



DRAC — A familiar face at Rotary Hospice House

2025–2026 Annual Report

Prince George Hospice Palliative Care Society

Compassion • Dignity • Connection

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PRESIDENT'S REPORT

This has been a busy year for Hospice. Our Executive Director, Donna Flood, announced in the fall that she would be retiring at the end of August. She has been the driving force behind our society for many years. Under her direction, we have expanded our programs of support not only to Prince George but to other Hospice societies.

Finding her replacement took several months with the assistance of Patrick Doyle. He had helped us successfully negotiate a union contract with our nursing and healthcare providers this year. There were numerous applications, which speaks well to our reputation, and we are proud to announce that Erin Connelly has been hired to guide us through the next chapter.

Our Hospice, Palliative Care and Grief Support programs, which comprise the largest part of our services, are all doing well. The Home Hospice program allows people to remain in the comfort of their own homes.

We added a support group for families affected by dementia. It is important for them to know they are not alone during these confusing times. We also have our annual Family and kids camp.

Dr. David Shepherd has been hired as a Medical Director to ensure our policies and procedures are current and effective. This is part of our continuing certification process.

All of the above programs require funding. We currently receive a portion of funding for the costs of operating the 10 hospice beds, but the rest of our programs require us to do fundraising. We have been very fortunate that our staff and volunteers have done well with our house lottery and 50/50, as well as the Resale stores.

Our donors and sponsors have been extremely supportive and we are thankful. Without this support we would not be able to continue providing these compassionate services.

Going forward, we will continue to expand our palliative and respite care and help people in their stressful times.



— **Rod N. Holmes, PGHPCS Board**
President

EXECUTIVE DIRECTOR'S REPORT

CARE, CONNECTION AND INNOVATION

Rotary Hospice House

Our ten-bed Rotary Hospice House continued to provide specialized end-of-life, respite and symptom-management care in a home-like setting. Clinical skill was matched by attention to family, culture, spirituality and each person's wishes.

Home Hospice

Home Hospice continued to help people remain at home near the end of life. Nursing, personal care, medication coordination, volunteer involvement and grief support helped families feel less alone while reducing avoidable pressure on acute care.

Community grief and caregiver support

The Solace Centre remained a place where grief could be spoken, witnessed and supported. Adult, family, children's, peer and specialized programs responded to grief that may be complex, traumatic or stigmatized.

Connecting Minds Through Compassionate Hearts

Connecting Minds Through Compassionate Hearts advanced community-based support for people living with early-stage dementia and their care partners. The program promotes physical wellness, cognitive engagement, social connection and purpose through evidence-informed programming, volunteer companionship and caregiver support.

Stronger Systems, Stronger Organization

Quality, People and Partnerships
Clinical quality and accountability

The appointment of Dr. David Shepherd as Medical Director brought an important level of clinical expertise to Hospice. Through consultation, complex case review, education and policy guidance, Dr. Shepherd helps ensure that our care remains safe, evidence-informed and worthy of our commitment to be a centre of excellence. Our electronic health record further strengthened communication, continuity and clinical oversight across programs.

Our people

Our nurses, care aides, support staff, fund development and resale teams bring professional skill and compassion to their work each day. Recruitment, education, retention and workforce stability remained priorities as staffing pressures and overtime costs continued.

Volunteers

Volunteers are woven through every part of Hospice—from guest and family support to programs, resale and events. We strengthened recruitment, training, mentorship and role clarity, including preparation for dementia and Nav-CARE support.

EXECUTIVE DIRECTOR'S REPORT

Partnerships and northern leadership

A landmark Memorandum of Understanding with the University of Northern British Columbia formalized a partnership unlike any previously established in our Hospice work. It creates a mutual commitment to learning, research, student experience and the development of evidence that can improve hospice palliative care in northern and rural communities. Together, Hospice's practice knowledge and UNBC's academic expertise can generate learning that benefits patients, families, students and the wider health system.

Financial stewardship and community generosity

Our care depends on both public funding and extraordinary community generosity. The Dream Home Lottery and 50/50, Worth Repeating resale stores, donations, sponsorships, grants and events all help sustain essential services. Community support continues to fund a substantial share of essential hospice care. We remain grateful while advocating for a fair, sustainable partnership with Northern Health that reflects the true cost and value of the full hospice continuum.

LOOKING AHEAD

Building the Future of Hospice Care

More people are living longer with serious illness, more families are providing care at home, and the health system is under pressure. Hospice must be part of the response.

