

**Minutes of Board of Directors  
Tuesday, May 29, 2007**

The Board of Directors of Hospice of Greater Saint John, Inc. met on Tuesday, May 29, 2007 at the Hospice House, 282 Douglas Avenue.

Present: Marilyn Craft, Sandy Johnson, Suzanne Roma, Cathy Connolly, Betty Bowes, Shirley McAlary, Ivy Cosman, Tina Landry, Marijke Bloc, Jo McLean, Dr. Nancy Grant,

Regrets: Dr. Chris O'Brien, John Sheehan, Patrick Woods, Joanne Jamer, Patti Nicholson

**1. WELCOME & OPENING PRAYER**

Marilyn Craft, Chairperson called the meeting to order at 4:30 PM and the opening prayer was said by Cathy Connolly

**2. APPROVAL OF AGENDA**

*Motion to approve agenda (Shirley McAlary/Jo McLean) - Motion Carried*

**3. APPROVAL OF BOARD MINUTES APRIL 24, 2007**

*Motion to approve minutes of the Board Meeting April 24, 2007. (Shirley McAlary/Nancy Grant) - Motion Carried*

**4. RESIDENTIAL HOSPICE**

**4.1 Offer From Sisters of Charity/ Due Diligence Report**

The Sisters are prepared to sell the property to Hospice, "as is" for \$250,000, becoming investors in our vision of a Residential Hospice and are making a significant donation to us by discounting the property by \$500,000-\$750,000. The Sisters would like to know "as soon as possible" if Hospice intends to purchase the property and have requested that the Hospice Board respond by June 1, 2007. The Sisters have requested a July 1<sup>st</sup> possession date, but no later than August 1<sup>st</sup>.

*Motion to offer purchase 385 Dufferin Row at no more than \$250,000 and to put 282 Douglas Avenue up for sale. (Shirley McAlary/Dr. Nancy Grant) - Motion Carried*

Shirley reported that:

- The building costs for a 10-bed Residential Hospice and space for current Hospice programs, services and offices would cost well over \$1 million;
- The Sisters' Convent has been well maintained and would support current operations and space for the Residential Hospice plan;
- The purchase price is also less than what Hospice paid for the current house at 282 Douglas Avenue;
- The space offers a rental opportunity should government refuse to financially support the development of a Residential Hospice;
- Hospice has an excellent House Committee who is prepared to take on the new facility while they continue to maintain the current facility;
- The current home may sell faster if it is empty;
- This is a good business decision for Hospice;
- A positive newspaper story is needed to help the public understand what's happening.

Cathy agreed regarding the opportunity and the fit for Hospice. She questioned the timing of the sale and asked for further clarification on the Phase I Renovation Costs for current operations and if the Regional Development Corporation would support those costs. She expressed that she would prefer an interest-free loan to avoid bridge-financing costs.

Nancy reported that this is an ideal opportunity - more cost-effective than building - and that we should accept the risk. She questioned if the property had zoned heating and/or how we could reduce the heating costs.

Tina reported that the Hike for Hospice was a testament to the commitment of the public to Hospice and that the West Side Community will be very supportive. Tina will connect Hospice with the West Side Business Association.

Shirley will connect Hospice with the Knights of Columbus to apply to be the recipient of their breakfast fundraiser that typically raises \$5,000.

Sandy reported that Hospice has been pursuing this opportunity with the Sisters for over three years and that they have agreed to sell the property significantly below market value to ensure that Hospice could afford it. Looking at it from their perspective, they might be fair in expecting Hospice to make a quick decision and to be prepared to meet them on their desire to turn the property over in a timely fashion. Sandy also presented the Due Diligence Report – see attached. She noted that purchasing this building was a good business decision and sound investment for Hospice, regardless of whether or not Residential Hospice ever becomes a reality. She agreed to work with an architect and city building/fire inspectors to identify the exact renovation needs and costs for current operations with no current occupancy on the second or third floors. She will also look into zoned heating and identify ways to reduce the heating costs. She reported that Hospice has a current equity position of \$87,500 which should rise to \$112,500 assuming the Douglas Avenue property sells for a minimum price of \$275,000.

