



# The Ward Way

Approaching its centennial anniversary,  
Ward Funeral Home promises  
integrity, service and value





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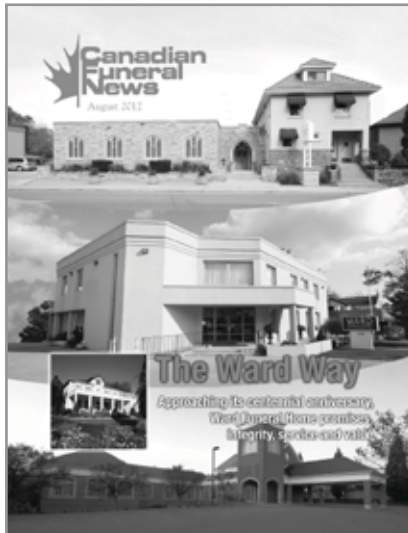
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To be there for the final tribute that honours a life  
There is no higher privilege.”*

*-Doug Manning*



**On The Cover**

*Ward Funeral Home's four locations  
have become staples in the greater  
Toronto community.*

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Pat Ottmann

# If You Think Hiring Professionals is Expensive, Try Hiring Amateurs

By Pat Ottmann

**W**e all have the story of a terrible service experience that got under our skin in the worst way. We paid good money for a product or service that simply was not delivered and yes it frustrates the heck out of us; it costs us money with poor returns and leaves us with the feeling that we were taken advantage of and generally with no real recourse other than to tell the world – one person at a time. Sometimes when we are trying to recover that service we spend hours of our time; time is money and so it becomes very expensive, or so we think.

I would contend that for the vast majority of companies with any sizable staff, the cost of poor service or products is not what you are buying but rather what you are selling. The products and services that you are buying and not being treated fairly on can definitely be annoying and yes it can cost you some time and money but what is the cost to you and your firm when your staff treats a customer like that?

The point being, don't get all wrapped up in the mistreatment you have received. Use it as a learning experience; project it into your firm and fix any areas that you and your staff could improve upon – that is the ac-


*Training and educating your staff will surely pay dividends and I am a strong supporter of the many efforts that are expended in order to lift the education of this profession.*

tion that will really improve your bottom line. The cost of poor service and attention to detail is a cost that every firm bears; the reality is that no firm really sure what that cost actually is. How many dollars are being left on the table, written off due to errors or simply walking out the door in the form of bad PR at your firm? Let's be honest, when I get bad service at Canadian Tire I complain for a couple weeks. When it is something as personal and important as a funeral service I will hang on to that story for a long time.

So as owners/managers I believe that the number one job that we have is hiring the right people to minimize the dollars going out the front door in one of many forms. I also believe that the second most important job is firing when we don't get the first job right in the first place. In our company I have now been hiring for about 22 years and honestly I'm not sure if I am any better

today than I was when I started. The one thing that I do believe that I have become better at is identifying people who do not fit the role. They are not bad people ... they just don't fit with what I need them to do and I have also learned that leaving a person in a role they don't fit is cruel and unusual punishment. Life is short; allowing someone to spend it in a role they just aren't made for is bad for everyone.

Training and educating your staff will surely pay dividends and I am a strong supporter of the many efforts that are expended in order to lift the education of this profession. But I will go back to the first job of the owner/manager and that is getting the right person. I have tried to train the wrong people too many times and the reality is that you can improve good people but you can't correct people who have no aptitude for any role in your company.

Until next month... 



Ward Woodbridge chapel

# The Ward Way

## Approaching its centennial anniversary, Ward Funeral Home promises integrity, service and value

By Lisa Johnston

After 98 years in business, Ward Funeral Home wanted to make sure they continue to innovate and respond to the changing needs of today's families. With four locations in Ontario, Ward ended up focusing on three core areas to better serve funeral families into the future – rebranding of its message and providing new tools for families; training and education for staff; and the opening of a reception centre at its original Toronto location. The end result is a new outlook and energy behind the 75-plus staff members who continue to offer top-notch service that has come to be known as the Ward way.

Established in 1914 on Weston Road in Toronto by William John Ward, the business today is owned by two of Ward's great-grandsons, cousins John and Cameron Ward. Through the years, three more locations were added – Brampton, Oakville and Woodbridge. This past year has seen even more changes with the ultimate goal to position Ward Funeral Home as a leader in the profession for the next 100 years.

"As we approach our 100th anniversary we wanted to do

*In addition to the new interactive website, Ward decided to take the rebranding exercise one step further to provide better service to the families they assist 365 days per year.*

something that would assure our families that we understand their changing needs and are responding to those needs," says Lee Bingley, general manager of Ward Funeral Home. "We engaged the services of Modern Funerals Inc. to lead us through a strategic review that resulted in three key components that we needed to focus on to meet the needs of families now and into the future."

The first component included re-evaluating the message that was being presented on everything bearing the Ward





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Ward Woodbridge



Brampton hallway

name. The whole exercise led to a rebranding of the entire Ward image with a focus on the consumer. The new tag line “Where your memories matter” lets families know that they are Ward’s first priority and that their memories will be part of a personalized service experience. The rebranding also includes new tools for families such as a completely revamped website, videos and various other components to help families capture their memories.

“We felt it was important that families understand what value we can provide them as a funeral home, and that we continue to be family owned, which in the general Toronto area is something to be quite proud of,” explains Bingley, who joined the company 26 years ago in the intern program and has worked at all four locations before moving into her current position two years ago. “Not only do we have the experience of being in our fourth generation, but we also have that integrity in our care. A lot of this is demonstrated on our new website. We felt it was necessary to provide better tools for people as they changed. Our website is much for interactive as we know people want to be given the opportunity to have feedback and receive education.”

The website also makes families aware of a guarantee called WIPA – the Ward Integrity Pricing Advantage. According to Bingley, WIPA helps demonstrate why Ward Funeral Home is somewhere to come following the death of a loved one because the same level of service is guaranteed to all families who walk in the door. WIPA also guarantees



Ward Oakville

no hidden fees – a welcome relief to families in their time of need.

“Every family is treated with the same level of respect and provided with the same value,” adds Bingley. “That is very important to us and we’ve had a lot of positive feedback from the rebranding and the messaging. We had a number of people contact us in the first few weeks of the new website and tell us it was very helpful, easy to navigate and clean; it really told people what they wanted to know and why Ward is different from another funeral home.”

In addition to the new interactive website, Ward decided to take the rebranding exercise one step further to provide better service to the families they assist 365 days per year.

“All funeral homes talk about service, trust and professionalism but we wanted to give our families the tangible information that we believed they were looking for so they knew exactly what services we offer,” says Bingley. “So we now provide a planning guide that is very specific and ... a number of families are actually printing off this guide from our website. We are also adding an Education Centre and blog so that people have access daily to the information they are looking for. This is just the beginning for us.”

The next step of the process involved looking at the four Ward locations to determine if anything was missing from the facilities that could better assist families. While both the Oakville and Woodridge locations had reception facilities, the original Weston Road funeral home only had an on-site chapel forcing families to host their post-funeral gatherings





Ward Weston's new reception facility.



Ward Weston's new reception facility.

*The construction went smoothly over a period of a couple of months and officially opened for use early in 2012.*

at locations such as churches and community halls. As a result of changing needs in the funeral profession, it was decided that Ward would renovate an entire existing wing of the funeral home – converting it from a number of small visitation rooms into a large room to be used for on-site gatherings.

“As we had a number of visitation rooms located within the facility, we renovated one wing of the funeral home to accommodate the reception centre,” says Bingley. “It is quite versatile depending on the family’s needs. We can hold two small gatherings at the same time or one large get-together for up to 75 people. Families have the option of bringing their own food or we can provide the catering as well.”

The construction went smoothly over a period of a couple of months and officially opened for use early in 2012. Many families immediately started booking the room, largely for the convenience of hosting friends and family in one location. In addition the room is set up for the technological savvy permitting for digital photos and the potential to use Skype which allows family and friends from all around the world to view and interact during the funeral, visitation or memorial service.

“We needed to respond to a number of changing needs as people don’t have the same relationships with local churches anymore. There may not be other venues that are close by. This is another option for our families and it has certainly been well embraced.”

The last component to Ward Funeral Home’s new image and messaging was taking a closer look at the people who serve families every day.

“I often say you are only as strong as your people,” says Bingley. “Your staff are the individuals who meet with the families and you have to give them the training, the tools and the confidence to be successful in those engagements.



Ward Weston hallway.

Today’s families really want different levels of service and therefore you have to be much wiser about the different service options. We needed to make sure that every Ward employee understood the integrity behind our name and the message behind the Ward way.”

To help accomplish this feat, Ward Funeral Home has implemented Ward Wednesdays – a gathering once a week of funeral directors, the support team and management for group training sessions led by Modern Funerals president Laura Babcock. The sessions provide the opportunity for feedback, new ideas to come forth and training in communications and other skills. These sessions allow everyone within the company to have a voice in creating the new messaging surrounding the long-established Ward Funeral Home, and to understand how to communicate better with families and each other to improve service and productivity.

It is exactly this philosophy of innovation and engagement of the team that has kept Ward a popular name in the Greater Toronto Area. It has led to their success for almost 100 years and will definitely propel the company into the future as they continue serving families with care and integrity.

“I think it all comes down to communicating to families the value that we can provide them. As a fourth-generation family funeral home we have the experience and outstanding service to honour the lives of their loved ones with care and integrity. We guarantee integrity in our pricing and in our treatment of all families. They know once they walk through the door, they’re always going to get the same level of service and care that has defined Ward for almost 100 years. It’s the Ward way.”