Our priorities for the coming year

Secure a sustainable, multi-year funding agreement that recognizes the full continuum of hospice care.

Strengthen and grow Home Hospice so more people can be supported safely at home.

Advance planning for a Palliative Wellness Centre offering respite, transition support, caregiver services, education and earlier access to care.

Continue to invest in clinical quality, electronic records, evaluation, education and workforce stability.

Grow grief, caregiver, family, children's and dementia supports in response to community need.

Build donor relationships, community partnerships and long-term financial resilience.

Support a thoughtful leadership transition that protects organizational knowledge, relationships and momentum.

EXECUTIVE DIRECTOR'S REPORT

A Personal Reflection

As I prepare to retire after eleven years with Prince George Hospice, I am proud of what we built together: a permanent care team, stronger bedside staffing and clinical leadership, Home Hospice, electronic records, expanded community programs and partnerships reaching far beyond Prince George.

These accomplishments belong to the staff who believed in the vision, volunteers who gave their time, Board members who governed with courage, donors and businesses who invested in the work, and families who trusted us during the most intimate moments of their lives.

Hospice is measured not only by people served, but by symptoms eased, families reassured, children given language for grief, caregivers who feel seen, and people supported to remain at home.

Thank you

To our guests, clients and families: thank you for trusting us. To our staff and volunteers: thank you for bringing compassion to life. To our donors, sponsors, partners and community: thank you for making this care possible. And to our Board: thank you for your stewardship, belief and support.



— Donna Flood,
Executive Director, 2025–2026

OUR VISION, MISSION & VALUES

Vision Statement

To be the centre of excellence and innovation in hospice palliative care

Mission Statement

Our staff and volunteers provide specialized and compassionate hospice palliative care to meet the unique needs of persons, families, and communities within our region.

VALUES

Compassionate Loving Care

Fostering personal relationships through patience and understanding.

Courage

Nurturing a courageous, supportive environment.

Diversity

Celebrating and honouring our individual uniqueness.

Dignity

Conducting ourselves in an honest and respectful manner.

Integrity

Taking personal responsibility and accountability.

Collaboration

Cultivating collaborative partnerships.

STRATEGIC PLAN 2023–2028 UPDATE

Strategic Goal #1	Strategic Goal #2	Strategic Goal #3
● Create a plan to begin construction on a Palliative Care Centre by 2028	● We have a thriving Home Hospice Program	● We have a special reserve fund with \$1 million by December 2026
The Palliative Care (Wellness) Centre is designed to support the needs of those living with a life-limiting illness and includes overnight respite, caregiver support/education, day programming and a training centre for clinical professionals.	Home Hospice is intended to provide choice for those wishing to die at home by providing dignified and adequate support, supporting caregivers in this journey, and by providing expert palliative nursing care at end of life that is accessible, timely and flexible.	The special reserve ensures we have adequate funding for the many steps needed to build or renovate a building, for the creation of a Palliative Care Center.
Phase 1 (community consultation) and 2 (expand palliative wellness programming) are complete. Phase 3 (operational plan) is complete. This project cannot progress without operational funding being secured	Home Hospice has been operational since 2023. Ongoing evaluation is in place, UNBC has been a research partner on this program and one article is published, more are in the pipeline. Home Hospice was shared as an innovative program at the Canadian Hospice Palliative Care Association Conference in 2025 and there was huge interest in the program in Western Canada. Vernon has begun a similar program and another BC hospice is in process of beginning one. Home Hospice is achieving its goals of supporting more community members to die at home when this is their wish, and a variety of professionals refer to this valued resource.	Strong progress toward this goal has been made, and fundraising toward this goal continues. We are continually working to diversify our fundraising efforts over time.

STRATEGIC PLAN 2023–2028 UPDATE

Strategic Goal #4

- We are an employer of choice

In order to achieve our vision, we require a skilled, committed, motivated workforce, which aligns with our hospice values.

In 2026, we worked on developing an employee recognition program, and continued with our annual staff survey. The results of that survey are shared with the staff and Board, along with management's plans to address issues that are identified.

Strategic Goal #5

- We are leaders in learning in hospice palliative care

Our hospice is a centre of excellence, being accredited and being the largest hospice organization in the North.

We continue to provide a variety of tailored education, in flexible formats, upon request to other community groups in the North. We are also part of a provincial grief experts group which provides resources to groups and communities needing it.

