

**THE END OF LIFE DOULA ASSOCIATION OF
CANADA**

Policies and Procedures

Aug 2020-Aug 2021

Updated May 18, 2021

TABLE OF CONTENTS

Introduction	3
Administration	4
Risk Management	19
Business Management	26
Community and Network	26
Appendices	27

End of Life Doula Association of Canada

Policy and Procedures

INTRODUCTION

What is an End of Life Doula?

End-of-life doulas empower, educate, and encourage people and their families to be involved in making decisions. The word "doula" is Greek for servant or helper. Like a birth doula supports women during the labor process, an end-of-life doula supports a person during the dying process. This support is specific to that person's needs, beliefs, and desires. Death is a process that can span over months or even years rather than an event and doulas can help with supporting and planning for the future, regardless of diagnosis or illness. Having a conversation or planning when you are healthy is encouraged by doulas so that the care received at the end of life is appropriate and aligned with your wishes.

Our Approach

Our approach is holistic, inclusive, honors diversity, individualized, person-centered quality care. We see death as a process rather than an event that takes place over time. We see building relationships with the person as the key to supporting them in their journey. We see a person as being made up of a unique set of circumstances and beliefs. We see the person as an individual.

Vision: To raise the standard of End of Life Care.

Mission: To promote high quality End of Life Care (EOLC) by setting the standard for the doula profession through membership and training based on need and recommendations made by the Ministry of Health, health authorities and outside agencies.

Statement of Values:

- A. In alignment with our Code of Ethics and Standards of Practice, we welcome and embrace our strengths and our differences, encourage involvement, and provide equal access to opportunities and information for all members and clients.

- B. We recognize the diversity of personalities and skills that comes with a person. We are respectful and inclusive to all members and clients regardless of their identities.

- C. We promote beneficence in care. We promote good as well as prevent and remove harm.

End of Life Doula Association of Canada

Policy and Procedures

ADMINISTRATION

Our 2020/2021 Board:

President Jennifer Mallmes BGS

Jennifer Mallmes is co-founder of the End of Life Doula Association of Canada. She has worked as a Doula for the last 5 years and prior to that she worked as a palliative care worker. She completed a degree in General Studies, minoring in Gerontology and Sociology from Simon Fraser University. She is currently an instructor for the End of Life Care Doula Certificate program at [Douglas College](#) in Coquitlam, BC. Jennifer's passion is that all persons will have access to and be knowledgeable of the resources available to them, while advocating for better end of life care.

Vice President Tracy Chalmers

Tracy is devoted to helping to shift how the Western world views death as a failure and something that happens behind closed doors - to something natural; a process that we as friends, families and communities are empowered to take part in. Tracy is an End of Life Doula and offers her services through her business Endwell, where she supports individuals and families at the end of life. Tracy also sits on the board of the End of Life Doula Association of Canada where she volunteers her time to help with the association's vision of raising the standard of end of life care through creating a standard of excellence for the Doula profession. At her local hospice, Tracy not only supports patients and families, but she has taken on the role of mentor, training new volunteers. She is deeply honoured to be a member of a vigil team, where she is called on to sit bedside with residents of local care homes who are dying alone. Tracy is passionate about facilitating conversations around the end of life and sharing her experiences in her role as facilitator of the End of Life Doula Program at Douglas College. She is fueled by empowering people - by reminding people how to show up for each other through mindfulness, self-compassion and holding space - in life and in death.

Secretary Sarah Muxlow BSW

Sarah Muxlow is co-founder of the End of Life Doula Association of Canada and holds a degree in Social Work from the University of the Fraser Valley. Sarah's passion for end of life care began after experiencing the loss of a loved one in 2013. Sarah has dedicated herself to expanding education and services surrounding hospice, palliative care, and grief and loss. Sarah and Jennifer first met in 2016 and recognized the need to establish a scope of practice, governing body, standard of practice, and ethics for End of Life Doulas. Sarah applies a family-centered approach to practice and currently works in long-term care. Since 2016, Sarah has volunteered with the Chilliwack Hospice Society and is trained in vigil and hospice care. She coordinates the Chilliwack Hospice Vigil Outreach Team and continually seeks to provide education on hospice palliative care and grief and loss support to her community.

End of Life Doula Association of Canada

Policy and Procedures

Elaine Macdonald RN BSc

Elaine has always been fascinated by our individual journeys at end of life, seeking to advocate for a mindfulness approach that sees the joy in living and aging, by caring, connecting and celebrating. She is perfectly positioned in the health care world to promote end of life doula services as integral to the team in our vision to raise the standard of end of life care. She is passionate about connecting and is always looking for opportunities to “start the conversation”. With her background in quality assurance and leadership, she is seeking to be a great support to the growth and professionalism of the EOLDAC.

Administration Brandi Bailey

Brandi is an End of Life Doula and hospice volunteer in the Tri Cities. She has a business background and has worked in Advertising and Marketing for 20+ years. Brandi supports the End of Life Doula Association by managing our email, newsletter and social media communications as well as running our website and helping out with monthly meetings.

Purposes and Development of Standards:

PURPOSES: The End of Life Doula Association of Canada is a non-profit society promoting end of life care and awareness. Our mission is to promote quality end of life care, training, advocating, raising awareness, and creating a community of end of life care workers. The society is member funded.

MEMBER-FUNDED SOCIETY: This society is a member-funded society. It is funded primarily by its members to carry on activities for the benefit of its members. On its liquidation or dissolution, this society may distribute its money and other property to its members.

REGISTRATION: This Society is registered in good standing with the BC Societies registry. The 2021 Annual General Meeting is to be held on or before June 6 2021.

STANDARDS: The Standards put forth in the manual were developed by the board and project manager Sharon Hartung TEP PEng, MSc, BEng, PMP, CD.

These standards are reviewed on or before the Annual General Meeting each calendar year and any changes are made with the guidance of the BC Societies Act.

End of Life Doula Association of Canada

Policy and Procedures

REGULATION: The End of Life Doula Association is a self-regulating body, where members sign and date that they will abide by the Standard and Scope of Practice. Anyone who is found falsifying membership or alliance with the Association will be reported to the appropriate authorities and members who provide service outside of the Scope of Practice will be under review of the board for discipline (refer to The Three C's for members who are in dispute).