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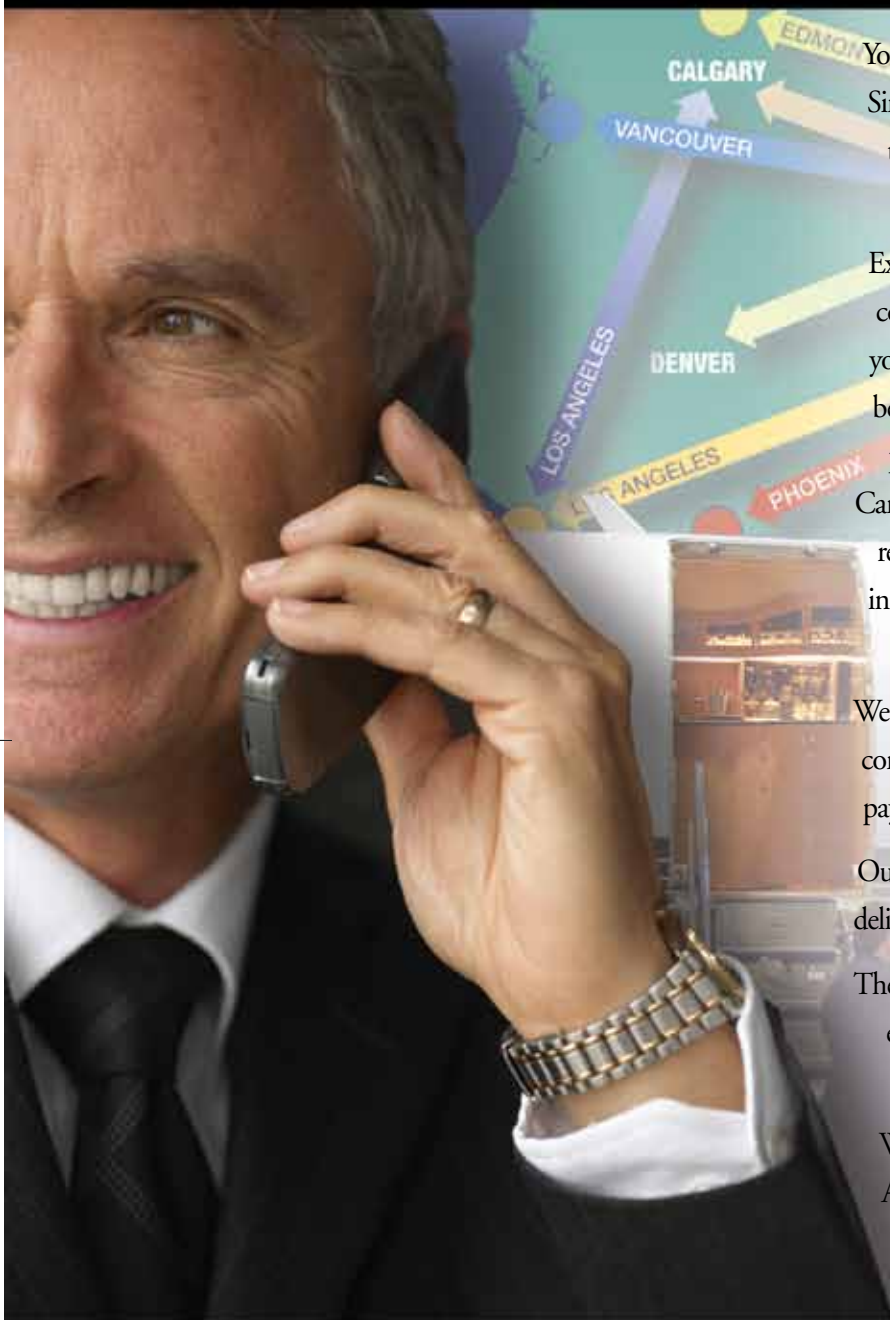


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Todd Van Beck

# Media Publicity: Sometimes Good, Sometimes Bad, Sometimes Ugly

## – The Issue of Avoidable Criticism Part V

By Todd W. Van Beck

*Part V continued from last issue.*

- **Step up to the Plate and Start Public Speaking**

While most people would just as soon have a root canal than give a public address the truth is that public speaking is an extremely effective skill that everybody in funeral service can learn.

What is wonderful about a funeral director making a public presentation is that in reality the actual talk is oftentimes short and sweet, whereas the question-and-answer period can easily last for hours. Every funeral director I know are experts at answering questions – they do it all day and all night long.

People find funeral directors very interesting, so I would get out there in the public, put yourself right in the middle of the social activities of your community and answer their questions, and have a good time doing so.

- **Pool Dollars for a National Ad Campaign that Blitzes the Entire Country Endlessly**

The pooling of dollars, talents and minds of all the local and national organizations that represent funeral service is without question one of the greatest untapped resources this great profession has at its disposal. The pooling of money, talents and brainpower can be effectively used to counterattack derogatory publicity, but this idea will take tolerance, leadership and co-operation from all fronts.

- **Sensible Regulations Help Detour Negative Media Publicity**

There was a time when some states basically had no regulations concerning funeral service or cemetery work, save for the licensing structure for the funeral side exclusively. I can remember that a friend of mine 40 years ago had all the state regulations for the funeral profession listed on a single spreadsheet.

Times have certainly changed! In fact it has been years since I have seen a spreadsheet with every state regulation listed. The spreadsheet would be a block long these days.

Not only have regulations proliferated but they are being refined and changed almost daily, and concerning the media that is not all bad.

*Even the funeral consumer advocate became silent and learned some valuable inside information about the realities of death care, funerals and the value of saying goodbye.*

Here is a hopeful idea: perhaps if we keep working at this task we will weed out the minuscule number of bad people within our own ranks. I am ever hopeful.

We do know this however: if funeral directors do not try to regulate their own members, the sloppy, dangerous or illegal actions of those few bad people will certainly continue to draw undesirable media attention. The bad apple leaves us all open to criticism – this can be avoided with action.

### **Final Thoughts**

I have suggested that we take preventive steps to avert bad or ugly publicity. I have even suggested that we counterattack with the power of truthful information, the power of our experiential expertise and the power of our knowledge. No one knows more about death issues in the community than does the local funeral director.

We will end this article with a case study. I remember when I was operating a mortuary college in Upstate New York, I discovered that a self-appointed funeral consumer advocate was holding a community information meeting in the basement of a church in a town just over the border in Vermont. Needless to say no funeral directors received an invitation. Being the loud and obnoxious funeral bully that I am, I decided to crash this seminar without being invited. Probably not the gentlemanly thing to do, but then I do not consider myself a gentleman. So off I went to Vermont.

I arrived at the appointed hour. I introduced myself and announced that I was a mortuary educator and the funeral consumer advocate turned green.



I, to this day, believe this young lady had a good heart, and I also believe that someplace in her experience in life she encountered one of the bad people in funeral service and this unfortunate encounter stimulated her to start her reformation crusade. No one wakes up from a nice sleep and sits on the side of their bed and proclaims: "I am going forth today to reform the undertaking racket; I am on a crusade." Something always has happened to such people to inspire such activity.

Off she went like a rocket. She had memorized Jessica Mitford line by line and she just blasted away at the undertakers.

The audience was composed of really nice people. Good people who wanted information, who wanted guidance and who wanted to make good, sensible and wise decisions concerning end-of-life issues.

In the middle of the seminar this young crusader said that in Vermont you could bury somebody in your own backyard; it was kind of a green burial in 1986. Somebody raised their hand and asked if that was legal in Vermont. The speaker stumbled on that one so I jumped in and admitted that I did not know if it was legal or not, but I did know that a death certificate needed to be filed, which anybody could do and was not terribly difficult, but then I mentioned that just possibly the county sheriff might be a tad interested in why somebody would want to bury a dead body in their own backyard, and then I brought up the issue of the worth of the property when it was later to be sold and what would the real estate agent say to potential buyers? "Oh, by the way sir this is a great deal, there is a two-car garage, three bedrooms, a new kitchen and a spacious backyard for your children to play resplendent with the corpse of the former owner buried right next to that beautiful evergreen tree."

Within a New York second, I was running the seminar simply because I had more credible information; I was bringing up topics and issues that the young lady speaking was clueless

*Simply telling the blunt truth about funeral service, by avoiding any candy coating, will arm you with the foundational tools needed to ward off or counter derogatory publicity.*

about – she was in reality a neophyte, a babe in the woods, trying to do right, but was missing the mark by a long way. While I was not a legal expert on Vermont law, I was experienced as a funeral professional and was able to raise issues that nobody else would have brought up or even considered. I am glad I crashed the seminar.

Even the funeral consumer advocate became silent and learned some valuable inside information about the realities of death care, funerals and the value of saying goodbye.

We need to tell our story.

I have offered some specific suggestions including educating ourselves, our staff, our clients and our communities; getting out and speaking in public, and mustering the courage for possibly a necessary counterattack.

Possibly these are good ideas, but when all is said and done, I believe taking this subject one step further simply revolves around the ancient concept of telling the truth – telling the true facts about our profession and sharing this indispensable information with the public at large through media publicity.

Simply telling the blunt truth about funeral service, by avoiding any candy coating, will arm you with the foundational tools needed to ward off or counter derogatory publicity. ✪



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Dr. Bill Webster

# Youth Suicide: A Modern Epidemic

By Dr. Bill Webster

It was the headline on the CTV National News in mid-June. A city with a population less than 100,000, and the last place in the world where you would expect it to happen, has had a rash of 10 teenage suicides. Sadly, in these times, this could be “Anytown” in any country.

## What do We Know about Youth Suicide?

Childhood and adolescence are often portrayed as care-free, easy and fun-filled times in life. However, the thousands of child and youth suicides each year demonstrate that this is not always the case. What are the statistics regarding adolescent suicide?