#### **4.2 Government Status Report**

Sandy reported that while Hospice has key political support in principle from Premier Shawn Graham, Minister of Health Mike Murphy and local Ministers Roly MacIntyre, Mary Schryer, Ed Doherty and MLA's Abel Leblanc, Trevor Holder and the federal Health Minister, Tony Clement, we do not have any commitments for funding.

#### **4.3 Revised 2007/08 Budget**

Sandy presented the draft revised budget with the new facility factored in and rental income factored out. The final draft will be ready for approval at the September Board Meeting.

### **5. REPORTS**

#### **5.1 Finance Committee**

The United Way has confirmed our allocation of \$45,000 for fiscal year 2007/08. The request was \$50,000.

Total foundation grant funding to date is \$17,160 made up of the following:

- The United Commercial Travelers provided a grant of \$300 to support the delivery of spring flowers to people on our palliative support service just prior to Easter.
- \$10,000 in funding from the New Horizons for Seniors program has been deferred from 2006/07 to this fiscal year.

→ \$7,000 has been received from the Harold Ballard Foundation to support wheelchair accessibility and the purchase of recliners.

The Greater Saint John Community Foundation declined two grant requests this spring. Two grant proposals are pending at present – IWK and MindCare.

The Spring Direct Mail Campaign has brought in \$4,000 in the first 10 days of the campaign.

The annual audit is taking place within the next few weeks by Chris Cook. Statements will be ready for the Annual General Meeting.

## **5.2 Resource Development Committee**

Cathy reported that the Play Cards at Home and Luncheon brought in a total net profit of \$3,482 and thanked the Friends of Hospice for their hard work and personal commitment to this annual fundraiser.

The Bayshore Hike for Hospice had 75 participants and brought in a total net profit of \$5,000. Participation from the public was excellent for this event and gives us tremendous hope for growing this event into the future. Special thanks goes to Tina Landry and the hardworking Bayshore staff for their outstanding title sponsorship. Tina reported that the matching contribution from Bayshore National amounted to \$330 (\$5/registered participant). Bayshore has confirmed their title sponsorship for 2008 in the amount of \$1,000.

Plans are in development to produce “Bracelets of Hope & Healing” that can be purchased for \$20/each. The goal is to produce 500 for sale over the next year – 250 will have sunflower charms and 250 will have angel charms. The projected net profit is \$5,000. This idea comes directly from Dr. Margot Burnell. This is a fundraiser in Windsor, Ontario. Sandy to send a thank you to Dr. Burnell on behalf of the Board.

Clarica has confirmed title sponsorship of our Annual Angels Remembered Campaign with a \$1,000 donation. They are also applying for a \$10,000 national grant given out quarterly to 10 local Clarica groups who partner with community charities.

## **5.3 House Committee**

The House Committee had a dinner at the House hosted by Shirley to thank members for their hard work on May 14<sup>th</sup>. The House Committee has been preparing for the sale by painting, gardening, mowing, etc. Shirley recommended that the security contract on the current house be terminated as of June 30, 2007. She will assume responsibility for checking the house regularly once it is vacated. This house will be on the market early in June.

## **5.4 Friends of Hospice**

Betty reported that the Friends attend 90% of Hospice functions and PR opportunities. She thanked them for a job well done on the Play Cards Fundraiser and reported that the closing dinner is June 4, 2007 at 6:30 pm at the Pizza Delight in the North End. Betty reported that Isobel Crawford is in the hospital and that June Clark and Marjorie Thomas will both celebrate their 90<sup>th</sup> birthdays in June. The Friends intend to have a birthday tea for them in the near future. Nancy requested to be notified of the date/time.