BYLAWS: The Society has adapted to the Model Standard Bylaws set out by BC Societies 2015. These Bylaws are reviewed yearly.

Bylaws of *End of Life Doula Association of Canada* (the “Society”) Updated June 2020,

PART 1 – DEFINITIONS AND INTERPRETATION

Definitions

1.1 In these Bylaws:

“**Act**” means the *Societies Act* of British Columbia as amended from time to time;

“**Board**” means the directors of the Society;

“**Bylaws**” means these Bylaws as altered from time to time.

Definitions in Act apply

1.2 The definitions in the Act apply to these Bylaws.

Conflict with Act or regulations

1.3 If there is a conflict between these Bylaws and the Act or the regulations under the Act, the Act or the regulations, as the case may be, prevail.

End of Life Doula Association of Canada

Policy and Procedures

PART 2 – MEMBERS

Application for membership

2.1 A person may apply to the Board for membership in the Society, and the person becomes a member on the Board's acceptance of the application.

Duties of members

2.2 Every member must uphold the constitution of the Society and must comply with these Bylaws.

Amount of membership dues

2.3 The amount of the annual membership dues, if any, must be determined by the Board.

Member not in good standing

2.4 A member is not in good standing if the member fails to pay the member's annual membership dues, if any, and the member is not in good standing for so long as those dues remain unpaid.

Member not in good standing may not vote

2.5 A voting member who is not in good standing

- (a) may not vote at a general meeting, and
- (b) is deemed not to be a voting member for the purpose of consenting to a resolution of the voting members.

Termination of membership if member not in good standing

2.6 A person's membership in the Society is terminated if the person is not in good standing for 6 consecutive months.

End of Life Doula Association of Canada

Policy and Procedures

PART 3 – GENERAL MEETINGS OF MEMBERS

Time and place of general meeting

3.1 A general meeting must be held at the time and place the Board determines.

Ordinary business at general meeting

3.2 At a general meeting, the following business is ordinary business:

- (a) adoption of rules of order;
- (b) consideration of any financial statements of the Society presented to the meeting;
- (c) consideration of the reports, if any, of the directors or auditor;
- (d) election or appointment of directors;
- (e) appointment of an auditor, if any;
- (f) business arising out of a report of the directors not requiring the passing of a special resolution.

Notice of special business

3.3 A notice of a general meeting must state the nature of any business, other than ordinary business, to be transacted at the meeting in sufficient detail to permit a member receiving the notice to form a reasoned judgment concerning that business.

Chair of general meeting

3.4 The following individual is entitled to preside as the chair of a general meeting:

- (a) the individual, if any, appointed by the Board to preside as the chair;
- (b) if the Board has not appointed an individual to preside as the chair or the individual appointed by the Board is unable to preside as the chair,
 - (i) the president,
 - (ii) the vice-president, if the president is unable to preside as the

End of Life Doula Association of Canada

Policy and Procedures

chair, or

- (iii) one of the other directors present at the meeting, if both the president and vice-president are unable to preside as the chair.

Alternate chair of general meeting

3.5 If there is no individual entitled under these Bylaws who is able to preside as the chair of a general meeting within 15 minutes from the time set for holding the meeting, the voting members who are present must elect an individual present at the meeting to preside as the chair.

Quorum required

3.6 Business, other than the election of the chair of the meeting and the adjournment or termination of the meeting must not be transacted at a general meeting unless a quorum of voting members is present.

Quorum for general meetings

3.7 The quorum for the transaction of business at a general meeting is 3 voting members or 10% of the voting members, whichever is greater.

Lack of quorum at commencement of meeting

3.8 If, within 30 minutes from the time set for holding a general meeting, a quorum of voting members is not present,

- (a) in the case of a meeting convened on the requisition of members, the meeting is terminated, and
- (b) in any other case, the meeting stands adjourned to the same day in the next week, at the same time and place, and if, at the continuation of the adjourned meeting, a quorum is not present within 30 minutes from the time set for holding the continuation of the adjourned meeting, the voting members who are present constitute a quorum for that meeting.

If quorum ceases to be present

3.9 If, at any time during a general meeting, there ceases to be a quorum of voting members present, business then in progress must be suspended until there is a quorum present or until the meeting is adjourned or terminated.

End of Life Doula Association of Canada

Policy and Procedures

Adjournments by chair

3.10 The chair of a general meeting may, or, if so directed by the voting members at the meeting, must adjourn the meeting from time to time and from place to place, but no business may be transacted at the continuation of the adjourned meeting other than business left unfinished at the adjourned meeting.

Notice of continuation of adjourned general meeting

3.11 It is not necessary to give notice of a continuation of an adjourned general meeting or of the business to be transacted at a continuation of an adjourned general meeting except that, when a general meeting is adjourned for 30 days or more, notice of the continuation of the adjourned meeting must be given.

Order of business at general meeting

3.12 The order of business at a general meeting is as follows:

- (a) elect an individual to chair the meeting, if necessary;
- (b) determine that there is a quorum;
- (c) approve the agenda;
- (d) approve the minutes from the last general meeting;
- (e) deal with unfinished business from the last general meeting;
- (f) if the meeting is an annual general meeting,
 - (i) receive the directors' report on the financial statements of the Society for the previous financial year, and the auditor's report, if any, on those statements,
 - (ii) receive any other reports of directors' activities and decisions since the previous annual general meeting,
 - (iii) elect or appoint directors, and
 - (iv) appoint an auditor, if any;
- (g) deal with new business, including any matters about which notice has been given to the members in the notice of meeting;
- (h) terminate the meeting.

End of Life Doula Association of Canada

Policy and Procedures

Methods of voting

- 3.13** At a general meeting, voting must be by a show of hands, an oral vote or another method that adequately discloses the intention of the voting members, except that if, before or after such a vote, 2 or more voting members request a secret ballot or a secret ballot is directed by the chair of the meeting, voting must be by a secret ballot.

Announcement of result

- 3.14** The chair of a general meeting must announce the outcome of each vote and that outcome must be recorded in the minutes of the meeting.

