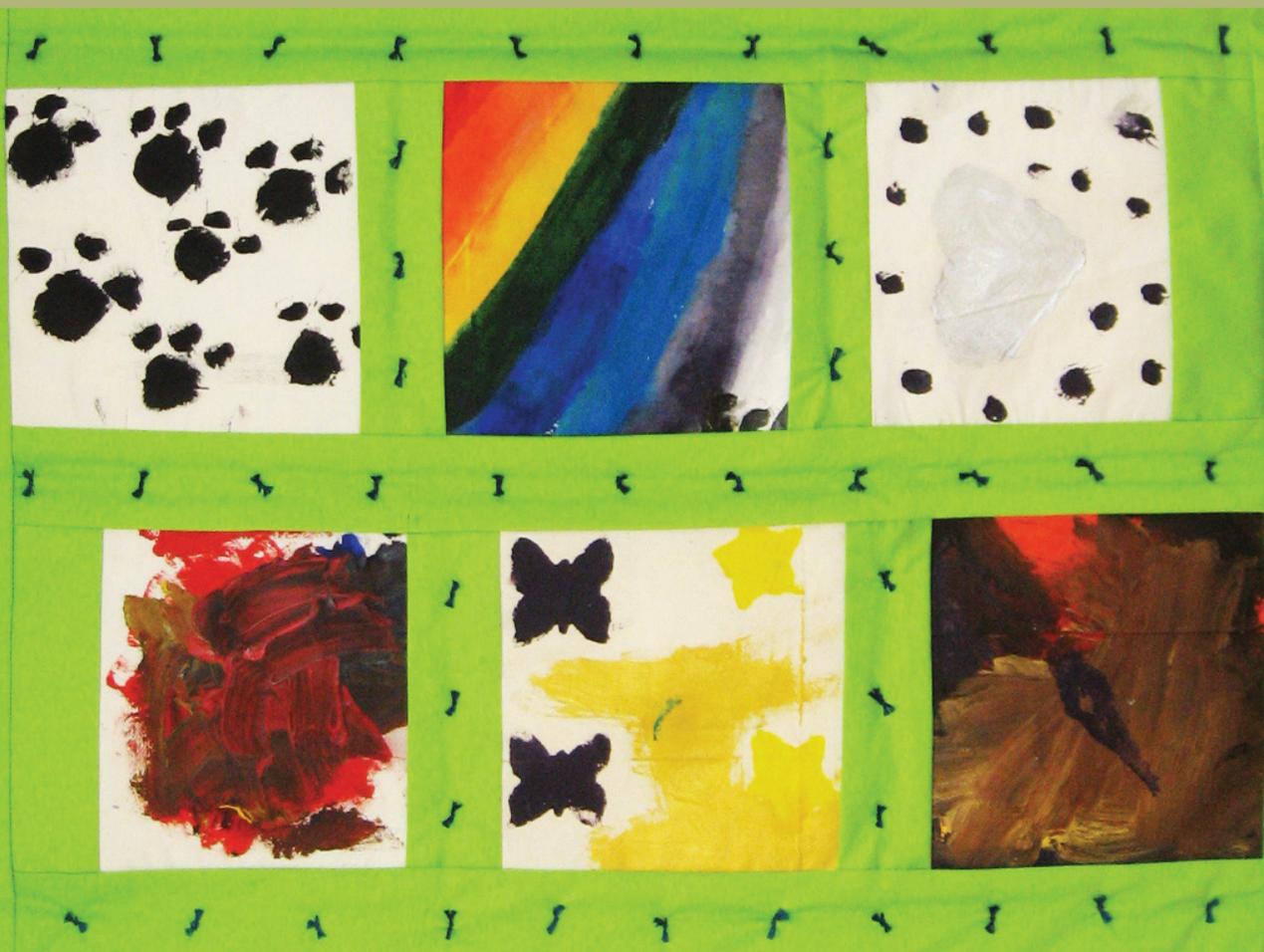




HOSPICE
TORONTO

ADDING LIFE TO DAYS



ANNUAL REPORT
2007-2008

2007-2008: THE YEAR IN REVIEW

Message From the Executive Director & Board President



HOSPICE
TORONTO

MISSION

Hospice Toronto staff and trained volunteers provide and facilitate access to compassionate care for people with life threatening illnesses, offering them support options, honouring their choices, and supporting their families and friends.

Working in a hospice is about celebrating and honouring life –

a privilege we share with our clients and with their family and friends in helping them reflect on the *Life* their loved one had lived.

The seeds of Hospice Toronto were planted at the Church of Holy Trinity in 1988 by a small and passionate group of people who came together to care for Margaret Fraser, a friend and member of their community, who wished to die at home. Their exemplary efforts were documented by June Callwood in the book *12 Weeks in Spring*.

Twenty years ago, a core group from this initial care team went on to form **Toronto's first volunteer-based, home hospice care program:** Trinity Home Hospice – now called Hospice Toronto. Since 1988, Hospice Toronto has provided care and support for 4,200 clients (directly impacting the lives of over 20,000 family members) so that they could spend their last days surrounded by the comfort of familiarity: family, friends, pets, furniture, scents, art, music, plants, photos and a lifetime of collected treasures. Our clients were able stay at home and die in dignity, surrounded by the people and things they loved.