Surprisingly, this is not an easy question to answer. Part of the difficulty with statistics, which I discovered as I researched this article, is that they are often outdated and can be “skewed” by other factors, such as the fact that not all suicides are recorded as such, and are sometimes reported as “accidental deaths.”

These facts I can share with confidence, however:

- The latest estimates are that somewhere around one million people in the world commit suicide every year. In North America, there is one completed suicide every 15 minutes, but for every completed suicide, there are 15 attempted suicides. That is one every minute.
- Suicide has been reported as the second leading cause of death among teenagers, exceeded only by traffic accidents.
- The suicide rate for youth aged 10-14 has more than doubled since 1980.
- Both in Europe and in North America, suicide is about four times more common among men than women. Among 15 to 19 year olds, boys are about four times more likely to commit suicide than girls, but girls are twice as likely to attempt suicide.
- Four out of five teens who attempt suicide have given clear warnings.

*In North America, there is one completed suicide every 15 minutes, but for every completed suicide, there are 15 attempted suicides. That is one every minute.*

- A person has a higher risk of suicide if their parent, close relative or close friend has taken their own life.
- Over 60 per cent of all suicides are committed with a firearm. More than 75 per cent of the increase in youth suicide is associated with the use of firearms.
- The latest information also indicates that the number of deaths due to armed conflicts in the world is outnumbered four to one by suicides. Most frightening: there are an estimated eight to 25 attempted suicides for each teen suicide death.

## What are the Warning Signs of Suicide?

Four out of five teens who attempt suicide have given clear warnings. If you suspect that a child or adolescent is suicidal, be on the lookout for warning signs such as:

- Suicide threats, whether direct and indirect. The people who talk about it, do attempt it.
- Verbal hints such as “I won’t be around much longer,” “It’s hopeless” or “I won’t see you again.”
- Obsession with death.
- Poems, essays and drawings that refer to death.
- Dramatic change in personality or appearance.
- Irrational, uncharacteristic or bizarre behaviour.





*The effects of suicidal behaviour or completed suicide on friends and family members can be devastating.*

- Overwhelming sense of guilt or shame.
- Putting affairs in order (giving away favourite possessions or throwing away important belongings).
- Sudden cheerfulness after a period of depression.
- Hallucinating or experiencing bizarre thoughts.
- Changed eating or sleeping patterns.
- Severe drop in school performance.

### **What Should I do if I Think a Young Person is Suicidal?**

- Ask the child or teen if he or she is feeling depressed or thinking about suicide. Speaking openly and honestly will provide a chance for the child to open up to you and for you to express how much you care. Listen to their thoughts and feelings in a caring and respectful manner.
- Let the child or teen know that you care and want to help.
- Provide the child or teen with local resources, such as a crisis hotline to call, or a mental health clinic to visit. If the child or teen is a student, find out if there are any available mental health professionals at the school, and let the child know about them.
- Seek professional help. It is essential to seek expert advice from a mental health professional who has experience helping depressed children and teens. Alert key adults in the child's or teen's life – family, friends or teachers – and ask for their professional assistance for the young person.
- Inform the child's or teen's parent(s). If it were your child, wouldn't you want to know?
- Trust your instincts. The situation may be serious, so seek immediate help. If necessary break a confidence in order to save a life.

### **What are the Effects of Suicide?**

The effects of suicidal behaviour or completed suicide on friends and family members can be devastating. Individuals who lose a loved one from suicide (suicide survivors) tend to experience a more complicated grief reaction to their loss. They are often preoccupied with the reason for the suicide, the "why," while at the same time wanting to deny or hide the cause of death, wondering if they could have prevented it, or even feeling blamed for the problems that preceded the suicide, feeling rejected by their loved one, and stigmatized by others.

Survivors may experience a great range of conflicting emotions about the deceased themselves, feeling everything from intense sadness about the loss, their helplessness to prevent it and longing for the person they lost; and yet at the same time anger at the deceased for taking their own life. Also we should acknowledge that there can be a sense of relief if the suicide took place after difficult years of physical or mental illness in their loved one. These conflicting reactions are understandable given that the person they are grieving is at the same time the victim and the perpetrator of the fatal act.

### **How can People Cope with the Suicide of a Loved One?**

The grief associated with the suicide of a loved one presents intense and unique challenges, including:

- Guilt about having not been able to prevent their loved one from killing themselves.
- Friends and family may be more likely to experience regret about whatever conflicts or other problems they had in their relationship with the deceased.
- Some may even feel guilty about living while their loved one is not.
- Individuals may want to deny or hide the true cause of death, wondering if they could have prevented it, fearing being stigmatized by others.
- Some self-help techniques for coping with the suicide of a loved one include: avoiding isolation by staying involved with others; sharing the experience by joining a support group or keeping a journal; thinking of ways to handle it when other life experiences trigger painful memories about the loss; understanding that getting better involves feeling better some days and worse on other days; resisting pressure to get over the loss; and doing what is right for themselves in their efforts to recover.

*Continued on page 87 ...*



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Brunswick Funeral Home, located in Perth-Andover, N.B., after the flood that hit them last March.



Damage to the inside of the funeral home.

# Nature's Fury

## A devastating flood to Brunswick Funeral Home causes disruption and the eventual move to a new location

By Lisa Johnston

When staff at Brunswick Funeral Home, located in Perth-Andover, N.B., began to notice water creeping into the basement of their facility on March 22, 2012, they immediately started evacuating the lower level including items from their casket display room. However, overnight things seemed to settle and the worst appeared to be over until the following morning when the funeral home received an onslaught of 18 inches of water on the main level.

Originally built as a Catholic church in 1946, the building rests on the banks of the scenic Saint John River. Roland Cyr purchased the church in 1989 with

the aim of converting it to a funeral home and although the family-run business has encountered other flooding problems – including a major flood in 1993 that saw six feet of water in the basement level – it was nothing like the recent incident that ended up devastating a large portion of the downtown district. The flood surprisingly was not accompanied by any rain, but was instead resulted from an ice jam further down river raising water levels.

Fortunately for the Cyr family, they had no immediate services planned at the funeral home and were able to quickly establish a backup plan with the help of local churches and other

funeral homes in the surrounding area.

“For a few weeks following the flood, we had to use local churches for wakes and funerals as we were not able to use our chapel or facility,” says Luc Cyr, son of Roland and managing director of Brunswick Funeral Home. “I had to go and meet with families in their homes and have them pick caskets out of a catalogue. We had to use one of the local churches for visitation and funeral services and of course we had to rely on other funeral homes in the area to use their facilities for embalming. Every funeral home up and down the Saint John River Valley were very helpful.”

*Continued on page 22 ...*

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*... continued from page 18.*

The majority of the flooding took place on a Friday morning and by the following Sunday, Brunswick Funeral Home had three funerals planned. Throughout the commotion of trying to save as much of the funeral home as possible, Cyr was also contending with assisting families and had moved into a friend's house as the family home he shared with his wife, Tara, and their sons, Logan and Liam, next door to the funeral home was also flooded extensively.

The initial focus – which took a couple of weeks to achieve – was getting the funeral home's main floor up and running as quickly as possible in an effort to not impact client families who still insisted on using their services despite the devastation to the long-standing funeral home.

"We had to take out the insulation on the main floor and get the carpets cleaned twice to get it up to our satisfaction," adds Cyr, who was licensed as a funeral director in 1997. "We had to do major cleaning and disinfecting. Right now we are able to use the main floor for wakes and funerals and I can meet with families here but as far as the basement goes – where the preparation room, reception facilities and casket display area are located – it has been completely demolished."

The Cyr family has no plans to begin work on the basement repairs and are instead looking to purchase land upon which they will build a new funeral home. They are close to completing a deal for a property located approximately two kilometres away from the riverbank. Once finalized, they will begin the long planning and design process.

"We are very close to purchasing





a new piece of land and will build a brand-new funeral home," says Cyr. "I cannot go through this again – I think I have aged 10 years in two months."

Despite the hardship, Cyr says it was nice to see all the community support pour through the doors from both client families and from competitors in the funeral profession. "The families were absolutely amazing. This happened on Friday morning and by Saturday I had already received a call from a woman whose mother passed away. She said, 'I know the situation you guys are in right now, but we really want you to look after the service, so is there any way you guys can do this?' They were above and beyond understanding."

Cyr adds, "It was nice to see how the other funeral homes in the area pulled together to help us out as sometimes there can be quite a bit of competition between funeral homes. To see everyone pull together and help out someone in need was very nice. It is important to stick together and help each other out when needed."

According to Phil Ells, executive director of the New Brunswick Funeral Directors and Embalmers Association, it is essential for those in the death-care profession to offer a helping hand.

"The New Brunswick Funeral Directors and Embalmers Association was deeply concerned with our partner funeral homes in Perth-Andover during the flood in the early spring," says Ells. "We understand that both funeral homes, even though only one was physically affected by the flood, were financially impacted by this sad event of nature and the future of their community is uncertain at this time as they know it."

Ells adds, "The New Brunswick funeral establishment is a very small family and even when a competitor is in need all boundaries are removed

and funeral directors in this province rally to support the one in need. We were pleased we could offer Luc some relief funding to help him for some short-term needs in a desperate time."

Now that the ground is dry, it is business almost-as-usual for the staff and

owners of Brunswick Funeral Home. However, before Mother Nature rears her powerful head again, it is hoped that the new funeral home will be opened and fully serving the community – a lengthy distance from the troublesome Saint John River. ❄️



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Jeffrey Chancellor



# Everyday Excellence – Part V Troubleshooting the Arterial Injection Process

By Jeffrey Chancellor

**H**ow many times have we encountered remains that, at first glance, appeared to be simple and uncomplicated only to present us multiple challenges and complications? Plenty I am sure! These procedures usually begin with a comment like: “Mrs. Jones will be ready in an hour...” Predictably Mrs. Jones then offers us a three-hour battle royal with arterial solution purge, numerous injection sites, hypodermic and topical treatments, distended features and heavy cosmetics. Mrs. Jones may also give us the added bonus of a few sleepless nights before she reaches her final destination or her final disposition. Does this sound familiar?