Proxy voting not permitted

- 3.15** Voting by proxy is not permitted.

Matters decided at general meeting by ordinary resolution

- 3.16** A matter to be decided at a general meeting must be decided by ordinary resolution unless the matter is required by the Act or these Bylaws to be decided by special resolution or by another resolution having a higher voting threshold than the threshold for an ordinary resolution.

PART 4 – DIRECTORS

Number of directors on Board

- 4.1** The Society must have no fewer than 3 and no more than 11 directors.

Election or appointment of directors

- 4.2** At each annual general meeting, the voting members entitled to vote for the election or appointment of directors must elect or appoint the Board.

Directors may fill casual vacancy on Board

- 4.3** The Board may, at any time, appoint a member as a director to fill a vacancy that arises on the Board as a result of the resignation, death or incapacity of a director during the director's term of office.

End of Life Doula Association of Canada

Policy and Procedures

Term of appointment of director filling casual vacancy

4.4 A director appointed by the Board to fill a vacancy ceases to be a director at the end of the unexpired portion of the term of office of the individual whose departure from office created the vacancy.

PART 5 – DIRECTORS’ MEETINGS

Calling directors’ meeting

5.1 A directors’ meeting may be called by the president or by any 2 other directors.

Notice of directors’ meeting

5.2 At least 2 days’ notice of a directors’ meeting must be given unless all the directors agree to a shorter notice period.

Proceedings valid despite omission to give notice

5.3 The accidental omission to give notice of a directors’ meeting to a director, or the non-receipt of a notice by a director, does not invalidate proceedings at the meeting.

Conduct of directors’ meetings

5.4 The directors may regulate their meetings and proceedings as they think fit.

Quorum of directors

5.5 The quorum for the transaction of business at a directors’ meeting is a majority of the directors.

PART 6 – BOARD POSITIONS

Election or appointment to Board positions

6.1 Directors must be elected or appointed to the following Board positions, and a director, other than the president, may hold more than one position:

- (a) president;

End of Life Doula Association of Canada

Policy and Procedures

- (b) vice-president;
- (c) secretary;
- (d) treasurer.

Directors at large

6.2 Directors who are elected or appointed to positions on the Board in addition to the positions described in these Bylaws are elected or appointed as directors at large.

Role of president

6.3 The president is the chair of the Board and is responsible for supervising the other directors in the execution of their duties.

Role of vice-president

6.4 The vice-president is the vice-chair of the Board and is responsible for carrying out the duties of the president if the president is unable to act.

Role of secretary

6.5 The secretary is responsible for doing, or making the necessary arrangements for, the following:

- (a) issuing notices of general meetings and directors' meetings;
- (b) taking minutes of general meetings and directors' meetings;
- (c) keeping the records of the Society in accordance with the Act;
- (d) conducting the correspondence of the Board;
- (e) filing the annual report of the Society and making any other filings with the registrar under the Act.

Absence of secretary from meeting

6.6 In the absence of the secretary from a meeting, the Board must appoint another individual to act as secretary at the meeting.

Role of treasurer

6.7 The treasurer is responsible for doing, or making the necessary

End of Life Doula Association of Canada

Policy and Procedures

arrangements for, the following:

- (a) receiving and banking monies collected from the members or other sources;
- (b) keeping accounting records in respect of the Society's financial transactions;
- (c) preparing the Society's financial statements;
- (d) making the Society's filings respecting taxes.

PART 7 – REMUNERATION OF DIRECTORS AND SIGNING AUTHORITY

Remuneration of directors

7.1 These Bylaws do not permit the Society to pay to a director remuneration for being a director, but the Society may, subject to the Act, pay remuneration to a director for services provided by the director to the Society in another capacity.

Signing authority

7.2 A contract or other record to be signed by the Society must be signed on behalf of the Society

- (a) by the president, together with one other director,
- (b) if the president is unable to provide a signature, by the vice-president together with one other director,
- (c) if the president and vice-president are both unable to provide signatures, by any 2 other directors, or
- (d) in any case, by one or more individuals authorized by the Board to sign the record on behalf of the Society.

❖ **Note: Voting and attending AGM is open to FULL members only**

As per 2.1 of our bylaws, a person may apply to the Board for membership in the Society, and the person becomes a member on the Board's acceptance of the application. The Board can appoint a

End of Life Doula Association of Canada

Policy and Procedures

committee of voting members to review applications for membership and make recommendations for membership to the Board.

The EOLDAC has 3 levels of membership:

1. **A voting member** - an individual who is over the age of 18 and has demonstrated knowledge in the EOLD profession by completing a recognized program, has 40 hours of experience in EOL care, has sign the scope of practice and code of ethics set out by the Association, has not been convicted of any type of abuse and provides a criminal record check, and who has paid membership dues for the current year.
2. **An Associate (supporting) member** - is a non-voting member who is in good standing if they have paid dues for the current year.
3. **Honorary member** - The Board will award Honorary membership to individuals at any time without application or membership fee. The Board will provide no more than two (2) such membership within one fiscal year (June-June). Honorary members have no voting privileges. The designation of an Honorary Member stays in effect until death or removal/revocation by the Board at its leisure. This membership is non-transferable.

Members of the EOLDAC must uphold the constitution and the bylaws of the Society. A person can revoke their membership from the Society at any time by:

- A. Delivering his/her resignation in writing to the Board by mail or email.
- B. Upon his/her death, or in the case of dissolution of the Society, or by being a member not in good standing for a period of 3 months or more.
- C. On being expelled by the Board.

Recruitment to the Board: In order to advance our mission, our Board needs members that have the skills and attributes to meet the needs of the Board and the Association. Firstly, we create a matrix with current board members' skills and attributes. This matrix is reviewed and updated periodically to ensure it reflects current needs as well as to identify gaps. We are then ready to identify and recruit new board members and a call out is made to voting members to submit their name and CV to the Board.

The Board of directors establishes a Governance Committee to review and make recommendations based on the matrix and nominations received. The committee will consist of 2 voting members and 2 Board members. A recommendation is made to the Board to invite the candidate(s) to the Board. The

End of Life Doula Association of Canada

Policy and Procedures

Board then notifies the potential elect and invites them to serve on the Board for a 2 year term, with the appointment being formalized at the next AGM.