Strategic Goal #6

- We demonstrate through our actions our value of diversity to the people we serve through cultural competency and diversity acceptance.

We want everyone to see themselves at hospice, as our staff, volunteers and as our clients should they need us.

Regular training is provided to staff on diversity, and ethnicity data is gathered on our clients so we can assess how we are doing with this goal. Spirituality is woven into all of our services, in whatever way that means for someone.

HOSPICE HIGHLIGHTS



Simply Connected



OPERATIONS DIRECTOR'S UPDATE

Rotary Hospice House

It is an honor to support community during the last days, weeks and months of their life. During the year of this report, Rotary Hospice House hosted 257 guests, and additionally their family and friends.

This year, our visiting families hosted birthday parties, a 'last supper' and brought kittens, and many, many dogs to visit. We love supporting families to host something special, or helping figure out how to hang up family photos, bring in your 80" tv or favorite recliner – we want people to make hospice their temporary home.

New at the house, our beloved hospice cat Drac has found his role providing solace, comfort and amusement for our visitors and guests.



This year we warmly welcomed our Medical Director – Dr David Shepherd – to the society. Deeply committed to compassionate care, Dr. Shepherd is dedicated to supporting patients and their families through end-of-life journeys, ensuring dignity, comfort, and understanding during challenging times. He is providing consultation on our clinical policies and procedures and supporting us with engaging health partners in Prince George.

Home Hospice

While most people say they wish to die at home, most people do not yet die at home. Home Hospice is supporting caregivers and those in their last months to die at home, many in cases where this would not have been possible.

Our nurses are experts in hospice care, and increasing quality of life, maintaining dignity and ensuring caregivers and families have what they need is priority.

We also offer respite for those in the program, so family members can have a few hours to take care of themselves or run necessary errands.

This year we supported 45 families, 75% of whom were able to die at home (others chose to move to Rotary Hospice House as things changed).

"Returning to nursing after maternity leave gave me a new appreciation for the importance of home hospice care. Being welcomed into people's homes and helping them navigate their end-of-life journey is both humbling and rewarding. I am thankful to be part of a team that provides compassionate care and supports families when they need it most." -LPN



Community Programs

A special event each year is the Celebrate a Life event in December, where we gather virtually and in person to remember those in our lives who have died, as a community. Consider joining us this year, and light a candle for your loved ones.

Our grief programming continues to be well attended, and we supported **3,540+ clients** in our groups, one-to-one supports, vigils and clinical programs. We support community members of all ages who would benefit from grief support, and we design programming to meet community needs.

4,656 Grief Sessions Held | 6,800 Hours of Grief Support

New this year, we added an evening group to our long-standing Community Grief Support groups that run in the morning and afternoon, so that those with schedules including during business hours can access the program.

We continue to offer our Connecting Minds Through Compassionate Hearts program, which is newer and one of our Palliative Wellness offerings; focused on those living with early dementia. For those living with a life-limiting illness, we want to provide programming earlier than the last months of life, and focus on wellness in the years ahead when someone receives such a diagnosis.

For those living with other palliative illnesses, we offer programming in our Rec Room focused on art, crafts and woodworking. This programming builds a sense of community and togetherness, and has been a real benefit to those involved.

This year, we built on our existing relationship with Lanterns (formerly known as Rainbows), to train their staff and share our curriculum for Family Grief Support. Lanterns now uses our curriculum when facilitating grief groups.

“Healing Footsteps walking group ran through the winter, with us meeting to walk indoors at the CN Centre. We have been enjoying the outdoors on our walks throughout the summer.” – Grief Support Worker

Volunteerism

Critical to the offerings described are our 152 volunteers. They provide so many contributions of all sizes and schedules.

152 Volunteers | 1,200 Training Hours | 4,440 Service Hours

Some support our fundraising events a few times each year, while some facilitate a grief support group each week. Many are in the middle, sorting donations at our resale stores, baking or cooking in Rotary Hospice House, providing administrative support, doing



maintenance projects, visiting clients and families or serving as Board Members! Thank you for all that you do for the Society.

— **Erin Connelly, MEd, RCC**

Operations Director, 2025–2026

RESEARCH PARTNERSHIPS



We have a number of research relationships through UNBC. Our projects this fiscal year include: a study on the financial cost of hospice and the financial savings that hospice provides to other sectors, and a study on the use of video technology to provide grief support to those who are homebound or living in other communities. Our work with researchers adds quality and ethics to the work we do, and produces academic literature that is representative of Northern BC.