The key to preventing and reducing the impact of these latent challenges lies in the embalmer’s powers of observation. As with medical problems in the living, early detection and treatment is the key in achieving everyday excellence in decedent care.

How and when do we observe the trouble signs when it seems that the problems just come out of nowhere? If you speak to any experienced nurse, she or he is able to recognize C. Diff by the particular smell coming from the patient. Today’s occupational safety regulations, good ventilation and proper PPE usage have robbed embalmers of olfactory insights. Today we must rely on observing the very subtle changes in shape and texture that precede our unexpected embalming challenges.

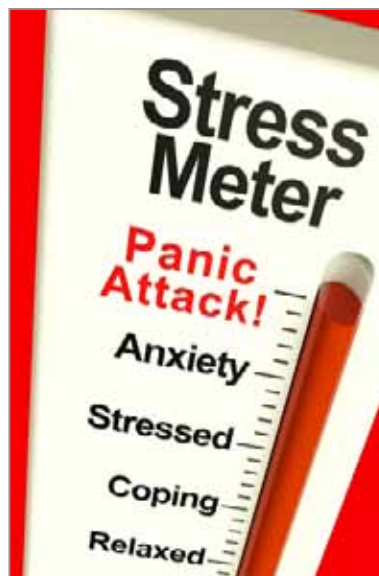
Let’s begin troubleshooting back at the stage where we are happy with our progress. Let’s say all things have gone well. The remains have been warmed up. The rigor mortis was resolved, the facial features are pleasing and the tissues of the face are moisturized. Here is where our powers of observation need to be sharpened.

Do the remains have any abdominal distension? If the answer is yes, you are being alerted to a challenge. It may be prudent at this point to remind readers that for the purpose of this series, we are not exploring extreme abdominal distention. We refer to mild to moderate distension.

Noticeable abdominal distention, whether it is made of liquid, gas, obesity, a tumour, food, feces or a combination will create circulation challenges. I have found superior results in all cases of noticeable abdominal distention by separating my injection and drainage points. I will inject my arterial solution via the femoral artery and seek venous drainage from the jugular vein. This usually prevents experiencing an arterial chemical purge from the mouth a while later.

I like to begin by injecting downwardly into a femoral artery to see if my mixture will circulate in the leg. If it circulates it will almost immediately create a colour change and some venous drainage pressure. If I am able to see drainage from the jugular vein, I can continue until I am happy with the preservation of the leg, then I will proceed with upwards injection.

If there is no distribution to the leg, I will modify my solution with companion chemicals as described previously in the series. I recommend mixing in one gallon batches to start. Remember the fact that arterial chemical solutions pick up things along the way as they circulate. If you watched the video of the Japanese tsunami, you observed debris such as cars and houses being carried along the flowing water. These materials flowed just fine until they came to a narrowing in the environment where they bunched up and became tangled and then destruction occurred.





# 63rd Atlantic Provinces Funeral Directors & Service Convention 2012

September 20 – 23

## SCHEDULE OF EVENTS

### Wednesday, September 19, 2012

7:00 pm  
Executive Meeting

### Thursday, September 20, 2012

(Golf Day & Opening Reception)

8:00 am – 9:00 am  
Convention REGISTRATION for Golfers

9:15 am  
Bus leaves for Fox Meadow Golf  
& Country Club, Stratford, PEI  
(Tournament Registration will be done  
at the golf club.) *Tournament sponsored  
by Batesville*

2:00 pm – 6:00 pm  
Convention Registration

7:00 pm – 9:30 pm  
Prince Edward Island Funeral Directors  
& Embalmers Association welcoming  
reception for delegates.

### Friday, September 21, 2012

(Education Day)

7:30 am – 8:45 am  
Breakfast & Gathering Together

8:00 am – 10:00 am  
Convention Registration

9:00 am – 12:00 pm  
Seminar – Dr. Glenn W. Sinclair  
Ethics & Challenges of the Funeral  
Home Business World  
Provincial Educational Credits TBD

12:00 pm – 1:00 pm  
Lunch

Presentation of Golf Tournament  
Awards

1:30 pm – 4:30 pm  
Seminar - Jeff Chancellor, CFSP  
Construction – Re-Construction Ahead  
Provincial Educational Credits TBD

6:30 pm  
Buses leave for Fisherman's Wharf  
Lobster Suppers, North Rustico  
(Three additional entrée choices available.)

7:15 pm – 9:00 pm  
Dinner at Fisherman's Wharf Lobster  
Suppers, North Rustico

9:15 pm  
Buses leave for Rodd Royalty

Saturday, September 22, 2012  
(Education Day/Free Day/Banquet &  
Dance)

7:30 am – 8:45 am  
Breakfast & Gathering Together

8:00 am – 10:00 am  
Convention Registration

9:00 am – 12:00 pm  
Seminar – Roger Girouard  
Safety In The Embalming Room  
Provincial Educational Credits TBD

12:00 pm – 1:00 pm  
Lunch

1:30 pm  
Annual General Meeting (Location TBA)

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(See Registration Form; not included in  
General Registration)

6:15 pm – 7:00 pm  
Reception with Cash Bar

7:00 pm  
President's Banquet

9:00 pm – 12:00 am  
Dance the night away with the music of  
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Sunday, September 23, 2012  
(Departure Day)

8:00 am – 11:00 am  
Breakfast

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*If there is distribution but no drainage, we may have a big challenge.*

It is much the same with our arterial solutions. Perhaps we mixed a solution that picked up solids along the way and as the vascular tree narrowed they caused obstructions and damage occurred.

Using mortuary water treatment and co-injection chemicals can help us either dissolve those solids allowing them to pass or prevent them from chelating, polymerizing and clumping together in the first place. Always remember that most remains will demonstrate evidence of circulation in less than one gallon if the mixture is of the right pH, viscosity, consistency and strength.

If there is distribution but no drainage, we may have a big challenge. Check if there is any evidence of circulation buildup or backup in the face. If there is, then we must immediately enhance our drainage through reducing the pressure on the vena cava or selecting more points for drainage closer to our site of arterial injection.

Eliminating abdominal pressure from quantities of gas and liquid is quite easy. Liquids and gases are easily removed from spaces between the organs. I suggest using a scalpel to create two small openings immediately below the ribs about one-third the lateral distance from midline just below the Ziphoid process on both sides. Make sure that you penetrate the diaphragm as to be able to evacuate liquids and gases from the thoracic cavity. These insertion points are well away from the major trunk vessels and hollow organs.

I prefer to use a trocar with the point removed as it can be easily directed between organs and will not puncture any important structures. Using the trocar is more accurate than the long forceps and also permits the evacuation of liquids and not just facilitating these materials to run down the table and into our workspace.

There may be a large volume of fluid surrounding the lungs although it may not show as significant distension. Always keep the trocar between the ribcage and the lungs and reach as far up and as deep as possible for thorough fluid removal. With this fluid removed we may reduce pressure on the vena cava enough to facilitate drainage.

Don't try for, or expect, complete removal of all liquid and materials. Simply remove enough as to reduce internal pressure sufficiently to permit venous drainage. Once we observe drainage again, it's time to continue with our downward injection of the leg. We know that if there is limited blood drainage there is a good chance the remains will become grey

due to interactions between formaldehyde and blood.

Sometimes there is no abdominal distension at the start of our operation but it develops during our injection. When this is happening, monitor your drainage and circulation. If the distension reduces drainage and/or circulation, stop injecting and wait a few minutes for the pressure to subside in the vascular system.

It is important to determine if it is a gas or liquid build up. If it is gaseous pressure it will create a hollow sound when palpated. There are likely small leaks in the vascular system of the GI tube causing embalming chemicals to mix with the digestive contents and producing gas. Often embalmers allow this leakage and distention to continue until an embalming chemical purge occurs sometime in the second gallon of injection.

Use the trocar method as described above to remove the gas. This pause while aspirating with a point-less trocar may give the embalming chemicals a little extra time to firm up the vascular system and surrounding tissues giving them greater pressure capability without rupturing. Once you have removed some pressure, try injecting again. Do not be surprised if the gas distention continues to develop. Just manage the pressure with the observation of circulation and drainage.

If the abdominal pressure is caused by liquid it will not give a hollow sound when palpated. Ask yourself from where did this liquid come? Common sense tells us that it must be from either our arterial chemical or drainage. Ask yourself is there a quantity gap between inflowing chemical versus outflowing drainage and is the gap in volume similar to the quantity injected? If this is a large gap, a gallon or more, likely you have made a solution that will not circulate and injected too much of it.

Use the trocar with no point and remove as much liquid as possible. What is the liquid? If it is blood, inject one to two litres or quarts of solution into the closed system and then stop. Aspirate the drainage from the cavities before injecting another one to two litres or quarts. Repeat until the remains are well saturated with solution.

If no fluid can be removed with a blunt trocar it is a good time to isolate the head by raising both carotid arteries and both jugular veins. This is an operation going nowhere due to internal bleeding issues. We will no doubt displace liquids and other materials from the abdominal and pelvic cavities into the head and face if we do not stop.

A reliable mixture for the head is composed of equal parts of a good-quality water-conditioning chemical, co-injection



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chemical, arterial humectant, arterial preservative and water to make approximately a half gallon.

This mixture should be sufficient volume for injection via both carotids to preserve all tissues of the head, face and neck. Go slowly at two to three ounces per minute with pulsation and inject eight ounces up each side. Stop and wait five minutes before you assess distribution. Repeat as required.