Ineligibility: The following conditions will constitute ineligibility for a potential candidate for the Board:

- Has made previous applications or nominations to the Board, where the candidate did not receive a membership (or chair) to the board;
- Duty to Loyalty in which the Board member is a Board member or Organizer of a like Organization or Association or a competing Organization or Association;
- Any person in receipt of salary, wages, commission, bonus or any form of remuneration from EOLDAC. This does not apply to those Board members, committee members, members and volunteers who may be paid a per diem or receive reimbursement for expenses related to carrying out the duties of their position;
- Has been found guilty of a criminal offence (in or outside Canada) relating to financial dishonesty, including tax evasion, theft, fraud or any other criminal offence that is relevant to the operation of the Association;
- Has been found guilty of a non-criminal offence (in or outside Canada) within the past five years relating to financial dishonesty, including offences under charitable fundraising legislation, convictions for misrepresentation under consumer protection legislation or under securities legislation or any other offence that is relevant to the operation of the Association;
- Has been a member of the Board of directors, a trustee, officer or equivalent official who controlled or managed the operation of a charity during a period in which the organization engaged in conduct that constituted a serious breach of the requirements for registration for which the charity had its registration revoked within the past five years;
- Has been a promoter of a gifting arrangement or other tax shelter in which a charity participated and the registration the charity has been revoked within the past five years for reasons that were related to participation in the tax shelter;
- No member of the Governance Committee will be eligible for election as a Director.

Quorum: 10% percent of the total eligible voters. Election of Directors shall be by simple majority.

Governance Committee Process: Candidates names and profiles will be available to members prior to AGM for voting members to approve. The Governance Committee will meet to verify that the election

End of Life Doula Association of Canada

Policy and Procedures

process was upheld. Immediately following the Governance Committee meeting, the election outcome will be announced via the EOLDAC website and other Association communications channels.

No nominations will be taken from the floor at the AGM.

The Chair of the Governance Committee reports the findings to the full Board and verifies that the election process was upheld. The report to the Board will include:

- The names of all candidates who were nominated to the Board (not made public)
- The names of all candidates who were elected to the Board
- If applicable, the names of all candidates who were elected to the Board by acclamation.
- The voter turnout will be reported to the Board, but not made public. The ballots (electronic and paper) shall be maintained in safe keeping until January 1st of the year following the election, at which time they shall be destroyed.

A report from the Governing Committee shall be presented at the next AGM following the election.

Please Note: The Board member must be elected or appointed to a Board position. The positions will remain open until a qualified applicant is selected.

Succession Planning: The EOLDAC strives to have a strong board with a continuity of leadership and when change occurs in leadership or key positions a succession plan is in place to help manage and minimize gaps and help meet the future needs of the Association. This plan includes recruiting board members and identifying their strengths by asking them to complete a strengths assessment (through Gallup polls). Furthermore, it is our philosophy that for growth we must allow for changes in leadership. Our strategy for this is to ensure that all of the minutes, education, passwords and other important information is available in a safe accessible space so that easy knowledge transitions can occur. The roles and responsibilities of the board are explained in detail in the EOLDAC Bylaws. Education on board roles can be accessed through Vantage Point.

In the event of an unplanned change in leadership, the board will decide as to whom should fill that role or call for nominations to fill this role. The members and stakeholders can be reassured that this will be done in a prompt, inclusive and organized manner.

End of Life Doula Association of Canada

Policy and Procedures

Insurance: This society holds insurance with ENCON through Hendry Swinton and Mckenzie Insurance 830 Pandora Ave, Victoria BC, V8W-1P4. Broker: Carmen Trofimenkoff. Policy renewal and payment due Oct 2020.

Changes to the Manual: There were no changes to the 2020-2021 manual as this is the first edition.

End of Life Doula Association Strategic Plan 2020

Mission: TO RAISE THE STANDARD OF END OF LIFE CARE (EOLC).

Vision: To promote high quality EOLC by setting the standard for the Doula profession through membership and training based on need and recommendations made by the Ministry of Health, health authorities and outside agencies.

Upon reflecting the progress we have made last year and the drive for membership, we are revisiting past meeting minutes and or goals of 2018. We have far succeeded where we thought we would be a year ago, and we want to refocus our vision moving forward.

Highlights of 2019:

- We have hired an administrator for 20 hours per month,
- We have presented at the CHPCA National conference,
- We sit on the National ACP committee,
- We have presented at the Quality of Care conference in BC,
- We have been asked to present at the National Congress of Palliative Care in Quebec, and
- We have filled our medical director board position.

Short-term goals:

- Continue to educate the public on who we are, and what we do (such as wellness fairs, hospice events)
- Continue our commitment with the United Way Public Policy Institute
- Attend and present at the International Congress on Palliative Care October 2020
- Attend SFU death expo in September

End of Life Doula Association of Canada

Policy and Procedures

- Host a virtual conference April 2021 for partners in palliative care and other professionals.
- Continue to provide education to members and supporters by hosting 11 membership meetings (January to December 2020)
- Hire Executive Director (June 2021) (we would like to see \$6000 budget for this)
- Apply for BC Gaming grant and look for grants for startup costs and programs (capacity building, accessibility and outreach, health plus end of life (palliative, hospice) specific

Long-term goals:

- Establish Charitable status
- Establish learning grants for board members and staff
- End of Life Care Doulas be covered under Insurance programs
- End of Life Care Doulas be integral to Health Authorities Palliative teams
- Palliative and Hospice care be utilized and available throughout all Regions of Canada
- Canada to be a leader in end of life care initiatives and quality of life
- Canadians to see a shift in policies and procedures regarding grief and bereavement benefits and expectations. This includes redefining family and time allotted for caregiver and bereavement leave.

Financial plan and budget (See Appendix 1)

RISK MANAGEMENT

Scope of Practice:

Statement:

To realize our vision, we recognize that we need strong leadership, professionalism, and support for members as well as policies and procedures to guide our conduct and to mitigate risks.

Scope:

- A. The End of Life Doula (EOLD) provides emotional, educational, and practical support that empowers the client to make informed decisions regarding their end of life care.