While the practice of home hospice was relatively new 20 years ago, Margaret's caregivers delivered what has since become recognized as the best practices in home hospice care, namely reducing and managing pain; enhancing comfort, and helping dying clients to maintain as much control of their environment as possible.

Today – with growing emphasis in our public health system on integrated health services, more cost-effective delivery of care and facilitating an individual's choice to remain at home – the work of Hospice Toronto's staff and volunteers has been

increasingly recognized as an integral part of the interdisciplinary model of the palliative care service. We continue to ensure that our programs and services are consistent and our commitment to providing a high standard of care for our clients is the priority.

We can only accomplish what we do with the support of volunteers, donors, community partners, and our clients and families. We want to make sure you are aware of what we are doing, how we are doing it, and where we are headed. Since you are a key contributor to our successes, we want you to be fully aware of our progress so you can continue to help us succeed.

What We Accomplished in 2007-2008

Although we saw a net decrease in our funding from private sources in the year, we are very pleased to report the following achievements in other areas:

- 392 clients received close to 18,000 hours of compassionate, home hospice care affecting the lives of over 1,900 family and friends (an increase of 12% over last year).
- Participation in our Expressive Arts program grew by 36% this year.
- Our volunteers' contribution of their time reflects a value of \$175,312.
- We trained 36 new volunteers, building operating capacity for the future.

During the year, we hired a Director of Clinical Services. This new position was created in response to the increasing emphasis on partnership development, collaboration and integration of services. This position has also started to address the demands of adapting to a new Management Information System (MIS) mandated by the Ontario Ministry of



Dena Maule, Executive Director and Brian Glasspoole, Board President

COVER: *Journey Quilt* created in one of Hospice Toronto's Expressive Arts children's groups



(left to right) Brian Glasspoole, Board President; Jeannette Wiltse, past-Board President; Dena Maule, Executive Director; and George Smitherman, MPP and former Minister of Health and Long-Term Care at AGM in October 2007



Open House of Hospice Toronto's newly renovated offices in January 2008

Health and Long-Term Care.

Statistics do not provide the only reflection of the true success of our work this year. It is evident from the stories of the families, who have welcomed us into their homes to provide support for a family member or a friend. One of our past clients described their experience this way:

I will be forever grateful for the gift Hospice Toronto volunteers gave my family – the gift of a death that can be remembered with fondness and gratitude. Our mother died well... that frees us to think about and celebrate her life. Sadly, my Dad died 20 years before Mom – in the hospital and under difficult circumstances. When we think of Dad, the sense of regret and frustration at not being able to do more for him during his last days is the overriding emotion we feel.

What we are planning for 2008-2009

- Our most significant plan is to explore an opportunity to merge our services with those of a local residential hospice with eight beds. Through such a merger, our clients who need more intensive nursing, respite care or pain control management or who have inadequate support to remain in their own home, could still receive care in a home-like environment. Hospice Toronto, as a well-respected home-visiting hospice would be a perfect complement to a residential hospice that provides 24-hour nursing. Our clients would then have even more choice around their final days.
- We are learning more about the innovative Young Carers Initiative Niagara (YCIN), a network of community organizations in the Niagara Region dedicated to providing support, information and socializing opportunities for young carers and their families. With their assistance, we hope to offer this valuable program through Hospice Toronto. The highly successful mentorship model serves children who are caregivers for a chronically ill or dying family member. Our objective is to integrate this program into our existing children's programs, *Kit for Kids* and Expressive Arts.

- To better support a growing number of clients living with life threatening illness in low income and high density neighborhoods in Toronto (such as St. James Town), we are expanding our outreach to recruit, educate and train residents of these communities to support their neighbours. The goal of this project is to expand the use of our volunteer-driven care model, with an emphasis on the broad cultural diversity within Toronto's inner-city neighbourhoods.
- Hospice Toronto has voluntarily entered Phase II of the Ontario Ministry of Health and Long-Term Care's new Management Information System (MIS), ahead of the mandatory application in the 2009 - 2010 fiscal year. The resulting enhanced focus on transparency and accountability enables Hospice Toronto to be more "outcome-focused" by demonstrating greater depth and range in its reporting.
- We plan to celebrate Hospice Toronto's 20th anniversary at our "A Night to Remember". This event, to be held in memory of those we supported throughout their illness, will honour the thousands of volunteers who cared for them. It will also provide us with the opportunity to thank our donors and celebrate two decades of accomplishments.

It is a truly challenging and exciting time of opportunity for hospice in Toronto, and one that Hospice Toronto's Board, staff and volunteers have embraced with enthusiasm and a nonstop commitment to excellence. Our hospice could not have realized these successful outcomes during the year without all their hard work and dedication.

We look forward to reporting another successful year in our next year's report.

