



HOSPICE  
TORONTO

2024–2025  
**Annual Report**  
Adding Life to Days



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# Letter from the CEO and Board Chair

This has been a year of achievement and program renewal with a rigorous focus on collaboration with partners and addressing the needs of caregivers and clients in an expanded capacity.

With the hard work, dedication and commitment of our funding and program partners, local communities, our amazing volunteers and staff, board and private donors, Hospice Toronto has set the stage for our new strategic plan, by leaning into our mission of “being recognized by our clients, communities, and caregivers for ground-breaking advances in community-based care”.

But what exactly does that mean? It means doing the work. This is just a snapshot of some of the amazing mission-driven programming and activities our team and volunteers delivered this year, aligning to our current three strategic planning pillars:



## 1. Serve Our Communities

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### **Expanded Capacity in our Grief and Bereavement Program**

Our Peer Volunteer Program expanded with a new support model, through 184 sessions, while securing \$50K in Ministry of Health funding to grow this vital service.

### **Created a Robust Blend of Training and Service Opportunities for Our Volunteers**

In 2024 - 25 we introduced a blended virtual and in-person training model, growing our volunteer base by 6% to 478, and matching 195 clients with in-home volunteer support.

### **Established a More Sustainable Model for Growth, to Support Care Without Limits**

In 2025, we grew volunteer training by 11% to 652 participants, launched a program review for the Young Carer Program and implemented new service structures.



## 2. Tell Our Story

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### **Shared Our Services with Partners and Community**

This year, we strengthened relationships through an increase in Creating Caring Communities community activity, provincially and inter-provincially launched Kintsugi Bowl Therapy to support life transition and loss, developed new Caregiver resources and deepened engagement with organizations such as St. James Town Seniors Advisory, Community Family Services of Ontario, Home Instead, ISANS, Northwood Care Assisted Living NS, TNO and others.

### **Communicated Our Impact to Strengthen Hospice Care Support**

Hospice Toronto strengthened visibility and donor engagement through a nomination for the Toronto Community Champions Award, conducted impactful reporting to donors and realized a dramatic expansion of social media activity across Facebook, Instagram, and LinkedIn.



## Revitalized Digital and Web-Based Communications to Our Community

In 2024–25, Hospice Toronto advanced communications by launching a new communications plan, onboarded a new communications team, and explored an expansion of innovative digital resources for clients and caregivers.



## 3. Build for the Future

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### Collaborated on Health System Solutions with Ontario Health Teams

This year, Hospice Toronto deepened system and community partnerships through active participation in East Toronto Health Partners planning, advanced a research proposal on engaging internationally trained healthcare professionals, as well as securing renewed CareMakers funding to support caregivers.

### Built Partnerships to Strengthen Care for Clients

We are so excited to have secured a \$3.2M, five-year Aging Well at Home grant to support women 55+ who are current or former caregivers, in partnership with the Diversity Institute at Toronto Metropolitan University, Community Family Services of Ontario, and Essential Partners in Care.

### Lay the Groundwork for Fundraising Success

In January 2025, Hospice Toronto completed a strategic fundraising plan to sustain current service levels and expand support as community needs grow, with a transition plan now underway.

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As we begin the hard work of planning for our future, Hospice Toronto and our many supporters can be proud of the leadership role we have taken on a national level to support caregivers and clients. This leadership is reflected in our deepening focus on emerging care models, drawing on the expertise of new partners, best-in-class practices from around the world, new use cases for next generation technology and the hidden potential of internationally trained healthcare professionals in our local communities.

The heart of Hospice Toronto lies in the people who make our work possible: those who give their time, talents, and resources, and those who trust us to provide support to our clients, and each other through some of life's most difficult moments. Together with our volunteers, staff, partners, and generous supporters, we create spaces of comfort, dignity, and care.

We thank you for supporting this work and look forward to an amazing next chapter as we continue to share our work through words, actions and collaboration!