End of Life Doula Association of Canada

Policy and Procedures

- B. The EOLD communicates in a respectful, non-judgmental, encouraging way so that the client's wishes can be heard and fully understood.
- C. Provides support and resources to primary caregivers and persons supporting the client.

Limits to Practice: EOLDs do not and are not qualified to prescribe any treatment, perform medical or clinical tasks, distribute medication, or diagnose a client.

- If an EOLD has qualifications in alternative or complementary modalities (such as nursing, massage therapy, etc.), she/he must make it clear that these are additional services and are not in the scope of practice of an EOLD.
- Clients and EOLDs must recognize that Doulas are there to advocate but never to make decisions or project their own beliefs on another person.
- If an EOLD finds that the client's needs are greater than the scope of training, referrals are made to the appropriate resources.

The Three C's

Compliments, Concerns and Complaints

Clients have the right and are encouraged, in a respectful and constructive manner, to provide feedback, such as complaints, concerns and compliments. Through such an approach, the EOLDAC seeks to continuously improve and grow. The EOLDAC seeks to:

- Define problem areas and implement corrective action.
- To identify trends and risks and seek to continuously improve in all aspects of EOLD service provision.
- Identify educational needs and implement training, for both Board Members and Members at large; and
- To reduce risk of harm and/or possible legal liability.

A complaint may be filed by any person including but not limited to, a client, a client's partner, a family, a nurse, a doctor, a care provider, a hospital employee, a hospital administrator, another doula, a doula trainer, a Doula Canada owner or employee. The process to handle complaints will be fair and prompt with no allowance for retaliation. Clients and/or their families are encouraged, in the first instance, to connect with their EOLD and/or can request mediation from the EOLD board for assistance. If the complaint/concern or desire to provide feedback to the EOLDAC, then the Client/Family member should submit a formal complaint in writing to the End of Life Doula Association of Doula Canada board within one year of the event or behaviour.

All complaints received, either verbal or written, that are regarding the services provided by an End of Life Doula Association Member, will be documented, investigated, and addressed. All parties involved in the investigation including the complaint committee will keep the process confidential. The penalties

End of Life Doula Association of Canada

Policy and Procedures

or actions for reprimand may include but are not limited to a verbal warning, written formal warning, require additional training, probation period, removal from EOLD roster, and or removal from the Association.

Complaints received that do not relate to the EOLDAC will be referred to the appropriate parties for follow-up. In addition to complaints, the EOLDAC is also open to all feedback including ideas and suggestions to improve areas of concern, as well as recognition of performance (i.e. compliments). All feedback received will be recorded and logged.

Regulation. The End of Life Doula Society of Canada reserves the right to revoke membership to those members not upholding the Standard of Practice or Code of Ethics.

Integrity. The EOLD will act in accordance with the highest standards of professional integrity.

Law. The EOLD will abide by the law of the jurisdiction they are working in.

Health Authority. The EOLD will abide by the code of conduct of the health authority, if employed as a EOLD under that health authority.

Conduct. The EOLD will avoid actions that may constitute abuse, such as sexual, financial or racism.

Maintaining the Integrity of the Profession. The EOLD should uphold and advance the values, ethics, knowledge, and mission of the profession.

Community Service. The EOLD is encouraged to promote the End of Life Doula Association of Canada vision of “Raise the standard of end of life care” by providing doula services at a reduced cost, if possible, or making appropriate referrals, as available or necessary.

Promoting general health. The Doula should promote the general health and wellbeing of clients and their families.

Quality Assurance: Competence and Professional Development. The Doula will strive to become and remain proficient in professional practice and the performance of professional functions through continuing education, affiliation with related organizations, and associations with other Doulas.

- An EOLD is required to keep up to date with Government and Health agencies policies, the resources available to them and their clients as well as trying to gain as much experience as possible.
- Completion of recognized EOL education program (See Appendix 3)
- Demonstrate competency, by updating and submitting additional training every 2 years, and by engaging with other doulas (See Appendix 4)

End of Life Doula Association of Canada

Policy and Procedures

- Provide references upon request
- Provide a criminal record check upon requesting membership and every 5 years onward. Alternatively, provide your specific practicing college and membership number and EOLDAC will verify you are in good standing.
- Minimum experience of 40 hours prior to applying for membership, not retro-active, with a minimum of 3 clients (See Appendix 5)

Communication and Media: When a member of the Association is speaking or presenting on behalf of the End of Life Doula Association of Canada, they should request media training. Our board has received media training from Bulletin Communications, and we insist that if you are speaking on behalf of the association that you consult with the communications officer and receive some guidance in the matter. Also, it is important to consider if the request is in line with the Mission, Vision and Values of the End of Life Doula Association of Canada.

Privacy Officer: The EOLDAC knows the importance of keeping information safe and secure. To ensure our members' privacy, we have purchased a SSL certificate from GoDaddy which ensures the safety of information in our website. All other information such as paper files etc.. is stored in a safe location, and copies of this information is stored in a board member shared file via Google Drive

Inclusivity Advisor: The EOLDAC strives to be inclusive to its members and their clients. The Association has received education and consulting from Devirani Naidoo, a diversity and inclusion consultant as well as a workplace advisor to ensure that the members and the board are holding the highest standard and leadership in this area.

Documentation Standard: The EOLDAC encourages safe storage of client information both online and in paper form. We encourage appropriate security certificates as well as safely collecting personal information and storing it in a safe manner. If a breach in a member or client's information occurs, we will make every effort to inform all who are affected and take the actions required to ensure safety moving forward.

Health and Safety Standards: The Doula has the right to work in a safe environment. The Doula will report all unsafe work environments and/or concerns to the Association. Doulas are educated in working alone, incident reporting and setting healthy boundaries with clients to ensure safety.

Standard of Practice:

Client Engagement:

End of Life Doula Association of Canada

Policy and Procedures

Accessibility. The Doula will make every effort to ensure that all persons requesting a Doula will receive the support they require no matter their ability to pay. If a Doula decides not to take on a client because of their inability to pay the Doula should seek support from the Association.