## **5.5 Operations**

### **Staffing**

- Sandy reported that Sue King has requested that her hours be reduced to two days per week beginning in June. She will be joining Bayshore and the VON on nursing contracts and returning to school in

Halifax two days per week to pursue her Masters Degree in Theology. A revised contract has been provided. It expires on December 21, 2007 or earlier with two weeks notice from either party.

- Hospice did receive approval for a summer student this year. Trisha Daigle will once again join our staff in July through to the end of August.

## Services

Sandy reported that:

- The Palliative Support Outreach Service currently has 34 people/families receiving support. There have been no new referrals to the Day Program for several months.
- A Day Program Outreach Service has begun which involves Sue going into people's homes to bring some of the Day Program services to people in a one-on-one basis. The New Horizons for Seniors will be sent a mid-year report and advised on the status of this program and the revised delivery option.
- The Spring 2007 Family Caregiver Lunch & Learn Program was a success with 6 registrants. It wrapped up on Thursday, May 17<sup>th</sup>. A Fall Supper & Support Evening Session is being planned. The next Lunch & Learn session is set for November 1 – December 6, 2007 from 11:30 am – 1:30 pm.
- The Spring Evening 7-Week Grief Support Group had 28 registrants and a regular attendance of 20 people. Feedback was excellent and the group continues to meet informally at one of the participant's homes. A NEW Daytime Grief Support Lunch & Learn Program is being piloted from May 24 – July 5. Extensive advertising has taken place. Ten people are registered to date.
- A NEW Bereavement Walking Group is being piloted from July 7 – August 11, 2007. The program will run for 6 weeks, every Saturday from 10:00 am – 12:00 noon. This is a Canadian best practice program that involves a 45-minute walk followed by refreshments and sharing.
- The Monthly Drop-In Grief Support Program continues to have limited participants. Monthly advertising plans are in place.
- 116 families are receiving Monthly Bereavement Calls.
- A new Memorial Scrapbooking Program is currently being researched for possible implementation.

## Donner Canadian Foundation Awards

This is the 10<sup>th</sup> Anniversary of the Canadian Donner Awards and the last year for the original grant from the Donner Foundation. A stage one submission on behalf of Hospice has been made. If we rank in the top three, we will be invited to stage two – narrative submission.

## 6. ADJOURNMENT

*Motion to adjourn meeting at 6:30 PM (Nancy Grant).*

**Next Meeting – Annual General Meeting scheduled for June 26, 2007 from 4:30 pm – 7:30 pm. The Board requested that Sandy Johnson request to hold the meeting at 385 Dufferin Row.**

Respectfully submitted

Sandy Johnson  
Executive Director

## **Residential Hospice Due Diligence Preliminary Report May 23, 2007**

The following preliminary report has been prepared for the Hospice Board of Directors in advance of the May 29, 2007 Board of Directors' Meeting. A more detailed report provided by architect, Michael Richard and draftsman/contract estimator, Bruce Sullivan will be available at the Board Meeting. The following attempts to provide the Board with as much information as possible upon which to make an informed decision regarding the purchase of 385 Dufferin Row.

### **Offer from the Sisters of Charity**

- Fair market value of the property is \$750,000 to \$1,000,000. Service NB reports that the property's assessed value for taxation purposes is \$652,200. The insurance company reports the cost to build at today's rates would be \$1.66 million dollars.
- The Sisters are prepared to sell the property to Hospice, "as is" for \$250,000.
- The Sisters have elected to become investors in our vision of a Residential Hospice and are making a significant donation to us by discounting the property by \$500,000 - \$750,000.
- The Sisters would like to know "as soon as possible" if Hospice intends to purchase the property and have requested that the Hospice Board respond by June 1, 2007.
- The Sisters have requested a July 1<sup>st</sup> possession date, but no later than August 1<sup>st</sup>.
- The Sisters are prepared to leave furniture, etc. that they do not want in the house – piano, organ, washer, dryer, refrigerator, some beds, some furniture, etc.
- The Sisters have a 90% property tax reduction at 385 Dufferin Row. Their current property taxes amount to \$2,185/year. Hospice will need to pay the appropriate portion should we assume possession – \$182/month. Should we assume possession in July that will amount to \$1,000 for Hospice. Hospice will once again be exempt from property taxes beginning with the 2008 year.