This year we also had a research relationship with UBC, as the Connecting Minds Through Compassionate Hearts Program involved collecting data to show the impacts of that community program.

MEDICAL DIRECTOR'S UPDATE

I am grateful to have joined the team as Medical Director in January 2026. My focus has been strengthening the clinical systems and practices that support safe, high-quality end-of-life care. I have prioritized strengthening clinical governance, supporting our nursing team, modernizing workflows, and deepening collaboration across the regional palliative care network.

The most impactful change this year was re-introducing routine interdisciplinary clinical rounds that are now a formal part of how we oversee care. This brings together leadership, nursing and grief support teams to review complex cases, improve symptom management, and identify opportunities for quality improvement. Alongside this, efforts have been directed towards clarifying communication expectations, streamlined medication-ordering, and reduced ambiguity in clinical decision pathways — all steps that strengthen consistency, safety, and alignment with standards in excellence.

Keeping our guests, clients, families, staff, volunteers, and visitors safe has remained a shared priority. Together, we have advanced infection prevention and occupational safety practices by updating airborne precaution procedures, protective equipment guidance, and communicable disease preparedness. Regionally, we strengthened partnerships with BC Center for Palliative Care, Northern Health's palliative care team and the UBC Department of Family Practice, expanding access to expertise and education while reinforcing our role within the broader palliative-care community.

Together, these efforts have improved clinical oversight, enhanced interdisciplinary communication, modernized safety practices, and deepened collaboration — building a more resilient, compassionate, and high-quality hospice care environment for the people we serve.

Sincerely,
Dr. David Shepherd
Medical Director

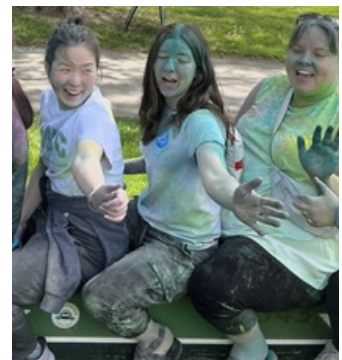
FUND DEVELOPMENT UPDATE

This year, Hell Yeah PG hosted the first-ever Hope for Hospice Social Media-thon, raising more than \$50,000 with the generous support of local sponsors and the community, enough to cover 1,000 days of hospice care! In 2025, all per diem fees were removed to ensure that cost is never a barrier to accessing our services.

Our community continues to show incredible support through successful annual events such as the Colour Walk, High Tea, Mr. PG, and the Dream Home Lottery and 50/50. These fundraising initiatives bring people together while raising funds and awareness of our services. The continued success of these events demonstrates the generosity of our community and their commitment to ensuring compassionate end-of-life care and grief support remains available to everyone who needs it.

We were able to benefit from two new events, watch parties for events such as the Amazing Race Canada, which featured Prince George and was produced by our Resale Manager, as well as the NHL Finals which was hosted in benefit of the PG Hospice. —Fund Development Staff

—Anika Lachapelle, CPA, CMA
Finance/ HR Director



2025–2026 Board of Directors



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Past 1st Vice President



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1st Vice President



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JUAN PABLO
Director

GOVERNANCE COMMITTEE REPORT

The Governance Committee is pleased to present its report on the activities undertaken during the 2025–2026 fiscal year in support of the Society’s governance responsibilities and strategic priorities.

Governance Policies

The Committee completed a comprehensive review of the Governance Committee’s policies and terms of reference to ensure they continue to reflect current governance best practices and the evolving needs of the Society. Where appropriate, recommendations were made to improve clarity, accountability, and alignment with Board governance responsibilities.

Board Recruitment and Succession

A key focus this year was strengthening Board capacity through director recruitment and succession planning. The Committee led a recruitment process that included outreach, candidate screening, interviews, reference checks, and recommendations to the Board.

As a result of this process, five qualified individuals were recommended for appointment to the Board, enhancing the Board’s collective skills, experience, and diversity.

The Committee extends its appreciation to all individuals who expressed an interest in serving the Society.

Executive Director Recruitment

Following notification of the Executive Director’s planned retirement, the Committee played a central role in supporting the Board’s recruitment and selection process.

Working with an external executive search consultant, the Committee assisted in:

- reviewing and updating the Executive Director position description;
- reviewing market compensation information;
- developing the recruitment strategy and job posting;
- participating in candidate screening and interviews; and
- recommending the successful candidate for Board approval.