Propriety. The Doula will maintain high standards of personal conduct in the capacity or identity as an EOL doula. The doula should not accept monetary gifts that exceed over and above what is stated in the contract.

Primacy of Client's Interests. The EOL Doula's primary responsibility is to his or her clients.

Rights and Prerogatives of Clients. The EOL Doula should make every effort to foster maximum self-determination on the part of his or her clients.

Autonomy. The EOL Doula should respect clients wishes and encourage and empower them to participate in the decision making process.

Beneficence. The EOL Doula should do good and promote good person health

Non-Maleficence. The EOL Doula should Do No Harm.

Confidentiality and Privacy. The EOL Doula should respect the privacy of the client and hold in confidence all information obtained during professional service. The only exception is if someone was in danger, going to cause harm or admission of a crime. If a client shares information that needs to be shared with an outside source, EOL Doulas have a duty to report it in an ethically and respectfully way.

Obligation to Serve. The EOL Doula should assist each client seeking support either by providing services or making the appropriate referrals.

Reliability. When the EOL Doula agrees to work with a client, his or her obligation is to do so reliably, without fail, for the term of the agreement or to provide an acceptable alternative to care.

Continuity of Care. The Doula should make back-up arrangements with another Doula to ensure services to the client if the doula is unable to attend the client due to other life obligations or the need for self-care. If the doula is discontinuing service to the client prior to the end of the agreed upon time, it is the EOL Doula's responsibility to inform the client in writing, provide a replacement and/or refund of an agreed upon amount of money. This may be accomplished by:

- Introducing the client to the backup EOL Doula

End of Life Doula Association of Canada

Policy and Procedures

- Recommending another EOL Doula, or other appropriate resources.

Road Map Practices:

- *Doula Role and scope.* The Doula will discuss the role and scope of practice with the client. Furthermore, the Doula will ask the client what their needs and expectations are for the Doula. If they agree, together they will sign a contract which identifies roles, scope, fees, schedule, cancellations, and failure to provide service.
- *Communication.* The Doula communicates in a kind, empathetic, non-judgmental tone. A Doula commits to being 100% present and actively listens to the client's needs and allows for a safe space to share feelings.
- *Family Management and Support.* A Doula helps navigate family roles and provides support to the persons who are caring for the client. This may be a biological or chosen family. This service is offered upon request of the client and/or family member.
- *Therapy Awareness.* The Doula can provide suggestions for comfort and emotional support and is aware of non-medical therapies that a client may benefit from.
- *Accessing Resources.* The Doula will provide appropriate resources to the client and their family. These resources should be in line with the client's needs and the Doula should not gain from these referrals.
- *Advance Care Planning.* A Doula is up to date with ACP resources and documents in their Province and is knowledgeable in navigating their clients in documenting, sharing, and storing.
- *Identifying Priorities and Planning.* The Doula takes direction from the client and is able to help them create a plan by identifying priorities and creating a plan to fulfill them. A Doula does not influence the plan and is able to adapt if the client decides to change the plan.
- *Vigiling Competencies.* The Doula vigils in a way that brings support and respite to the family and adds comfort to the client. The Doula is not there to replace family in this time; however, the Doula can provide rest and peace of mind to all parties involved. A Doula must maintain transparency and uphold ethical standards when vigiling as well as remembering the Doula role.
- *Aware of the dying process.* A Doula is knowledgeable of the signs and symptoms of approaching death and can help normalize what is happening for both the client and the support team. A Doula provides a calm presence when death is approaching and is intuitive of the emotions in the room. The Doula does not make predictions about when death will occur or how much longer the process will last.

End of Life Doula Association of Canada

Policy and Procedures

- *Grief and bereavement support.* The Doula is competent in providing support for normal grieving and is able to identify when to access or recommend additional grief and bereavement support.
- *Conflict management.* The Doula knows when and how to disengage from unsafe situations. When there is conflict between family members, the Doula does not choose sides and supports the client and what the client has documented as their wishes.
- *Funeral Legalities.* The Doula works within their scope and the legalities of caring for the deceased. If necessary, the Doula will work with the Funeral Director to carry out the wishes of the deceased.
- *Ethics.* The Doula maintains and follows the ethics set out by the End of Life Doula Association of Canada. Ethics is about making “right” or “good” choices and the reasons that we give for our choices and actions. Ethics promotes reflective practice in the provision of Doula services. Ethics involves a person’s morals, values, reasoning, emotion, principles, code of conduct, reflection, law and knowledge. Refer to Supporting Practices-Ethical Decision Making for more guidance.
- *Community of Practice.* The Doula keeps connected with other Doulas and is committed to enhancing their skills through education and bringing those skills back to the community.

Supporting Practices:

Ethical Decision Making: The End of Life Doula Association of Canada will follow best practices for Ethical Decision Making by utilizing a recognized ethics framework as the method for addressing Ethical Dilemmas. EOLDAC members will endeavour in every way to involve the client and their family and to bring ethical issues to conclusion at the level of decision making closest to the client. To this end, EOLDAC supports the building of capacity through education and training and in doing so supports an environment to address ethical dilemmas appropriately. This framework’s purpose is to:

- To provide support for ethical decision-making for EOL Doulas and address ethical dilemmas using best practices (i.e. “what should we do and why?”).
- To provide a process for escalation of decision making to an expert external resource, if necessary.
- To build capacity for ethical thinking through training and case studies.

End of Life Doula Association of Canada

Policy and Procedures

Definition: An Ethical Dilemma is a situation in which:

- one is unsure of what to do;
- two or more values may be in conflict;
- some harm may be caused, no matter what one does.

Procedure: When ethical dilemmas are encountered, refer to the Policy and Procedure Manual for direction to ensure evidence based ethical decision processes are used to make the best decisions. The process is to be documented and maintained for future reference with materials shared with EOLDAC Members for the purpose of education. It is imperative that identities be protected and confidentiality secured. If necessary, escalate the concern to an EOLDAC Board member. The EOLDAC board member will make appropriate reports to outside agencies if necessary.

