701

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2014

	Note	2014 \$	2013 \$
ASSETS			
CURRENT ASSETS			
Cash and Cash Equivalents	7	859,091	814,964
Trade Debtors		1,092	15,760
Investments	11	371,321	364,056
TOTAL CURRENT ASSETS		1,231,504	1,194,780
NON-CURRENT ASSETS			
Property, Plant and Equipment	6	755,396	737,238
TOTAL NON-CURRENT ASSETS		755,396	737,238
TOTAL ASSETS		1,986,900	1,932,018
LIABILITIES			
CURRENT LIABILITIES			
Trade and Other Payables	10	184,271	90,386
Employee Entitlements	4	99,754	96,750
		284,025	187,136
NON-CURRENT LIABILITIES			
Employee Entitlements	4	79,897	91,898
TOTAL LIABILITIES		363,922	279,034
NET ASSETS		1,622,978	1,652,984
EQUITY AND RESERVES			
Asset Revaluation Reserve	5	338,026	338,026
Retained Profits		1,284,952	1,314,958
TOTAL EQUITY AND RESERVES		1,622,978	1,652,984

The accompanying notes form part of these financial statements

Acknowledgments

Carita Potts, Fiona Watson, Staff of Ballarat Hospice Care Inc.
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**BALLARAT
HOSPICE
CARE INC.**

Home Based Palliative Care

Ballarat Hospice Inc
312 Drummond St Sth
BALLARAT Vic 3350

www.ballarathospicecare.org.au
admin@ballarathospicecare.org.au

Ph (03) 5333 1118
Fax (03) 5333 1119