The trunk and extremities may be treated by a multi-directional injection via the axillary and femoral arteries. If you are unable to achieve circulation to the extremities, perform a circulation and drainage check and adjust your mixture before reaching for the scalpel and more points.

From time to time due to intra and extravascular considerations we are not able to saturate all tissues with our arterial preservative and disinfectant solution. It is important to recognize that different tissues have different preservation and disinfection requirements. Compare adipose tissue and



muscle tissue. There is much more blood in muscle. Blood decomposes more rapidly than any other tissue. Using those examples it is quite likely that the remaining solution in our machine reservoir may be sufficient in strength to treat areas missed by our arterial treatments.

For the best outcomes when performing extravascular embalming on viewing areas – hands and faces – employ a mixture of equal parts of water conditioner, co-injection, arterial humectant and arterial preservative. This mixture will be injectable and movable; it will impart some colour and will not dry out and harden delicate tissues.

For everyday excellence I suggest you speak clearly to your vendors about application of your injection and arterial mixture specifics. Remember that embalming products are not created equal! ❄️


Jeff Chancellor is the Director of Education, Training and Research for H.S.Eckels Company.

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# Manitoba Honours Graduates

Back row, left to right: Rick Bilkowski, CCFS Instructor; Rhonda Scott, Dadson Funeral Home; Reginald Brewer, Sneath-Strilchuk Funeral Services; Steven Jesmer, Sneath-Strilchuk Funeral Services; Graham Steen, Neil Bardal Funeral Centre; and Roger Girouard, CCFS Program Director & Instructor. Front row, left to right: Helena Unwin, CCFS Office Administrator; Bianca Vergunst, Brockie Donovan Funeral Home; and Stan Rybak, Chapel Lawn Funeral Home.

The Manitoba Graduation Banquet and Awards Ceremony was held on Friday, June 1, 2012 at the Inn at the Forks in Winnipeg, Man. Friends and family congratulated this year's graduates and wished them best of luck as they continue their funeral service careers. 

### Recipients of the Awards:

Canadian College of Funeral Service Academic Achievement Award – **Bianca Vergunst**

Cropo Funeral Chapel Award – **Reginald Brewer**

Dodge Chemical Co. Embalming Technologies Award – **Bianca Vergunst**

Embalmers Supply Co. of Canada Funeral Service Achievement Award – **Bianca Vergunst**

Manitoba Funeral Service Association Award – **Steven Jesmer**



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Operations & Management

Wilbert Funeral Services, Inc. (WFSI) has a new video available at no charge to funeral professionals entitled The Value of a Committal Service. This is one of a series of videos WFSI has produced that helps funeral professionals educate families on funeral service options. A committal service can be one of the most poignant elements of a funeral service and families appreciate learning about this from their funeral professional.

“Ideally, the video is placed on funeral home websites for families to view before they come in for the arrangement conference,” suggests Wayne Stellmach, director of marketing for Wilbert Funeral Services. “Funeral professionals are encouraging families to watch the video in advance so that they get some ideas on committal service possibilities and can discuss them during the arrangement conference. However, this video has tremendous value even when viewed during the conference or for pre-need arrangements. It all goes to providing that meaningful experience for families.”

The Value of a Committal Service includes a grief counsellor talking about the emotional and spiritual value that a committal service renders, families talking about their experience, and ideas that the family can consider.

Wilbert has set up a dedicated website where this video can be viewed, downloaded or linked to at [www.wilbert.com/FPvideos](http://www.wilbert.com/FPvideos). Two additional educational videos are also available on this website at no charge: Why Families Choose a Burial Vault and Selecting a Burial Vault. 

For more information, visit [www.wilbert.com/FPvideos](http://www.wilbert.com/FPvideos) or call 1-800-323-7188.



# Hebert and Son Funeral Home Opens New Facility

Stunning location will operate as headquarters for the family-owned firm



## The New Facility

On February 3, 2012, Hebert and Son Funeral Home opened its doors to a new facility located at 2355 boulevard Wallberg in Dolbeau-Mistassini, Quebec. This new undertaking represents a local investment of over \$2 million.

This facility is nearly 12,000 square feet, and is home to the administrative offices of the company, the embalming laboratory, a showroom for funeral services products, a columbarium of 300 spaces, two meeting rooms for bereaved families, a third multi-use room, a coffee corner, a playroom for children, a nursing room and a lobby dominated by a majestic wooden vault, all in a beautiful setting.

“We have preserved the natural beauty of the area, by ensuring the protection of the trees in the area,” says Richard Hebert, co-owner and general manager of the company.

The new headquarters of Hebert and Son Funeral Home began development in May 2011 and was entrusted to Constructions de l’Avenir, owned by Jean-Marie Lamontagne, Dolbeau-Mistassini. “We are proud to be associated with the Hebert family to build this impressive building of architectural wood, steel and concrete,” says Lamontagne.

G rard Gosselin of Gosselin and Fortin Architects of Saint-F licien was the architect chosen to design the impressive building. “Richard Hebert and I are longtime friends, which helped to establish a great collaboration throughout the project design in the understanding of customer needs as well as in the expression of architectural style,” says Gosselin.

For 10 years, Hebert and Son Funeral Home has continued its growth by investing nearly \$10 million and focusing on excellence to offer the best to the population. In 2001, it



Jean-Francois Beaudry (grandson of Gaston H bert represents the third generation); Gaston H bert (founder of the company); Richard H bert (son of Gaston H bert and second generation); and Daniel H bert (son of Gaston H bert and second generation).

acquired the funeral home of Marcel Dion Normandin. The addition of a crematorium, built in Roberval, in 2004, also allowed them to better meet the needs of families. Then in 2006 the company expanded in collaboration with the funeral director of M tabetchouan-lac a la croix to create Hebert and Desbiens Funeral Home.

With the completed construction of its new headquarters in Dolbeau-Mistassini, Hebert and Son Funeral Home becomes the largest 100 per cent family-owned funeral home in the Saguenay-Lac Saint-Jean area. Hebert’s team supports nearly 350 bereaved families annually in more than 25 parishes spread across the regional municipalities of Lac Saint-Jean, (Maria-Chapdelaine, Domaine-du-Roy, Lac-Saint-Jean

East). They also provide embalming and cremation services for Résidence Funéraire du Nord of Chibougamau and Chapais.

### Pride and Professionalism

Hebert and Son Funeral Home has been a member of the Corporation des thanatologues du Québec (CTQ) since its inception. Founded in 1956, the CTQ is the undisputed leader of the funeral profession in Québec – bringing together over 350 professionals and serving 145 funeral homes and 40 partners. Its mission is to protect and inform the public, and to promote the funeral services profession in Québec.

Over the years, members of the CTQ have repeatedly expressed their desire to professionalize the funeral services profession, which resulted in the creation of the Institut de Thanatologie du Québec. But more recently, under the leadership of Richard Hebert as chair, the corporation has initiated the creation of quality standards for funeral services – a first in North America. Now, the Bureau de normalisation du Québec (BNQ) will validate the expertise of funeral directors, quality services and funeral equipment.

“With the passion, professionalism and contagious energy of Mr. Hebert, the funeral industry in Québec will never be the same,” says the CEO of the corporation, Nathalie Samson. “We are moving towards certification of funeral homes to ensure the public with quality services.”

In the wake of the new BNQ, the CTQ has established a support program “Distinction” to assist companies to earn the certification of the Bureau de normalisation du Québec. Hebert and Son Funeral Home was the first company to obtain this recognition of the CTQ.

“This program leads companies to evaluate and update their services to their clients by establishing their policies and procedures as well as assessing their buildings and equipment,” says Hebert. “Our company has a training program that allows its employees to always stay abreast of current trends and best practices in the funeral services industry.”

Samson adds, “We established this program to prepare funeral homes to earn certification offered by the Bureau de normalisation du Québec and deliver best practices in customer service to our clients.”

“We are particularly proud of the work by the staff at



Hebert and Son Funeral Home, in Dolbeau-Mistassini. This company stands out already by their quality of service and we believe the customers will see the difference too,” concludes Samson.

### Environment

Hebert and Son Funeral Home wants to do its part for the environment by taking concrete steps in that direction.

“Of course the construction of the building of the boulevard Wallberg, designed largely of wood, is a nod to the natural material that adorns the landscape of our regional county municipality, Maria-Chapdelaine,” notes Hebert. “In addition, we will no longer be using Styrofoam cups for coffee and opt instead for reusable mugs. It is our goal to do our part to reduce landfill waste harmful to the environment. Finally, we opted for the use of energy-efficient light bulbs to reduce our energy consumption.”

### From the Past to the Future

Hebert and Son Funeral Home has been well established in the community of Dolbeau-Mistassini for 50 years. This team of professionals is committed to a high quality of service to their customers. With its new facility, Hebert and Son Funeral Home becomes the most important family-owned business in the Saguenay-Lac-Saint-Jean region. ❁



# Carrier Mausoleums Construction (CMC-Carrier) Launches Bronze Product Line for Mausoleums and Columbaria

Carrier Mausoleums Construction, Inc. (CMC) is pleased to announce the launch of a new bronze accessories product line. CMC will focus on the funeral, cemetery and cremation profession's just-in-time purchasing needs of bronze accessories for mausoleums and columbaria. CMC has strategically aligned with the industry's premier manufacturer of bronze accessories and statuary out of Europe. CMC will represent their entire line of bronze, stainless steel and Kosmolux products with exclusive rights to all marketing, distribution and sales throughout Canada and select areas in the United States.

"At CMC we have a full-circle approach to serving our client relationships. A bronze division that focuses on premier quality products that are competitively priced, delivered on time every time, and backed by the legendary service of CMC, is the next logical move in our growth initiatives," says Joshua P. Lintz, senior director of marketing and strategic development at CMC.