See Appendix 6: Ethical Framework

Commitment to Quality and Performance Measurement: As an Association, we recognize the importance of quality and measuring performance. Over the next year, we will be asking for input from our board members on how to successfully complete this task. (See appendix 6)

BUSINESS MANAGEMENT

Respect, Fairness, and Courtesy. The EOL Doula should treat colleagues with respect, courtesy, fairness, and good faith.

Dealing with Colleagues' Clients. The EOL Doula has the responsibility to relate to the clients of colleagues with full professional consideration.

Fees. When setting fees, the EOL Doula should ensure that they are fair, reasonable, and commensurate with services performed. The EOL Doula must clearly state the fees to the client, and describe the services provided, terms of payment and refund policies.

COMMUNITY AND NETWORK

The EOLDAC strives to connect with other key influencers in palliative care as well as the funeral industry. We will continue to connect and participate in the Canadian Hospice and Palliative Care

End of Life Doula Association of Canada

Policy and Procedures

Association and Provincial Hospice Association to provide families and doulas with the most current information and educational opportunities.

End of Life Doula Association of Canada

Policy and Procedures

APPENDICES

Appendix 1 June 2019-June 2020 Financials

End of Life Doula Association of Canada
--

Balance Sheet as June 5, 2020

Assets							
Current assets							
Cash	\$ 799.90						
Account Receivable							
Total Current Assets	\$ 799.90						
LIABILITIES							
Current liabilities	\$ -						
Accounts Payable	\$ 1,358.83						
Total current liabilities	\$ 1,358.83						

Total -137.4

End of Life Doula Association of Canada
--

Income Statement for the period ending June 5, 2020
--

Revenue	
Membership	\$ 10,170.00
Total Cost of Revenue	\$ -
Gross Profit (Loss)	\$ 10,170.00
Operating Expenses	
Website	\$ 1,190.01
Quick Books Online	\$ 94.08
Marketing, Advertising	\$ 776.74
Office Salaries	\$ 3,826.48
bank fees	\$ 64.00
Insurance/registrations	\$ 530.00
meetings	\$ 244.08
memberships	\$ 275.00
Training	\$ 965.96
Total Operating Expenses	\$ 7,544.84
NET INCOME	\$ 2,625.16

Payments on old debt \$ 3,950.00

Total Spending \$ 11,494.84

End of Life Doula Association of Canada

Policy and Procedures

Appendix 2 Budget Forecasting June 2020-June 2021

END OF LIFE DOULA ASSOCIATION OF CANADA													
FORECAST BUDGET FOR THE FISCAL YEAR JUNE 6 - JUNE 5 2021													
	JUNE (ACTUAL)	JULY (ESTIMATE)	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	Total
Income													
Income - Sponsorship	\$ 420.00	\$ 420.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 4,340.00
Income - Membership	\$ 100.00	\$ 100.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 5,200.00
Grants	\$ -												\$ -
Bank Interest	\$ -												\$ -
Other	\$ -												\$ -
Total Income	\$ 520.00	\$ 520.00	\$ 850.00	\$ 850.00	\$ 850.00	\$ 850.00	\$ 850.00	\$ 850.00	\$ 850.00	\$ 850.00	\$ 850.00	\$ 850.00	\$ 9,540.00
Expenses													
PayPal Commission	\$ 19.62	\$ 19.62	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 239.24
QuickBooks													\$ -
Bank Fee													\$ -
Upwards Advertising	\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00	\$ 4,800.00
Upwards Advertising (GST)	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 240.00
Debt (Jennifer Mallmes) \$1,500	\$ -												\$ -
Website										\$ 800.00			\$ 800.00
Credit Card Bill													\$ -
Other													\$ -
Total Expenses	\$ 439.62	\$ 439.62	\$ 440.00	\$ 440.00	\$ 440.00	\$ 440.00	\$ 440.00	\$ 440.00	\$ 440.00	\$ 1,240.00	\$ 440.00	\$ 440.00	\$ 6,079.24
													\$ -
													\$ -
													\$ -
Total	80.38	80.38	410	410	410	410	410	410	410	-390	410	410	\$ 3,460.76

End of Life Doula Association of Canada

Policy and Procedures

Appendix 3 Recognized End of Life Doula Programs

Educational Institute	Approved Program?	Role/Scope	Death Awareness	Communication	Family Management	Therapy Awareness	ACP	Resources / Access	Identifying Priorities	Vigil	Grief / Bereavement Awareness	Community of Practice	Conflict Management	Funeral Legalties	Ethics
Douglas College	YES	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Conestoga College	NO	Required	x				Demonstrate				x				
Durham College	NO/YES	Required	x	x	x	x	Demonstrate		x		x		x		x
Institute For Traditional Medicine	YES	Demonstrate	x	x	x	x	x	x	x	x	x	x	x	x	x
Conscious Dying Institute	YES/with ACP per Tracy	Demonstrate	x	x	x	x	Required	Required	x	x	x	x	x		
Beyond Yonders	YES with addition (scope)	Demonstrate	x	x	x	x	x		x	x	x	x	x	x	Required
Pashta/Don	NO						Demonstrate								
Centennial College	NO		x			x	Demonstrate				x				
IAP College	NO	x	x	x	x	x	NOT SPECIFIC		x	x	x			Not Specific	x
Doulagivers	/acp	x	x	x	x	x	Demonstrate	Demonstrate	x	x	x	x	x		
Sacred Passages/Soul Passages	Sara Kerr (Not currently offering)						Demonstrate								
LifeSpan Doula	VERY similar to DC	x	x	x	x	x	Demonstrate		x	x	x	x	x	x	x
Accompanying the Dying	Deanna		x	x					x	x	x	x	x		
Kings College / Thanatology	NO														
Sheridan College / Thanatology	NO														
UVM															
Life and Death Matters	Needs to demonstrate role and funeral		x	x	x	x	x	x	x	x	x	x	x		x
Leap															
Leap Mini															
Tynsdale	NO		x	x	x					x	x				
MetroPolitan Thanatology	NO		x								x				

End of Life Doula Association of Canada

Policy and Procedures

Appendix 4 Continuing Education Record



Continuing Education Record

One of the requirements of renewing a membership is keeping connected with and enhancing your education. As a community of practice, we encourage all of our members to provide documentation of at least two educational experiences that they have had every second year of membership renewal with the expectation that you are sharing your knowledge with the collective of doulas. Some ideas for education are: attending workshops, conferences, online classes or upgrading or completing post secondary classes.