The recruitment process has now been successfully completed, with **Erin Connelly, the Society’s current Operations Director, appointed as the new Executive Director.**

Erin brings extensive knowledge of the Society, its programs, staff, and community partners to her new role, providing strong continuity as the Society moves forward.

The Committee congratulates Erin on her appointment and looks forward to supporting her as she assumes this important leadership role. The Committee also extends its appreciation to the Board, staff, and Pat Doyle, the external search consultant, for their contributions to a thorough, transparent, and competitive recruitment process that has positioned the Society for a smooth leadership transition.

GOVERNANCE COMMITTEE REPORT

Looking Ahead

The Committee will continue to focus on strengthening governance practices, supporting Board development and succession planning, reviewing governance policies on a regular basis, and assisting the Board in maintaining effective leadership and oversight.

The Governance Committee thanks the Board, Executive Director, staff, volunteers, and our external advisors for their collaboration and support throughout the year.

Respectfully submitted,

Governance Committee

Prince George Hospice Palliative Care Society



FINANCIAL REPORT

Revenue:

Annual fundraising events, including the Dream Home Lottery, Colour Walk, High Tea, and Mr. PG were financially successful. These events increase awareness of hospice and grief services while bringing the community together. The two thrift stores continue to be profitable, providing a reliable and sustainable source of funding for the Society. The community continues to show its generosity and support through charitable donations and sponsorships.

Expenses:

The Society successfully renewed its collective agreement, ensuring fair and competitive compensation for our dedicated healthcare staff. Total expenses remained in line with budget expectations, with no significant or unusual expenditures during the year, reflecting responsible fiscal management and oversight.

Capital Spending:

Capital spending was limited, with replacements made only for medical equipment that had reached the end of its useful life.

Reserves

The Society was fortunate to achieve a surplus this year, which was transferred to our Reserve Funds to strengthen long-term financial sustainability. Maintaining healthy reserves is essential to ensuring the Society can continue providing services and maintain operations for approximately 8–12 months in the event of an unexpected interruption or loss of funding. Building and maintaining these reserves helps safeguard the continuity of hospice and grief support services for our community.

— **Anika Lachapelle, CPA, CMA**

Finance/ Director



FINANCIAL REPORT

Finance Committee Report

The Finance Committee and Board continued to focus on the financial sustainability, accountability and responsible stewardship of Prince George Hospice Palliative Care Society's resources throughout the year.

For 2025/2026, total revenue increased by 10.5% while expenses increased by 6.8%, resulting in an excess of revenue over expenditures.

Revenue growth was due to various factors. Donations and fundraising, grants, and the Dream Home and 50/50 ticket revenues increased. Funding from the Northern Health Authority increased by approximately 3%. These results demonstrate the continued generosity of our community and the strength of the Hospice Society's fundraising activities. At the same time, the Committee recognizes the importance of maintaining a diversified and sustainable revenue base.

Expenditures remained well managed relative to revenue growth. Wages and benefits were the largest expenditure category, representing 61% of total expenses.

Looking forward, the Finance Committee will continue to focus on financial sustainability, expenditure management, adequate reserves, investment management and strong internal controls.

The Finance Committee appreciates the work of management and staff in maintaining sound financial stewardship throughout the year. The Committee remains confident that the Hospice Society is well positioned financially to continue delivering its important palliative and supportive care services to the community while planning responsibly for the Organization's future.