With gratitude,



**Dena Maule**, CEO



**Ruth Bastedo**, Board Chair

# Mandate



## Mission

Hospice Toronto enables access to appropriate care and support for those with a serious illness and their caregivers when and where they need it, whoever they are. We achieve this through our culture of caring and discovery, which is fueled by passionate, dedicated volunteers, imaginative partnerships, and a focus on research and innovation.



## Vision

Our goal is to be recognized by our clients, communities, and caregivers for groundbreaking advances in community-based care.



## Values

### **Compassionate Care** – Lead with heart, honour every journey

We approach every person with kindness, empathy, and respect for their unique path.

### **Integrity** – Serve with honesty and authenticity

Guided by intentional action, we act with transparency and respect in all we do.

### **Dignity** – Every person seen, valued, respected

We ensure everyone feels acknowledged and treated with dignity at every stage of life.

### **Collaboration** – Stronger together, sharing wisdom

We work across communities with openness, inclusion, and shared expertise.

### **Courage to Grow** – Embrace challenges, learn with resilience

We take thoughtful risks, face challenges, and grow through every transition.

# Strategic Priorities

In January 2023, Hospice Toronto finalized a three-year strategic plan to define the organization's direction and priorities. As we move through the final year of our strategic plan, we look forward to working with our community to chart the path forward for the next three years (2026-2030).



## Pillar One: Serve Our Communities

- **Evolove our current suite of services** for people with serious illness, and caregivers, to ensure they meet current needs.
- As we return to supporting clients in their own homes, **offer volunteers in -person training and service opportunities** that were limited during the pandemic.
- **Sustainability grow Hospice Toronto's team of staff and volunteers** to ensure our ability to meet demand for care, whether it's in-person or virtual.



## Pillar Two: Tell Our Story

- **Increase awareness** of the services Hospice Toronto offers with health system partners and the general public.
- **Share the positive impact** of Hospice Toronto and hospice palliative care to encourage financial and other forms of support for this important part of the healthcare system.
- Explore opportunities to use our website and other communication channels to **provide resources** to clients and caregivers and in new ways.



## Pillar Three: Build Our Future

- **Provide solutions** to health system challenges such as a hospital overcrowding by participating in Ontario Health Teams and other health system improvement initiatives.
- Work closely with partners across the health care system to identify opportunities to **collaborate** and provide the best possible care to clients.
- **Develop an ambitious fundraising plan** to support existing service levels and increase the quantity and type of support we offer as need grows in our communities.





## Team & Board

We are deeply grateful for the dedication and leadership of our staff and volunteer Board of Directors, whose commitment makes Hospice Toronto's work possible.

### Staff:

**Alejandra Rojas**

Client Service Coordinator

**Amanda Davis**

Expressive Arts Program Therapist

**Andrew Baguma**

Peer Support Worker

**Angela Rail**

Client Service Coordinator (on leave)

**Betty Ann Rutledge**

Manager, Volunteer Services

**Chelsea-Anne Alex**

Young Carers Program Coordinator

**Daphne Browne**

Expressive Arts Program Therapist

**Dena Maule**

Chief Executive Officer

**Heather Nicolson-Morrison**

Liaison Manager, Nova Scotia

**Joyce Edem**

Community Development Manager

**Lucy Karuoya**

Peer Support Worker

**Marianne McQuillan**

Development Manager

**Maryam Naghavi**

Admin Lead/Coordinator

**Minara Begum**

Manager, Community Development

**Nada Jorna**

Volunteer Education and Onboarding Associate

**Ralyma Marquez**

Senior Manager, Community Programs

**Rebecca Sze** (Maternity Leave)

Interim Manager, Community Programs

**Sarah Dopp**

Grief and Support Coordinator

**Signe Dewar**

Peer Support Worker

**Tisha Williams**

Client Service Coordinator



## Board of Directors

**Ruth Bastedo**

Board Chair

**Brian Nguyen**

Treasurer

**Patty Holk**

Secretary

**Alison Akkerman**

Director

**Denise Tynan**

Director

**Jenney Wang**

Director

**Dr. Lesia Wynnnychuk**

Director

**Nevina Kishun**

Director

**Nicole McGowan**

Director

**Dr. Paolo Mazzotta**

Director



## 2024-25 Numbers-At-A-Glance

**\$1,272,337**  
Fundraising Revenue

**\$1,109,199**  
Grant Partnerships



**\$163,138**  
Corporate/Foundations/  
Individual Giving



**1,057**  
People Receiving Care



**26,639.5**  
Hours of Care



### Awards

Toronto Community Champion Award, January 2025 (received in May 2025)



