

Résidence
de soins palliatifs
de l'Ouest-de-l'Île



West Island
Palliative Care
Residence

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Pavillon André-Brunet



Pavillon Stillview

Mission

- Provide active and compassionate care in order to comfort and support terminally ill patients and their loved ones.
- Since its opening in 2002, the Residence has cared for over 3,600 patients and 14,000 of their family members.
- We focus on life, We help families, We rely on community support

Palliative Care in Canada Today

- Mostly limited to end-of-life care practices and offered in various forms: patients' homes, dedicated hospital facilities and residences like the WIPCR.
- Accessible to only 15-30% of Canadians which clearly shows that the need for quality, comprehensive palliative care is a vital element of the country's health care system.
- Many health professionals are unaware of the large role timely palliative care can play in improving patients' quality of life and even extending it, and the benefit it can bring families and caregivers.
- Patients are usually referred to palliative care late in the illness near the very end of life and without having benefited from optimal symptom control or other supportive early palliative care





OPERATIONS/Governance

- Two Boards govern the Residence. The Operations Board is responsible for the day-to-day administration of the Residence. The Foundation Board's responsibility is to ensure financial security, such that day-to-day operations are guaranteed and that future funding is assured. As a non-profit organization, the Residence holds itself to high standards of management and accountability.

Our Services

- Care and services to all patients free of charge.
- Like our hospitals in Canada, we do not charge our patients for our services but many of them and their families thank us voluntarily with generous donations.



Some Statistics

- More than 3,500 deaths since opening
 - Age range from 18 to 102
- Average length of stay: 15 days
 - 48% less than 5 days
 - 80% less than 20 days
- 9 respite care admissions last year
- Cost per patient: \$10,000

Volunteers, an Indispensable Resource

- In 2016, some 300 individuals provided over 29,000 hours of service, the equivalent of 12 full time jobs.
- They volunteer as receptionists, administrative assistants, laundry personnel as well as kitchen, garden and maintenance helpers. With specialized training, volunteers also work as patient care providers and bereavement callers, providing phone support to families.

Volunteers – Hours of Service

Total hours of volunteer service

April 1, 2015 to March 31, 2016

23,567 hours

Total wage value:

(Using job equivalent rates for Montreal region from Government of Canada
Job Bank – no benefit costs added)

\$ 364,817

Equivalent to 13 full-time staff members

LEADERSHIP

- The West Island Palliative Care Residence, a centre of excellence and a leader in palliative care within Quebec and Canada, is a non-profit charitable organization dedicated to the care of patients during the final days of a terminal illness.
- With its 23 beds, it is the largest free-standing palliative care in Canada and is recognized across the province and Canada for its excellence in its field.

A Community in Action

- Over the years the Residence has assumed a leadership role in palliative care and has become integrated into the provincial health care system. Our expert staff have trained others on best practices in end of life care as well as how to establish dedicated facilities on the local, provincial and national levels.
- We are at the table with other leaders advocating for better education and training in palliative care for our Canadian physicians and for improved access for all Canadians. We hope to see palliative care as a regular, integrated component of the health care continuum, one that cares for all Canadians from birth until death.

What is the difference between Management and Leadership?

Leadership compliments management, it doesn't replace it.

- Management is about coping with complexity
 - brings a degree of *order and consistency* to an organization
 - develops the capacity to achieve its plan by *organizing and staffing*
 - ensures plan accomplishment by *controlling and problem solving*
- Leadership is about coping with change
 - is about creating *vision and strategies*
 - requires *motivation and inspiration*, keeping people moving in the right direction
 - requires *aligning people*

The Purpose of Management

Is to keep the current system functioning

*The Purpose of Leadership
is to produce useful change*



Leadership Style is the manner in which leaders influence their followers

- Commanding – Demands immediate compliance – *Do what I tell you...*
- Visionary – Mobilizes people toward a vision – *Come with me....*
- Affiliative – Creates harmony and builds emotional bonds – *People come first.*
- Democratic – Forges consensus through participation – *What do you think?*
- Pacesetter – Sets high standards for performance – *Do as I do now....*
- Coaching – Develops people for the future – *Try this...*

Goleman



What is Situational Leadership?