Lintz adds, "Virtually every cemetery's procurement has met turmoil in their bronze products supply chain. Consequently, accessories for mausoleums and columbaria have become increasingly difficult to source as pricing models are typically misaligned with demand, service has been sacrificed and timely delivery is unreliable. CMC views this as a great opportunity to help change the course of the current bronze business."

"For CMC, expanding into the bronze business allows us to deepen our product portfolio as well as offer a complementary area where we can successfully meet our customers' needs. In doing this, it's critical that CMC bridges this gap by offering a reliable, transparent and streamlined supply chain for cemeteries that require just-in-time purchasing. With our new



Sébastien Litalien



Louis-Philippe Carrier




Joshua P. Lintz

*"At CMC we have a full-circle approach to serving our client relationships."*

*~ Joshua P. Lintz*

distributorship we are confident in our abilities to out-deliver and out-serve the bronze market incumbents," says president and COO of CMC, Louis-Philippe Carrier.

To support this area of the business, CMC has expanded its management team by promoting Sébastien Litalien to director, bronze products, effective June 1, 2012. Concurrent to this appointment, Litalien will continue to serve in his role as regional sales manager in the Eastern U.S. for CMC. "Sébastien has been a critical addition to the CMC family since joining the company just 15 months ago. We are thrilled to have him accept this new appointment in increment to the management of his existing territory," comments Lintz.

Litalien states, "We have been very fortunate to work and partner with some of the industry's finest clients and thanks to their continued support, we are proud to go to market with another solution for their business challenges. At CMC, nothing is taken lightly and all growth initiatives are judiciously managed to ensure that the quality of products and services are unmatched." 

Carrier Mausoleums Construction (CMC) is a funeral construction design-build company dedicated to the highest possible standards for people, processes, products and services. CMC offers one of the most comprehensive and innovative approaches to serving the needs of the cemetery, funeral and cremation profession. Over the last 28 years, CMC has been at the forefront of building quality mausoleums, interior and exterior columbaria, industry-leading glass-front niches, and bronze accessories. To learn more about CMC and its innovative services and products, please visit: <http://www.mausoleum-cmc.com>.

OFSA ANNUAL  
**AGM &**  
*Convention*



John McQueen



Françoise Mathieu



Brian Parent



Ashley Montroy

# The New Frontier

## Join the OFSA in Kingston

Taking place from September 17-20, 2012, the Ontario Funeral Service Association (OFSA) will be hosting its annual convention, this year named The New Frontier. Taking place at the Four Points by Sheraton in Kingston, Ont. the event promises both fun and education.

On Monday, September 17, 2012, the OFSA will be co-hosting a charity golf tournament in support of Camp Trillium with the Bay of Quinte Funeral Service Association that takes place at Loyalist Country Club in Bath, Ont. The day will include a barbecue lunch and prizes followed by dinner back at the hotel. The event will be a great kickoff to this year's gathering and all delegates are encouraged to participate.

The educational component will begin on Tuesday, September 18 with roundtable discussions followed by the opening lunch and the trade show. Two development sessions will also take place: How to Create a Facebook and/or Twitter Page for Dummies with Ashley Montroy; and The Cost of Caring: Understanding compassion fatigue and vicarious trauma in funeral home staff with Françoise Mathieu.


Dinner in conjunction with the trade show will take place at the western-themed fun night. Entertainment will be

provided D. R. Kennedy and Dark Horse Country.

The following morning delegates will once again have time to mingle with colleagues and suppliers as they enjoy breakfast in conjunction with the trade show. All OFSA members are invited to attend the annual general meeting which will be followed by lunch. Two professional development sessions will take place during the afternoon: FBCSA Transcending Life in the New World with Brian Parent; and Creating Raving Fans and Raging Profits through Effective Packaging with John McQueen. The day will wrap up with the president's banquet and awards (business attire).

The closing keynote speaker – John McQueen – will be featured on Thursday. His topic will be Survivor: Canada – It's a battleground and only the strong survive.

The host hotel – Four Points by Sheraton – is located just steps from many historic sites and scenic wonders. For those wishing to explore the Kingston area, the hotel provides easy access to the world-famous 1000 Islands, Confederation Trolley Tours, live theatre and more.

For more information about this year's convention, please visit [www.ofsa.org](http://www.ofsa.org). 



# FrontRunner Professional Announces the Release of its New Mobile Website Platform



FrontRunner Professional's New Mobile Website Platform

It has been said that there are more smartphones on the planet today than there are people. With the advent of the iPad and other tablet devices overtaking the computer market, more and more funeral home customers are going mobile.

"We needed to ensure that our clients are there when their prospective clients are looking," says Kevin Montroy, CEO and founder of FrontRunner Professional. "Our clients are known for being leaders in their communities and for setting a higher standard in their profession. The new mobile website platform is no exception."

The platform is fully e-commerce enabled allowing FrontRunner clients to take advantage of the growing opportunities with online experiences. It removes all "Flash" components that are not compatible with all mobile devices, making it as much of a rich and seamless experience as if they were on the firm's main website.

FrontRunner Professional is the leading technology provider for the funeral profession offering integrated solutions

*"Our clients are known for being leaders in their communities and for setting a higher standard in their profession."*

*~ Kevin Montroy, CEO of FrontRunner Professional*

including the most advanced websites, DVD solutions, memorial tribute pages, fully-integrated management solutions, and so much more. FrontRunner solutions are designed to meet any funeral home's needs regardless of size or budget and provide firms with the advanced tools they need to effectively and affordably compete in today's changing market. 📱

For more information on FrontRunner and their technology solutions for funeral professionals, contact FrontRunner Professional at 1-866-748-3625 or online at [www.FrontRunner360.com](http://www.FrontRunner360.com).

# The How-To Convention

## Join CANA for their 94th Annual Convention in Vancouver this August

According to current Cremation Association of North America (CANA) president, Michael W. Nicodemus, to say 2012 is a galvanizing year for CANA would be an understatement.

“After years of planning, CANA is now a stand-alone association,” says Nicodemus. “What exactly does that mean? Simply put, we now control our own destiny. We have transitioned from outsourcing our management functions to providing the best, in-house, concierge service to our members. Our dedicated board of directors has worked very hard to get CANA through a difficult transition, and I would like to thank all of them for their valued and conscientious decision-making which continues to keep CANA salient.”

The 94th annual convention in beautiful Vancouver, August 15-18, 2012 is the culmination of an aggressive and progressive year for CANA. A highly successful joint convention with NFDA back in October started the ball rolling and CANA’s annual marketing symposium held in February attracted a multitude of attendees and suppliers that set a new attendance record. To continue this momentum, Lawrence Little, chairman of the 94th annual convention, and his committee, have done an incredible job organizing this year’s program.

*While sampling enticing refreshments and appetizers, delegates will have the opportunity to mingle and explore the exhibit hall where the latest in technology, innovations and products will be displayed - all in a relaxed, no-pressure atmosphere.*

The event has been labelled the “How-To” convention of the year that will help build delegates’ businesses and make them more profitable by featuring an outstanding lineup of compelling speakers. This year’s keynote is Donald Cooper, an international business speaker and coach as well as one of North America’s most successful business entrepreneurs – the driving force that made the Cooper brand synonymous



Located in the downtown core, the convention headquarters will be the Westin Bayshore Inn, literally on the edge of Vancouver’s spectacular harbour.

with the finest in sports equipment. Cooper will be featured during two sessions discussing how to create competitive advantages and how to make companies stand out in a crowded, cynical marketplace.

There is also the opportunity to attend other engaging educational sessions with guest speakers such as Andrew Ramlo, Angelo Rea, Jeremy May, Chris Farmer and Gary Carmichael. In addition, the Wednesday and Thursday evening receptions are hosted by the suppliers and will include contests, prizes and fun activities, as well as the chance to talk with CANA supplier members about their products and services. While sampling enticing refreshments and appetizers, delegates will have the opportunity to mingle and explore the exhibit hall where the latest in technology, innovations and products will be displayed – all in a relaxed, no-pressure atmosphere.

As in the past, the memorial service is a long-standing CANA tradition in honour of CANA members and family members who have died in the past year. This year’s In Memoriam event, taking place on Friday morning, will feature a Royal Canadian Mounted Police Bearing Party in traditional red serge uniforms to lead in the ceremonial casket.

The convention is well situated to take in the beauty of






This year's keynote is Donald Cooper, an international business speaker and coach as well as one of North America's most successful business entrepreneurs. He will be featured during two sessions discussing how to create competitive advantages and how to make companies stand out in a crowded, cynical marketplace.



There is also the opportunity to attend other engaging educational sessions with guest speakers such as Andrew Ramilo (top right picture), Angelo Rea (top left picture), Jeremy May, Chris Farmer and Gary Carmichael.

a breathtaking, cosmopolitan city. Vancouver is truly a gem of Canada and the "playground of the Pacific." Located in the downtown core, the convention headquarters will be the Westin Bayshore Inn, literally on the edge of Vancouver's spectacular harbour.

From the golf tournament at Furry Creek Golf and Country Club surrounded by spectacular sea and mountainscapes to a three-hour harbour dinner cruise on a luxury yacht, delegates will have abundant chance to explore the West Coast. An extensive family/companion program is also available. 