## Volunteers

**524**  
Volunteers

**79**  
Volunteers Trained




**11,788.5**  
Volunteers Hours



**7,244**  
Hot Meals Distributed



**7** Programs  
Offered



We know  
that human  
connection  
transforms  
lives.

## Programming

### Volunteer Services

At Hospice Toronto, we know that human connection transforms lives. Every day, our volunteers show us that speaking about life, death, and grief is not a burden but an act of love, listening, and shared hope.

This year, **524 active volunteers and students, with 311** providing direct support as in-home companions, grief peer supporters, community builders, and complementary therapy providers – helping many clients remain at home with dignity until their last day. Others served on our board, supported the programs, assisted at events, and advanced community initiatives.

We also welcomed **79 new volunteers**, now part of our network of compassion that sustains our vision.

Training also included the mandatory Accessibility for Ontarians with Disabilities Act (AODA) e-learning module. Each training concluded with reflection, evaluation, and certificate distribution.

These training opportunities not only prepared volunteers for meaningful engagement but also provided **transferable skills** for their professional and academic growth.

## In-Home Hospice Care

After delivering nearly 13,000 hours of service, we remained committed to enhancing the quality and reach of our home-based hospice care. Our team offered support for medical appointments and provided programming like meditation, Reiki, and expressive arts for clients and caregivers.

We worked to deepen innovation in communication systems utilizing TYZE, an online platform that enables timely sharing of information and planning. The system works to reduce duplication and supports Hospice Toronto clients in retaining a sense of control in their care, increased volunteer participation in practical and emotional support, and continued responding promptly to referrals and clinical follow-up. Guided by the trust and gratitude expressed in testimonials shared with our Care Coordinators, Hospice Toronto entered this period with a renewed commitment to compassion and excellence – supporting individuals in their choice to spend their final days at home, surrounded by care, dignity, and peace.

**“Volunteering at Hospice Toronto has been a humbling and introspective experience.** I am truly honoured and grateful that my client and his family allowed me to accompany them and so generously share their stories and wisdom with me. It’s difficult to sum up the experience briefly, but the time we spent together has profoundly impacted me, particularly in reminding me to stay present in the moment and value every encounter in life.” –Hayley C.

## Hot Meals

Hospice Toronto proudly delivered **7,244 hot meals** to seniors over the age of 65 living with chronic, life limiting illnesses, made possible through strong collaboration with our dedicated food provider partners, St. James Town Catering Collective and Daily Bread Food Bank.