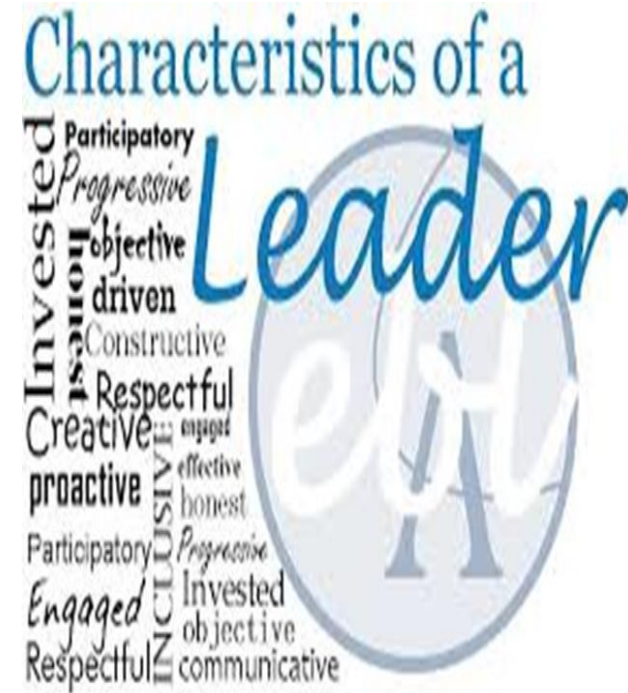
- It is up to the leader to change their style, not the follower to adapt to the leader's style.
- The style may change continually to meet the needs of others in the organization based on the situation.



Be a Versatile Leader!

A versatile leader, uses a situational leadership approach, to apply the right style at the right time!

- Use coercion only in crises situation
- Use authority when charting a new course
- Use affiliation to heal a team
- Use democracy for collaboration
- Use pacesetting for sprints
- Use coaching for improvement



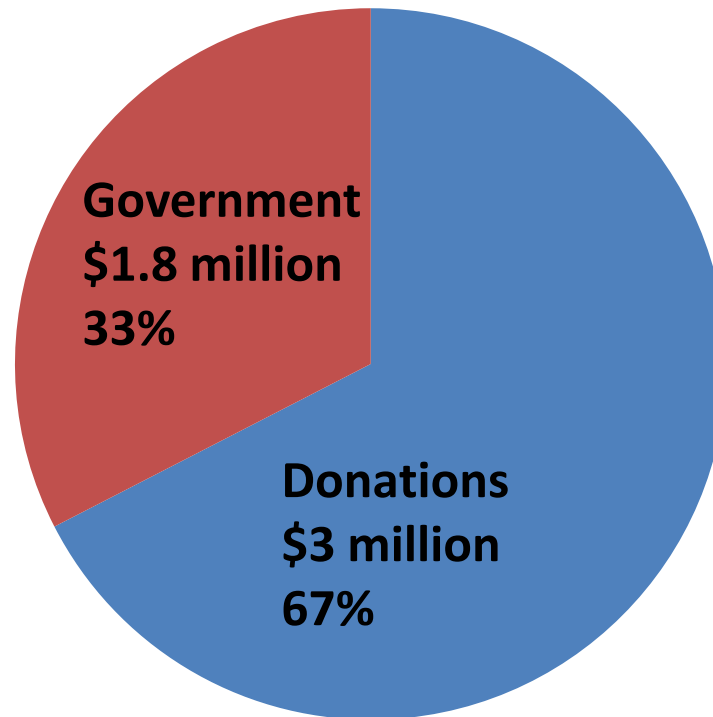
The Fundraising Challenge



- The West Island Palliative Care Residence must raise \$10,000 a day (over \$3 million annually)

What Government Pays

Quebec government covers one-third of the annual budget of West Island Palliative Care Residence



Major Fundraising Events

- Valentine Ball (February)
- Community Breakfast (April)
- Lottery (June)
- Golf Tournament (September)
- Wine Auction (October)



FUNDRAISING HIGHLIGHTS

- 5 annual campaigns
- Media opportunities
 - Social media, twitter, Facebook, Instagram
- Ambassador programs : Women's and Youth
- Email blasts
- Residence tours
- One on One donor meetings
- Stewardship

Thank you!
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