### **Hospice Financial Situation**

- Total Assets = \$381,799 including:
  - Operational Bank Balance of \$77,682
  - Hope House Capital Fund Bank Balance of \$12,504
  - Building/Land/Equipment Assets of \$287,378
- Hospice purchased the Douglas Avenue house/property one year ago for \$273,000.
- Hospice has invested \$5,000 in cash to upgrade the home (does not include volunteer time).
- Our realtor, Shirley McAlary, suggests listing the house for \$295,000.
- Because we have a 100% property tax reduction at 282 Douglas Avenue for 2007, any new owners will not pay property taxes for 2007. The annual property tax rate at the time of our purchase was \$5,000; therefore, should someone purchase the home as early as June, they could save \$2,500 in expenses.

## **State of Dufferin Avenue Home**

- Three-story wood home built in the late 1920's. A two-story brick addition was added in the late 1960's. The Convent was home to 17 Nuns at one point.
- The basement includes:
  - Large meeting/training room
  - Two small rooms and a bathroom
  - Laundry room
  - Cold storage room
  - Furnace/oil tank rooms
  - Storage
- The first floor includes:
  - Large living room
  - Small sitting room
  - Large dining room
  - Commercial kitchen
  - Walk-in Refrigerator
  - Large Chapel
  - 2 group bathrooms
  - 7 office/program rooms
- The second floor includes:
  - 13 bedrooms – all have sinks and four include washrooms with toilets
  - Large storage room
  - Large living room with two small rooms off the back
  - Two washrooms with toilets, showers and tubs
- The third floor includes (older house only):
  - Four bedrooms
  - Group washroom with tub/shower
  - Access to the roof
- The windows were replaced in July 2001 at a cost of \$10,000 (except for four in the Chapel at the back of the home).
- The roof on the original house was replaced in 2002.

## **Report re Fire and Building Codes**

- The Saint John City Building Inspector, Bill Edwards, and two City Fire Inspectors, Jerry Wilson and Mark Wilson, toured the building along with contractor, Bruce Sullivan.
- All determined the building was well built and has been well maintained. It is worth investing in.
- Change of use of the building (sale/purchase) requires code upgrades as follows:
  - Upgrading the fire alarm system;

Fire separations (fire rated doors and floor separations);  
 Sprinkler system throughout the building before any overnight guests (tenants or patients);

- ❑ Hospice requires an elevator for residential hospice use – not a code requirement.
- ❑ Wheelchair accessibility - Hospice has a wheelchair lift that can be used at the front door. These doors are double width and the building’s hallways/doorways are wide enough to meet code.
- ❑ Mark Mallory, the Provincial Fire Marshall, has confirmed that Residential Hospice will be classified as B2 Residential Occupancy according to the National Building Code.

**Report from Architect and Building Contractor re Renovation Costs to Meet Codes**  
 (Actual Class D Rough Estimates to be received from the Architect in time for the Board Meeting)

Phase I will include the costs for required renovations for full operations, including Residential Hospice. A future Phase 2 plan will be "nice to have’s” once funding allows. As per verbal discussions/costing with the Architect and Building Contractor, they suggest the following costs:

Elevator	\$ 75,000
Fire Code Upgrades (doors, etc.)	\$100,000
Sprinkler System	\$ 40,000
Other Renovations	\$100,000
Professional Fees	<u>\$200,000</u>
<b>Total Capital Renovation Costs</b>	<b>\$490,000</b>

**Capital Renovation Costs Funding Plan**

Regional Development Corp.	\$300,000*
Service Club - elevator	\$ 75,000
Corporate Donations	\$100,000
(bedroom designs/decorations)	
Capital Campaign	<u>\$100,000</u>
<b>Projected Revenue</b>	<b>\$575,000</b>

\* The RDC will be approached to support 100% of these capital renovation costs. This plan projects revenue at \$300,000 from RDC.