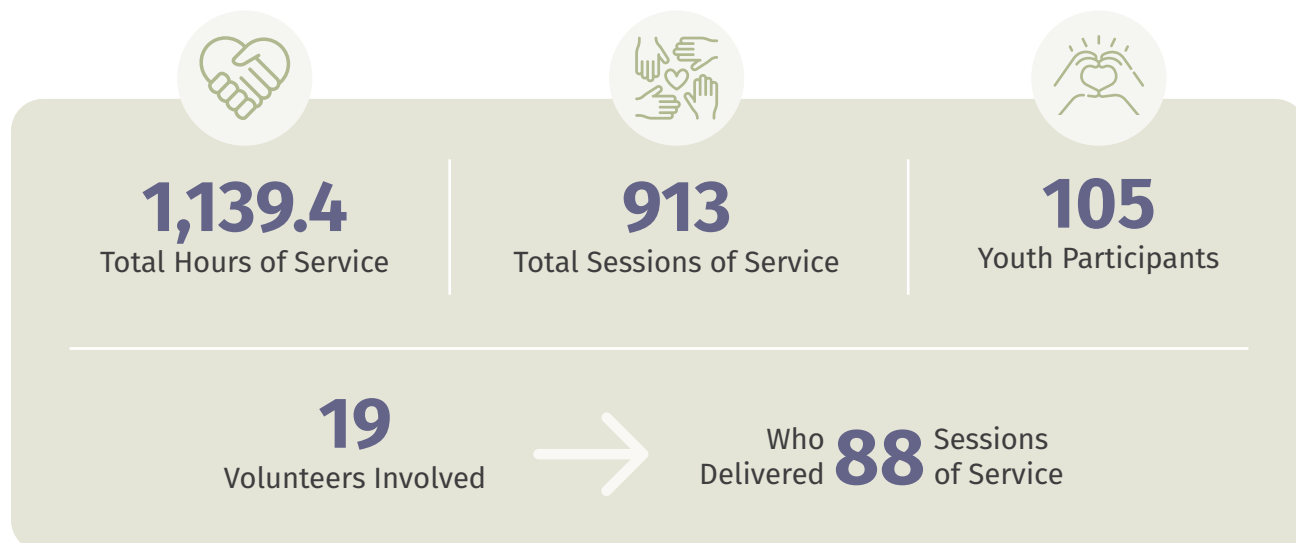
The program was deeply valued by the St. James Town community and our palliative care clients, providing not only nutritional support but also dignity and care. Through strategic partnerships we extended this support to 1,141 clients, with each meal representing a gesture of compassion and connection that reinforced our commitment to improving quality of life.

**“I want to thank you for the wonderful support we’ve received from Hospice Toronto;** the delicious meals and the kindness of the delivery drivers have made a difference.” –Maruja R.



## Young Carers Program (YCP)

### Reach and Services



### Activities and Connections for Young Carers



#### Camp

Summer camp provided recreational and social activities to strengthen connections among young carers.



#### Holiday Party

In December, 17 families participated in a festive event supported by students and volunteers.



#### Regular Workshops and Sessions

Activities included, Teen Leadership, DIY Workshop, Teen Sip & Chat, Snacks, Chats & Doodles, Expressive Arts, YCP Nights, Relax to the Max, Baking with Care, S.I.B.S (Super Incredible Brave Siblings), and Grief Literacy Workshop.



#### Special Outings

Toronto Maple Leaf's game and Royal Ontario Museum (ROM).



## Youth Champions Advisory Committee

Established to engage youth in planning, leadership, and feedback on program activities.



## Participation in National Networks and Collaboration

- In September 2024, our coordinator attended the National Siblings Supports Meeting, exploring collaboration opportunities with Our Kids Health to create a Young Carer Hub.
- Participated as a collaborator in developing the “Supporting Caregivers Under the Age of 25” toolkit, designed for Canadian healthcare providers to recognize and support young carers.
- Media participation: Young caregiver, Samiha, was interviewed by the hosts of “Confessions of a Reluctant Caregiver”. <https://www.confessionsofareluctantcaregiver.com/podcast/episode/7c00b7f9/embracing-care-the-inspiring-resolve-of-young-carers>



**Meet Samiha, a 24-year-old young caregiver from Toronto.** She began caregiving at the age of 11 when her mother was diagnosed with ALS. Now 24, Samiha continues to care for her mother, who is on a ventilator and uses eye-gaze technology to communicate. Samiha describes the challenges of being a "sandwich generation" caregiver, caring for her mother while also supporting her younger sister. She credits the young carers program through Hospice Toronto for providing validation, support, and leadership opportunities that helped guide her through those difficult years.

## Grief and Bereavement

Our grief support program provides personalized care for **53 clients** through one-on-one volunteer sessions and **34 clients** through group activities, such as, spousal, parent and expressive art. Each client receives a tailored care plan based on thorough assessment, with sessions fostering social connection, emotional growth, and resilience.