If you have any questions, please contact info@endoflifedoulaassociation.org

Please complete the information below:	Educational Opportunity #1	Educational Opportunity #2
Educational Experience:		
What skills/tools did you receive from this training?		
Name of educator / agency / company / health authority:		
City:		
Dates:		
Would you recommend this program to other Doulas?		
Please provide a certificate of completion, if applicable.		

End of Life Doula Association of Canada

Policy and Procedures

Appendix 5 40 Hours Experience Record



40 Hours Experience Record

One of the requirements of membership is completing 40 hours of related work experience with a minimum of 3 clients. Experience for the 40-hour requirement must be completed **after** taking an accredited End of Life Doula course. Accepted experience must involve the scope of End of Life Doula work (facilitating conversations on dying, end of life planning, providing appropriate resources, sitting vigils, Advance Care Planning, etc.) The intent of the post-40-hour experience is to utilize skills, resources, knowledge acquired from End of Life Doula training. Please answer the questions below as detailed as possible.

This form is built with 3 examples of work, however if you have more than 3 examples, you can print copies and submit as many pages as necessary.

If you have any questions, please contact info@endoflifedoulaassociation.org

Client Experience Example 1	
Please complete the information below:	
Job title/role:	
# of Hours Completed (after Doula training):	
Name of client/agency/company/health authority:	
City:	
Dates:	
May we contact your supervisor?	
If yes, please provide your Supervisor's contact information:	
Please complete the information on the details of your work experience below (where applicable):	
Services provided:	
Resources used:	
Education provided:	
Referrals provided:	
Theories used:	
Skills and techniques applied (used and observed):	
Interdisciplinary collaboration:	
Ethical considerations:	
Complexities:	
Family dynamics:	
Conventional and non-conventional therapies:	
Conflict management:	

End of Life Doula Association of Canada

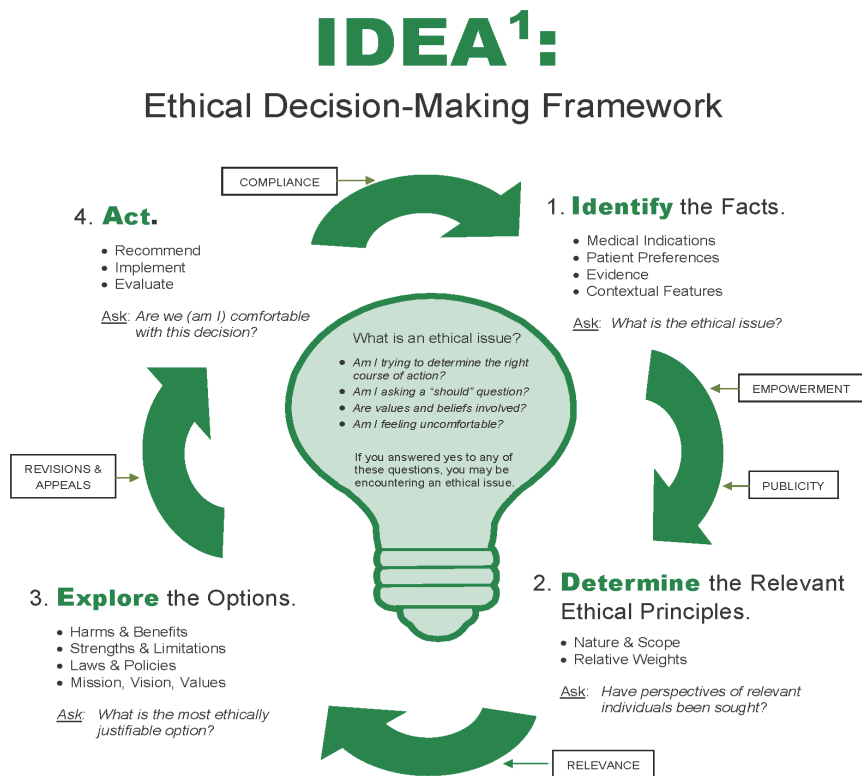
Policy and Procedures

Appendix 6 Ethical Framework

The first letter of each step in this framework forms the acronym “**IDEA.**”

In the centre of the framework there is a light-bulb (a further reference to the framework’s acronym, IDEA). The light-bulb contains a set of questions to assist Doulas in the identification of ethical issues to which the framework can be applied.

The framework is depicted as circular, suggesting that decisions need to be revisited as new facts emerge. The four steps are:



¹ The IDEA: Ethical Decision-Making Framework builds upon the Toronto Central Community Care Access Centre *Community Ethics Toolkit* (2008), which was based on the work of Jonsen, Seigler, & Winslade (2002); the work of the Core Curriculum Working Group at the University of Toronto Joint Centre for Bioethics; and incorporates aspects of the accountability for reasonableness framework developed by Daniels and Sabin (2002) and adapted by Gibson, Martin, & Singer (2005).

End of Life Doula Association of Canada

Policy and Procedures

The five conditions are:

- 1. Empowerment:** There should be efforts to minimize power differences in the decision-making context and to optimize effective opportunities for participation (Gibson et al., 2005).
- 2. Publicity:** The framework (process), decisions and their rationales should be transparent and accessible to the relevant public/stakeholders.
- 3. Relevance:** Decisions should be made on the basis of reasons (i.e., evidence, principles, arguments) that “fair-minded” people can agree are relevant under the circumstances.
- 4. Revisions and Appeals:** There should be opportunities to revisit and revise decisions in light of further evidence or arguments. There should be a mechanism for challenge and dispute resolution.
- 5. Compliance (Enforcement):** There should be either voluntary or public regulation of the process to ensure that the other four conditions are met (Daniels & Sabin, 2002).

Updating. The End of Life Doula Association of Canada reserves the right to update the Standards of Practice and code of Ethics at any time. A full review will be done yearly post AGM

Disclaimer: This document is the property of the End of Life Doula Association of Canada. You may use this information, however, any reproduction for teaching or business must be authorized by the EOLDAC and/or make reference to this document.