## Schedule at a Glance

### Wednesday, August 15

8 am – 3 pm	Annual CANA Golf Outing – Furry Creek Golf and Country Club
8 am – 5 pm	Conference Registration Open
12 pm – 5 pm	Exhibitor Set-Up
4 pm – 4:45 pm	Companion/Spouse Welcome Reception
5 pm – 7 pm	Reception – Cocktails and Hors D'oeuvres
7 pm – 9 pm	Hypnotist Wayne Lee

### Thursday, August 16

6:30 am – 7:30 am	Hot Breakfast in Exhibit Hall
6:30 am – 7 pm	Exhibits Open
7 am – 6 pm	Conference Registration Open
7:30 am – 8 am	Convention Welcome – Opening Ceremonies
8 am – 4:45 pm	Educational Sessions
9:30 am – 10 am	Refreshment Break in Exhibit Hall
12 pm – 1:15 pm	Opening Luncheon in Exhibit Hall
1:15 pm – 1:45 pm	Annual Membership Meeting
1:45 pm – 4:45 pm	Educational Sessions and Alternatives Events
5 pm – 7 pm	Cocktail Reception in Exhibit Hall
6:30 pm	2012-13 Board Meeting
7:00 pm	Free Evening
7:45 pm	Night on the Town – Registration Required

### Friday, August 17

7 am – 12 pm	Registration Open
7 am – 7:30 am	Supplier Meeting
7:30 am – 8:15 am	Hot Breakfast in Exhibit Hall
7:30 am – 12 pm	Exhibits Open
8:15 am – 8:30 am	In Memoriam
8:30 am – 10 am	Keynote Speaker – Donald Cooper
9:00 am – 11 am	Companion/Spouse Breakfast and Bingo
10 am – 10:30 am	Refreshment Break in Exhibit Hall
10:30 am – 12 pm	Educational Sessions
12:30 pm – 4 pm	Cremation Cemetery Tour and Lunch
1 pm – 5 pm	Exhibit Tear Down
6 pm – 9 pm	Harbour Dinner Cruise

### Saturday, August 18

8 am – 12 pm	Convention Registration Open
8 am – 8:45 am	Continental Breakfast in Exhibit Hall
8:45 am – 10:15 am	Keynote Speaker – Donald Cooper
9 am – 10 am	Companion/Spouse Breakfast
10:15 am – 10:45 am	Refreshment Break
10:45 am – 12 pm	Chris Farmer
12 pm – 12:15 pm	Closing Remarks – CANA President, Kevin Waterston

# Under the Western Sky - Part II

FSAC hosts stellar convention in Regina







## **FCSCS Annual General Meeting**

**June was a busy month for the city of Regina.**

As death-care professionals from around the country gathered in the provincial capital in early June for the 2012 Funeral Service Association of Canada (FSAC) conference, members of the Funeral and Cremation Services Council of Saskatchewan (FCSCS) took the opportunity to meet for their own annual general meeting.

On June 7 at the Delta Regina Hotel, a group of well over 50 Saskatchewan-centric funeral and cremation professionals and guests gathered to get an overview on the progress the council has made over the past year and what the priorities are moving forward.

Of the topics on the agenda, three bylaws were discussed: Bylaw 1120 – Listing all Employees of Council; Bylaw 3070 – Third Party Advertising; and Bylaw 2014 – Continuing Education Credits, which was eventually removed from the group of bylaws presented.

After a motion was passed to accept the 2011 financial statements as presented by KPMG, a discussion concerning a \$10,000 grant to the Saskatchewan Board of Funeral Homes took place.

The future of the profession was top of mind during the meeting, with much talk regarding the experience of the graduates coming out of SIAST and MRU.

From youth to experience, during the meeting three individuals were recognized with long-term service awards:

- Wayne A. Orsted – 35 Year Recipient – Embalmer/Funeral Director
- Roy Hugh Wright – 35 Year Recipient – Embalmer/Funeral Director
- L.V. (Lew) Young – 35 Year Recipient – Embalmer/Funeral Director

Two other deserving recipients – Wesley Banbury and Douglas Busby – were unable to attend the event.

Two promising youth were also presented with awards: The 2011 Embalmer Intern Award was awarded to Kathryn Gray for achieving 100 per cent on her practical embalming licensing examination. The 2011 Funeral Director Intern Award was presented to Megan Kasper on achieving 98 per cent on her funeral director and/or embalmer jurisprudence licensing examination.

For the full minutes from the AGM and for everything FCSCS related, go to [www.fcscs.ca](http://www.fcscs.ca).







Angelo Rea

**T**oday's effective leader is a coaching leader. Coaching leaders will eventually replace the traditional manager whom assumes a leadership position in today's business. Managers maintain status quo; they concentrate on keeping the peace, rather than developing their employees and growing their businesses. They try and get the job done but struggle in maximizing their employees' performance. Managers manage. Leaders lead through coaching. Managers are transactional. A coaching leader is transformational and concentrates on building their business through the growth of their employees. They create a coaching culture.

There are two functions that a leader has – one is to get the job done and two is to develop their employees.

*“Coaching is unlocking one’s potential to maximize one’s performance.”*  
~ Sir John Whitmore

Coaching leaders spend time developing potential. The goal is not only to

# Coaching Matters:

## Are You a Coaching Leader? Part II

By Angelo Rea

*Maximum work production from someone who is not being coached is 40 per cent. Maximum work production of someone who is being coached is 90 per cent. Work production doubles.*

get the job done through their employees but to achieve maximum results. Potential produces performance. Too many businesses demand performance by their employees without investing time in their growth. New products and services do not grow a business. People grow businesses and sell products with services. Maximum work production from someone who is not being coached is 40 per cent. Maximum work production of someone who is being coached is 90 per cent. Work production doubles. Therefore, are you coaching and concentrating on your most valuable asset, which is your employee? How much time are you spending with your team one on one? Are you coaching to unlock potential? Or are you looking solely for performance?

The greatest investment that you can make into your company is developing your people. Therefore, how can you maximize one's performance if you are not coaching? Coaching allows you to hold people accountable. Accountability is asking powerful questions to the commitment that someone has made to you. People who are held accountable achieve 95 per cent of their goals than those who are not. People coached and held accountable outperform individuals who are not.

When this takes place, you maximize performance.

How do you gain commitment and ownership from your staff? It is through one-on-one coaching. Coaching leverages your staff. “A” players are producing the results and then they become coaches. Why hire anyone else rather than an “A” player? If you are not an “A” player, how can you become an “A” player? It is through coaching. Coaching is not for the individual who does not want to explore their potential. Coaching is not for the problem employee who will not change and transform himself or herself. They need to be fired. Like Disney says, “You hire slowly and you fire fast.”

I am under the impression that people have good intentions and have great potential. They have the creative geniuses within themselves and it needs to be unlocked. Everybody has the opportunity to exceed expectations and coaching does that for an individual. Problem employees are usually a bad hire and need therapy. They need to go!

Most leaders have a vision and an action plan but fail to execute it effectively. How can you execute your plan if you are not coaching? People carry out vision statements and action plans. Most leaders assume that the person

*Continued on page 87 ...*

# UPCOMING EVENTS 2012

## ALBERTA FUNERAL SERVICE ASSOCIATION (AFSA)

**Cappy Smart Golf Tournament**  
 September 14, 2012  
 Whispering Pines Golf and Country Club  
 Pine Lake, AB

**Dealing with Grief**  
 October 18-19, 2012  
 Best Western Port O'Call Inn  
 Calgary, AB

## ATLANTIC PROVINCES

**Atlantic Provinces Funeral Directors and Service Convention**  
 September 19-22, 2012  
 Rodd Royalty Inn  
 Charlottetown, PEI

## CREMATION ASSOCIATION OF NORTH AMERICA (CANA)

**94th Annual Convention and Exhibition**  
 August 15-18, 2012  
 Westin Bayshore Hotel and Resort  
 Vancouver, BC

## CORPORATION DES THANATOLOGUES DU QUÉBEC

**Convention, Trade Show and AGM**  
 September 9-12 2012  
 Auberge Lac Taureau  
 Saint-Michel-des-Saints, Quebec

## FUNERAL SERVICE ASSOCIATION OF BRITISH COLUMBIA (FSABC)

**31st George Wright Open Memorial Golf Tournament**  
 August 23, 2012  
 Fairmont Chateau Whistler Golf Course  
 Whistler, BC  
 Shotgun start: 1 p.m.  
 For registration details email:  
 info@bcfunerals.com

## B.C. Cremationist Certification Program

September 12-14, 2012  
 SFU Harbour Centre  
 Vancouver, BC

## FSABC FUNERAL SERVICES

**Graduation Banquet & Awards Ceremony**  
 September 15, 2012  
 River Rock Hotel  
 Richmond, BC

## 2013 Conference

April 17-19, 2013  
 Delta Grand Okanagan Resort  
 Kelowna, BC

## ONTARIO ASSOCIATION OF CEMETERY AND FUNERAL PROFESSIONALS (OACFP)

**100th Anniversary Celebration**  
 October 1-3, 2012  
 Hamilton Convention Centre  
 Hamilton, ON

## 99th Annual Education Conference & Trade Show

October 3-5, 2012  
 Blue Mountain Resort  
 Collingwood, ON

## ONTARIO FUNERAL SERVICE ASSOCIATION (OFSA)

### 2012 Convention, Trade Show and AGM

September 18-20, 2012  
 Four Points by Sheraton  
 Kingston, ON

**Have an event that you want listed?**  
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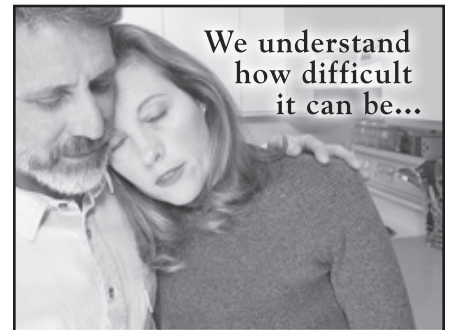
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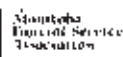
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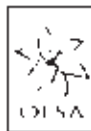
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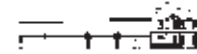