Hospice Toronto's grief support program continues to evolve, offering compassionate, accessible, personalized care that meets the changing needs of our community.



### Thank you from the bottom of my heart Hospice Toronto!

Losing my dad was one of the hardest experiences of my life. Being in a foreign country and without my family it makes it even harder, but Hospice Toronto provided me with invaluable support during this painful time. Through their grief program, I had ten one-on-one sessions with a compassionate volunteer who truly listened. She held space for my emotions, thoughts, questions, and helped me process my loss without judgment, always willing to be there for me.

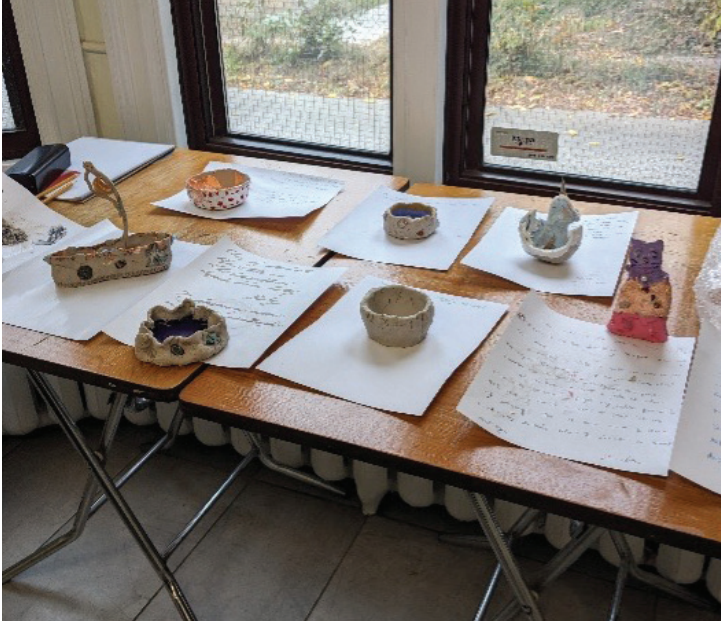
Knowing I wasn't alone, that someone was there to witness my grief and offer support, made my grief a little bit easier. The organization also checked in with me afterward, reminding me that additional calls, Reiki sessions, or group support were available if I needed them. I know grief is a long journey, but I'm glad to know I'm just one call or email away from kindness and understanding.

I'm deeply grateful for the empathy and care I received. Hospice Toronto doesn't just offer resources; they offer healing. Thank you for helping me honor my dad's memory while finding my way forward.



-Luisa P.





## Complementary Therapy: Expressive Arts and Reiki

Expressive Arts Therapy (EXAT) and reiki enhance quality of life by offering comfort, creative outlets, and additional resources during challenging times.

This year, EXAT supported over **216 clients** with individual and group support, while reiki reached **47 clients** for individuals services. Partnerships with organizations including, People with Aids Toronto (PWA), Women in Need Clinic (WINK), Holy Trinity, Asian Community AIDS Services (ACAS), Aids Committee of Toronto (ACT), Dixon Hall and St. James Town continue to expand the program's reach and impact.



**“It was a beautiful, hard, powerful day today at WINK.**

The community is moving through deep grief and shock. We wrote words, emotions, shared memories, stories and messages on painted water colour clouds for the community member we lost, and on some beautiful rocks gathered from up north. There was a memorial in the space for them; sage, drumming, songs, tears, love, and care.”

-Amanda D., EXAT Coordinator



## Creating Caring Communities

Creating Caring Communities (CCC), a program of Hospice Toronto, is dedicated to reducing isolation and enhancing the well-being of seniors, caregivers, and volunteers in St. James Town and surrounding neighbourhoods.

CCC is more than a program—it is a community within the community. Members are connected from within, forming meaningful relationships that foster care, belonging, and mutual support.

Through weekly group sessions, ongoing volunteer development, and special community events, CCC creates a safe and inclusive space where participants feel visible, valued, and supported. The program also celebrates life milestones, such as the birthdays of isolated seniors, ensuring they know they are not alone.