**Re-Zoning**

- ❑ The home is currently zoned for institutional care. No re-zoning required for Residential Hospice.
- ❑ Re-zoning may be needed if Hospice decides to rent space to generate revenue.

**Comparative Annual Operational Costs**

<b>One-Year Comparative Occupancy Expenses</b>	<b>Hospice - 282 Douglas Ave</b>	<b>Sisters – 385 Dufferin Row</b>	<b>Hospice – Projected at 385 Dufferin Row (Current Ops)</b>
Fuel (oil)	6,000	15,134	16,000
Electricity	1,500	4,765	6,000
Water & Sewage	600	658	700
Property Tax	3,103	2,185	1,050
Garbage Collection	0	1,298	0
Grounds (lawns, snow removal)	0	3,088	0
Maintenance	3,600	1,744	5,000
Furniture/ Equipment under \$200	2,600	0	0
Security	600	405	250
<b>Total</b>	<b>\$18,003</b>	<b>\$27,979</b>	<b>\$29,000</b>

**Occupancy Funding Plan**

- The 2007/08 Hospice Projections to Year-End have been revised to factor in increased occupancy costs re heat, lights, water and maintenance.
- A “worst case scenario” has been used re revenue– ie, no rental income at the Sisters property and decreased grant revenue has been included in the revised revenue plan. Hospice revenue estimates are conservative.
- Expenses have been trimmed, particularly in the areas of Salaries & Benefits; Education; and Marketing & Communications. This reflects the following:
  - Sue King’s current year contract has been reduced to two days per week and expires in December.
  - Core staff will fund their own travel, hotel and meals to attend the CHPCA National Conference in Toronto in November. Hospice will assume the costs of registration only (\$1,500).
  - Hospice will not produce a professional coloured Annual Report for community distribution. An Annual Report will be done internally and distributed through our own channels. Brochures and other promotional materials will continue to be done internally. General advertising will be eliminated.

### **Lawson Family**

- The Lawson Family has been advised that Hospice could be selling the home at 282 Douglas Avenue and moving to 385 Dufferin Row. In an e-mail from Bobby's daughter, Barb Creamer, she states:

*"This is fantastic news! Today (May 10, 2007) is Mom's birthday and so she has been on my mind all day, and I'm sure all of the others (brothers and sisters) too. This is truly the best birthday gift you could have given her, and if she were here, I know she would be elated by this news! I look forward to hearing more about it. The fanfare will be a pleasure to watch. Great work on your part and of course the terrific team you work with. Congratulations!"*

### **Government Status Report**

- Roly MacIntyre, Mike Murphy and Nora Kelly (Deputy Health Minister) met via phone with Federal Health Minister, Tony Clement.
  - ✓ Minister Murphy told him that he fully supports our project for federal pilot project funding.
  - ✓ Minister Clement advised Mike Murphy to use some of the federal funds just given to NB for Wait Time Guarantees to fund a Pilot Project.
  - ✓ Nora Kelly not supporting this initiative – she reports the Dept. of Health is focusing on putting more money into EMP to keep people at home and that any project that requires new money puts a strain on the system.
  - ✓ Roly MacIntyre intends to have a strategy session with Premier Shawn Graham.
- Mike Murphy sent an e-mail on May 17<sup>th</sup> that he was *"Meeting with Minister Clement on Monday, May 28<sup>th</sup> in a last ditch effort"* to secure new federal funds for the pilot project.