Respectfully submitted,

Finance Committee

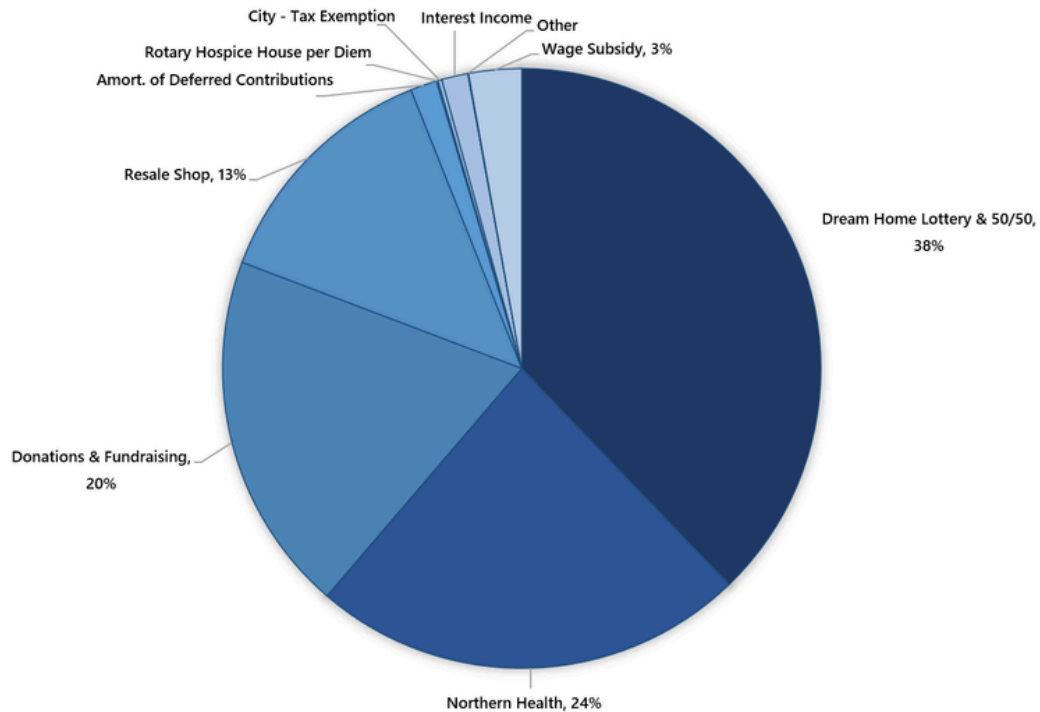
Prince George Hospice Palliative Care Society



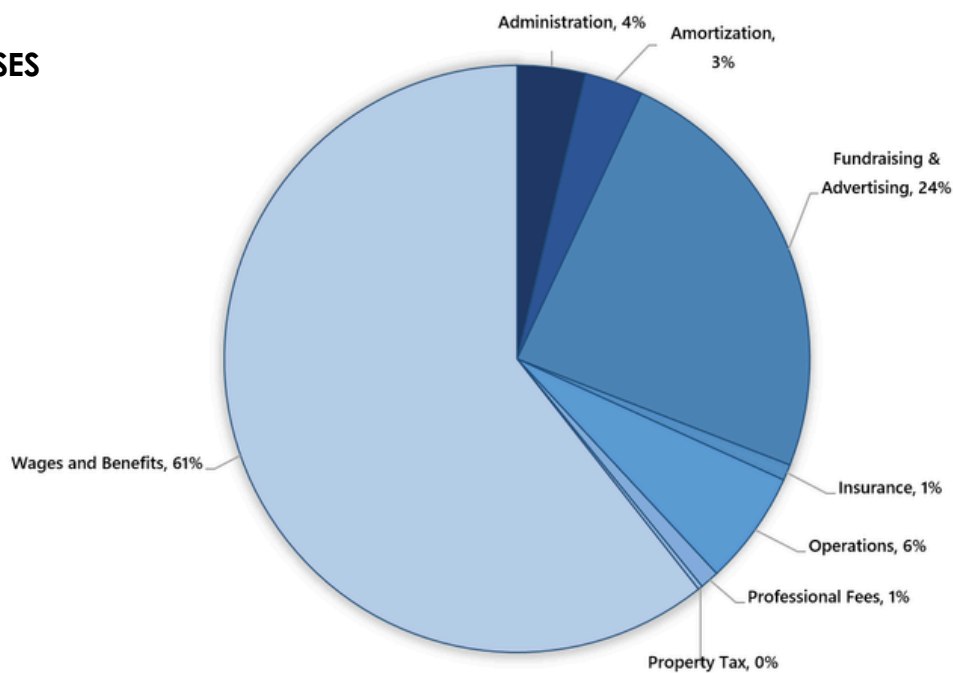
REVENUE & EXPENSES

Year End March 31, 2026

REVENUE



EXPENSES





Stay Connected

Be part of our Hospice Community

Your membership helps support the work we do and keeps you connected to our organization and community.

RENEW YOUR MEMBERSHIP

Already a member? We invite you to renew your membership for the year ahead.

BECOME A MEMBER

Not a member yet? Join our community and support the work of PGHPCS



SCAN TO RENEW OR BECOME A MEMBER

Thank you for being part of our Hospice Community

Thank you



PRINCE GEORGE
HOSPICE
PALLIATIVE CARE
SOCIETY