In 2025, CCC's contributions were recognized when seniors nominated Hospice Toronto for the Toronto Community Champion Award in January 2025, which was proudly received in May 2025.

## Scaling Up with the Age Well at Home Initiative

Through the Creating Caring Communities (CCC) project, funded by Employment and Social Development Canada (ESDC) Age Well at Home Initiative, we are expanding supports for older adults in Nova Scotia and Toronto's Regent Park.

In Nova Scotia, we partnered with Northwood to engage Indigenous African Nova Scotian communities in Guysborough and Halifax. Trust-building has been central to this work, and in Guysborough we are seeing strong commitment to the program. We are also preparing to expand CCC with ISANS to support the Halifax Muslim community and, over time, other newcomer groups.

In Regent Park (Toronto), CCC works with The Neighbourhood Organization (TNO) to connect newcomers and seniors to services and supports. Collaboration with local partners has led to stronger engagement and direct impact for isolated older adults, such as helping a long-time resident access medical care he had postponed due to lack of support.

By the fourth quarter, 45 volunteers contributed 605 hours to assist 323 clients in Nova Scotia and Ontario, providing household help, transportation, and companionship.

## Program Highlights

### Weekly Group Sessions

CCC hosts two group sessions each week, creating opportunities for learning, creativity, socialization, and well-being.



Expressive Arts Sessions



Learning Café Discussions

### Topics delivered this year included:

- ✓ How to Start a Balcony Garden?
- ✓ Advance Care Planning
- ✓ Preliminary Discussion on Substitute Decision Maker
- ✓ Cultural Inclusion, Diversity, and Aging
- ✓ Senior Isolation & Loneliness: Impacts and Community Solutions

### Fridays (In-Person – Social & Wellness)

Weekly gatherings with activities including short films, educational documentaries, yoga, meditation and volunteer-led physical activities.

In total, **90+ sessions** were delivered this fiscal year.



### Annual Day Trip

CCC organized its annual outdoor trip to **Ward Island**, with **25 participants joining**. As in past years, the group partnered with the **Sunshine Centres** to host the gathering. This daylong trip fostered social connection, joy, and new friendships.





## Partnerships & Collaborations

Hospice Toronto thrives because of the strong support and collaboration of partner organizations across Toronto. Together, we co-host sessions, deliver educational workshops, and ensure seniors and caregivers have access to a wide range of resources.

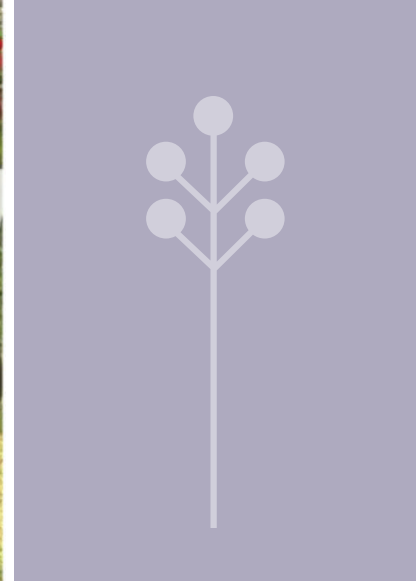
### Active Collaborators (2024–25):

- Alzheimer Society of Nova Scotia
- Alzheimer Society of Toronto
- Circle of Care
- Dixon Hall
- Dorothy Ley Hospice
- East Toronto Health Partners: ETHP
- Hazel Burns Hospice
- Home and Community Care: Ontario Health at Home
- Kensington Hospice
- Northwoods Nova Scotia
- Philip Aziz Centre for Hospice Care (including Emily's House for children)
- Progress Place
- Regent Park Community Health Centre
- Sherbourne Health
- St. James Town Corner (The Corner)
- St. Michael's Hospital
- Sunnybrook Health Sciences
- Sunshine Centres for Seniors
- The Neighbourhood Group (TNG)
- Thorncliffe Neighbourhood Office (TNO)
- Unity Health
- WoodGreen Community Services

We continue to build collaborative solutions so more people can choose to stay at home with the care they need.