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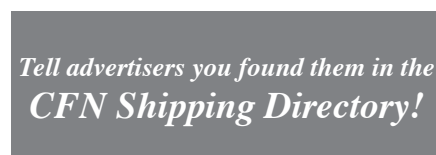
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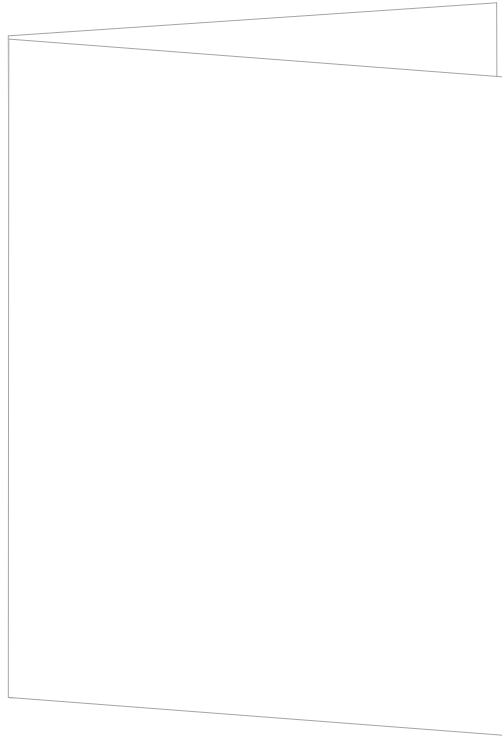
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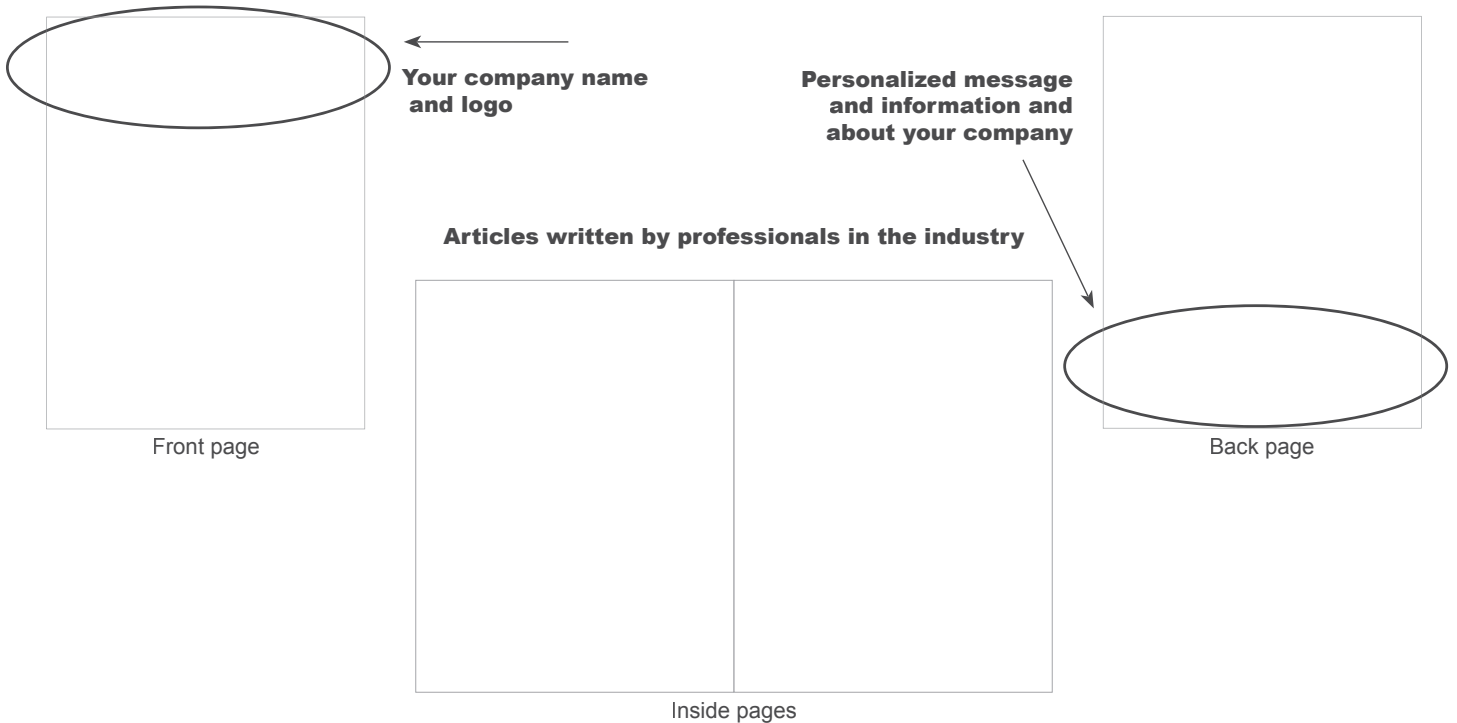
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*The newsletter for grieving families  
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**Contact Pat Ottmann at 1.800.465.0322**  
to learn more about how this newsletter can assist you.

... continued from page 43.

they hire is capable of moving their business forward. Only through coaching will you maximize your results. Coaching communicates vision and creates the execution of that plan. Coaching does not restrict potential. It unlocks the individual's potential by allowing them to leverage themselves.

Coaching asks powerful questions. These questions are stated in the what, when, where, why and how. In funeral service, we cannot allow poor customer service. We cannot take shortcuts with our families. We can do everything else in life twice but we cannot do a funeral over again for a family. We have no second chance when it comes to a funeral service. Why take shortcuts with our employees?

Coaching builds confidence, motivates people, improves performance and productivity, increases learning, improves relationships, improves quality of life for individuals, creates more time for the leader, encourages creativity, makes better use of people and their resources, provides greater responses to emergencies, increases adaptability, creates a positive culture change, develops life skills, and it tells our employees that they are important to us. We have their best interest in mind.

We will not maximize performance if we are not coaching. This results in lost revenue. Leaders are not investing in the growth of their team if they are not coaching. They do not know what their staff is thinking of or going through. They do not explore their potential. Therefore, they leave opportunity on the table.

Families who experience a death have to meet the "best in class" employee. They are going through a deep crisis in their life and they are experiencing pain. An employee who

is not being developed will be limited in their resources and skills. They will conform to mediocrity. They will not move from good to great. Families cannot experience mediocrity. Funeral service is not like any other profession. Death hurts. A coaching leader transforms his staff into gaining ownership while building vision and gaining commitment and loyalty.

Throw out your mission statements and your vision statements. Have a coaching statement! Market your business by developing a coaching culture. As a leader, introduce coaching into your workplace and you will produce large results. I have seen large results in the businesses that I have led through staff development. Leaders need to get out of the ivory tower and start coaching. This will be the greatest investment that you make as a leader. Coaching removes the five o'clock employee who is not interested in driving your business. We pay people for the value that they add to our businesses and not by the hour they work.

Jack Welch had a personal coach and believed in the coach as a leader. He concentrated on his employees being coached as a CEO of General Electric. He developed a coaching culture. He moved General Electric from \$12 billion to \$80 billion a year.

Imagine the potential that people have in maximizing their performance! ❄️

---

Angelo Rea, B.Th, M.T.S., professional coach, is the area manager of Dignity Memorial Funeral Homes in the Fraser Valley, adjunct coach at the Canadian College of Funeral Service and the creator of Growth For Goals Training Development Ltd.

**Youth Suicide: A Modern Epidemic** **THE GRIEVING WELL**

... continued from page 15.

While these suggestions may be helpful, the difficulty is that generally, coping tips for grieving a death through suicide are nearly as different and numerous as there are bereaved individuals. The willingness to care of themselves through continuing regular eating habits and nutrition and by getting extra rest can help strengthen their ability to endure this very difficult event.

To help children and adolescents cope emotionally with the suicide of a sibling, friend or family member, it is important to ensure they receive consistent caretaking and frequent interaction with supportive adults.

All children and teens can benefit from being reassured they did not cause their loved one to kill themselves, which goes a long way toward lessening the tendency children and adolescents have for blaming themselves for the situation and any angry feelings they may have harboured against their lost loved one for the suicide.

For school-aged and older children, appropriate ongoing participation in school, social and extracurricular activities is necessary to a successful resolution of grief. For teens, maintaining positive relationships with peers becomes vitally important in helping them figure out how to deal with a loved one taking their own life. Depending on the

adolescent, they even may find interactions with peers and family more helpful than formal sources of support like their school counsellor.

**In Conclusion**

While the statistics on youth suicide are frightening, it is important to remember that depression and suicidal feelings are both real and treatable. The majority of suicides and suicide attempts are not designed to simply "get attention," but are expressions of extreme distress and pain.

Studies show that suicide attempts among young people may be based on long-standing problems and triggered by a specific event. Adolescents who are suicidal may view a temporary troubling situation as a permanent condition. Feelings of anger and resentment combined with exaggerated guilt can lead to impulsive, self-destructive acts.

We need to remind them that suicide is a permanent solution to what is after all a temporary problem. The main motive for suicide is to "end the pain." We must validate the fact that they are indeed in pain, but reassure them that we will help them to find solutions to ease and end that pain. And then prove that we mean it in our follow up. ❄️

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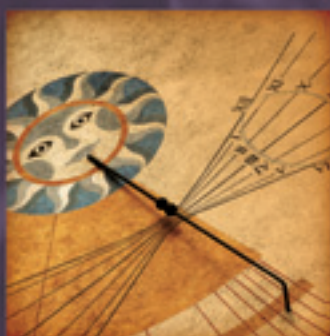
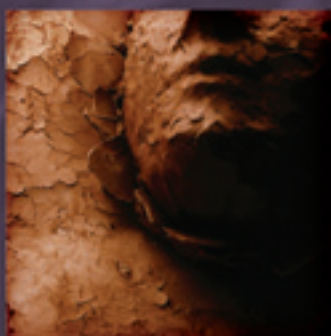
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