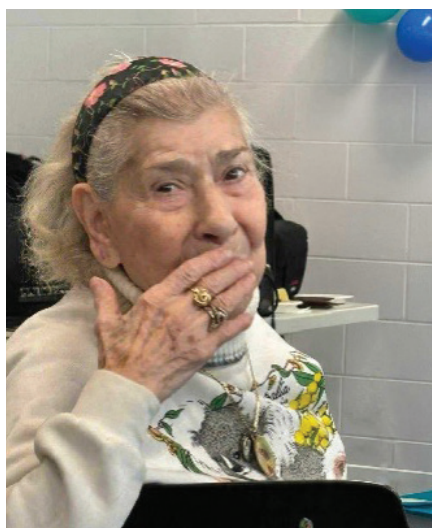
From group learning and expressive arts to social connection, hot meals, and volunteer development, Hospice Toronto continues to demonstrate the **power of community-driven care.**

This year highlighted the resilience, compassion, and creativity of our members, volunteers, and partners. Together, we are proving that seniors and caregivers are not invisible—they are **vital, valued, and celebrated members of our community.**



**“Because of CCC and Hospice Toronto, I don’t feel invisible anymore. Someone cares.”**

—Richard W.







## Volunteer Appreciation Event

After five years of disruptions due to COVID-19, we were thrilled to once again host our Volunteer Appreciation Event this fiscal year. More than 50 volunteers gathered in celebration, where they were recognized with certificates and appreciation bowls as a token of gratitude for their contributions. A highlight of the evening was the presentation of the Elaine Hall Awards, honouring this year's recipients, Karen Cutler and Sybil Wilkinson.

## Peer Support

With the Peer Support Program, participants walk alongside people facing homelessness, isolation, and serious health challenges, offering both practical help but genuine human connection. From serving meals at Holy Trinity Church to accompanying clients to medical appointments or replacing lost IDs, our staff are working at the intersection of homelessness and hospice care. The reality is that not everyone who desires in-home hospice care can receive this level of support.





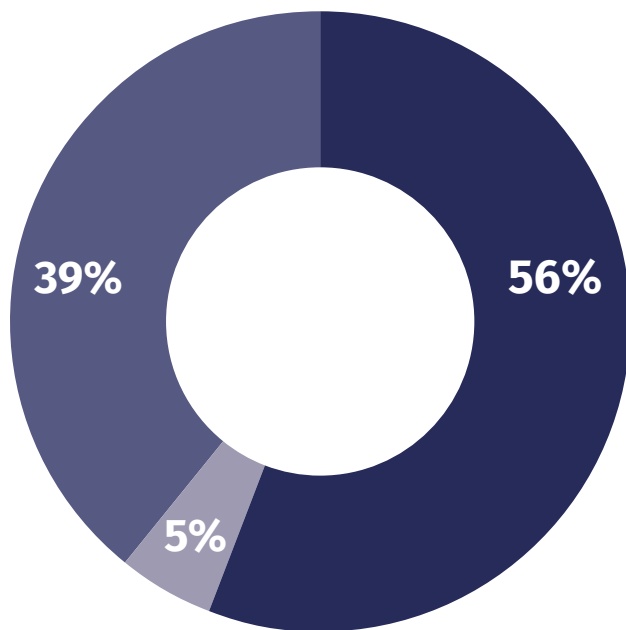
# Financials

## Hospice Toronto Statement of Financial Position: Fiscal Year Ending March 31, 2024

Assets	Fiscal 2025	Fiscal 2024
Cash	\$1,483,649	\$1,092,804
Accounts Receivable	39,416	35,999
Prepaid Expenses	65,265	66,852
Investments	1,015,290	971,115
Capital Assets	—	—
	<b>\$2,603,620</b>	<b>\$2,166,770</b>
Liabilities		
Accounts Payables & Accrued Liabilities	\$66,215	\$71,256
Deferred Revenue	1,109,770	803,689
	<b>1,175,985</b>	<b>874,945</b>
Net Assets		
Invested in Capital Assets	—	—
Unrestricted Net Assets	1,427,635	1,291,825
	<b>1,427,635</b>	<b>1,291,825</b>
	<b>\$2,603,620</b>	<b>\$2,166,770</b>

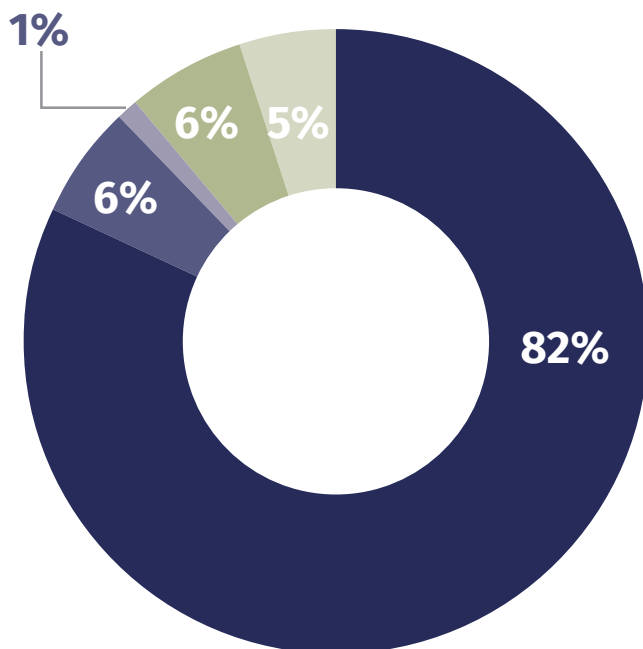
## Statement of Operations For the Year Ended March 31, 2025

Revenues		
Government	\$823,985	\$807,597
Partnership & Community Contributions	1,174,199	756,919
Donations & Fundraising	98,137	82,400
Investment Income	88,874	133,019
	<b>2,185,195</b>	<b>1,779,935</b>
Expenses		
Program Delivery	1,678,073	1,206,884
Overhead & Communications	124,295	92,955
Administration	13,128	6,979
Fundraising	126,696	114,606
Professional Fees	107,193	124,641
	<b>2,049,385</b>	<b>1,546,065</b>
<b>Excess of Revenue Over Expenses</b>	<b>\$135,810</b>	<b>\$233,870</b>



**Source of Funds** Total: \$1,779,935

- Partnership & Community Contributions**  
1,174,199, 56%
- Government**  
\$823,985, 39%
- Donations & Fundraising**  
90,137, 5%



**Use of Funds** Total: \$1,546,065

- Program Delivery**  
1,678,073, 82%
- Overhead & Communications**  
124,295, 6%
- Administration**  
13,128, 1%
- Fundraising**  
126,696, 6%
- Professional Fees**  
107,193, 5%



# Donor Recognition

We extend our heartfelt thanks to the donors, foundations, government partners, and community members whose generosity makes our work possible. With your support, Hospice Toronto helps individuals and families navigate life-limiting illness with comfort, care, and respect.

In 2024, Hospice Toronto once again joined our hospice partners in the 22nd Annual Hike for Hospice, a meaningful community event that raises funds and awareness for hospice care across Toronto.



**28**

Participants



**6**

Teams



**\$12,200**

Raised\*

\*According to Canada Helps



We are deeply grateful to our major supporters, including:

- Federal Government CCC project (EDSC)
- Federal Government Women 55+ Project (NHFS)
- Provincial Government Hospice Program - Ontario Health (MOH)



J.P. Bickell  
Foundation



The Catherine and Maxwell  
MEIGHEN FOUNDATION

The Bedolfe  
Foundation



The McColl-Early Foundation

The Estate of Violet M. White

The Alice and Murray Maitland Foundation

The S.M. Blair Family Foundation



The George Lunan Foundation

BENEFACTION



# HOSPICE TORONTO

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Registered Charity Number: 138815618 RR0001