Dena Maule
Executive Director

Brian T. Glasspoole
President, Board of Directors

2007-2008 Volunteer Awards & Winners

As Toronto's first volunteer-based, home hospice care program, volunteerism and public service play a central role in Hospice Toronto. Through our annual awards, we acknowledge and honour the exceptional work of our volunteers and supporters who have greatly contributed towards Hospice Toronto becoming a recognized leader in providing in-home hospice care.

Circle of Distinction Award

For individuals and organizations who have demonstrated an exemplary commitment to the ideals of hospice and palliative care, and more specifically, the Vision and Mission of Hospice Toronto.

The Award is bestowed by the Board of Hospice Toronto based on nominations submitted by staff and Board members. Eligible recipients are Hospice Toronto volunteers, former staff members and individuals or organizations who have provided significant financial, program or community support. Each honoured individual or organization is presented with a plaque recognizing their induction into the Circle of Distinction and their names added to a perpetual plaque located in Hospice Toronto's offices.

(continued on page 5)

2007-2008: FUND DEVELOPMENT

Corporations & Organizations

April 1, 2007 – March 31, 2008

Hospice Toronto extends a special acknowledgement and thank-you to GWL Realty Advisors for their generous contribution of our office space.

3 Wishes Jewellery
 ADfab Exhibit Group Inc.
 ARCHIDATA INC.
 Bayer Inc.
 Borden Ladner Gervais LLP
 Cadillac Fairview Corporation Limited
 Canadian Society of Association Executives - Trillium Chapter
 Donovan Painting & Decorating
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 Equicon Services Inc.
 Fiorio International
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 TD Securities Employees Charity Auction
 Templegate Information Services Inc.
 Tidy's Flowers
 Travel ABC
 Umbra
 Young Centre of the Performing Arts

Financial Statements

Condensed Statement of Operations and Changes in Fund Balances

for the year ended March 31

	2008 Actual	2007 Actual
REVENUE		
Ontario Ministry of Health	\$459,242	\$418,913
Grants - The Ontario Trillium Foundation	37,500	75,000
Contributions	224,686	363,402
Interest Income	8,530	9,141
	\$729,958	\$866,456
EXPENDITURES		
Program Delivery	\$405,869	\$424,839
Professional Fees	71,799	136,504
Administration	111,941	82,709
Overhead and Communications	122,252	95,751
Fund Development	123,699	46,123
	\$835,560	\$785,926
Excess Revenue over Expenditures (Shortfall)	(105,602)	80,530
Unrestricted Net Assets, beginning of year	401,783	390,409
Investment in Capital Assets	(2,322)	(69,156)
Unrestricted Net Assets, end of year	\$293,859	\$401,783

Statement of Financial Position

as at March 31

	2008 Actual	2007 Actual
ASSETS		
Cash	\$114,289	\$12,438
Short Term Investments	192,202	385,622
Accounts Receivable	8,516	11,143
Prepaid Expenses	12,653	8,994
Leasehold Improvements	71,478	69,156
	\$399,138	\$487,353
LIABILITIES		
Accounts Payable and Accrued Liabilities	\$8,814	\$16,414
Deferred Revenue	24,987	-
	\$33,801	\$16,414
NET ASSETS		
Invested in Capital Assets	\$71,478	\$69,156
Unrestricted Net Assets	293,859	401,783
	\$399,138	\$487,353

Excerpts from Audited Financial Statements prepared by Julia Stavreff. If you wish a full copy of the Audited Financial Statements, please contact Hospice Toronto.



(left to right) Elaine Sykes, Brian Glasspoole, Jeannette Wiltse and Kristine Thompson at The Hazelton Hotel gala

Fund Development Highlights

Hospice Toronto faced a challenging year for fund development initiatives in 2007-2008. Total revenues decreased by 15% over the prior fiscal year, primarily due to reduced private funding. Fortunately, we were able to weather this unexpected situation by drawing on our cash reserves. However, a shortfall in funding is not sustainable and for fiscal 2009, we will focus on raising sufficient funds to cover operating costs.

Not-for-profit organizations in general continue to experience difficult market conditions, and Hospice Toronto is no exception. We hope that the strategic changes we have implemented during the fiscal year will deliver positive results over the next two to three years.

Hospice Toronto continues to face increasing demands for services. Fortunately, the decrease in private funding did not hinder our ability to provide services to our clients. During the fiscal year, Hospice Toronto extended service to 392 clients, an increase of 12% over the prior year.

In May 2007, we participated in our third year of the Canadian Hospice Palliative Care Association's (CHPCA) Hike for Hospice, a national fundraising event. This campaign raises awareness about hospice and palliative care organizations. Our participation in the event, held during Hospice Awareness Week in Canada, raised \$19,000, over three times more than last year! We collaborated with four local hospices and held the very successful event in Riverdale Park.

Hospice Toronto also held a gala event at The Hazelton Hotel, Yorkville's newest 5-star hotel in November 2007. The goal of the gala was to spread our message to the professional community and attract new patrons. Both Hike for Hospice and the gala were valuable opportunities to not only raise funds, but bring our volunteers, staff and Board members together to meet our donors and key corporate sponsors.

Our year-end fundraising event, *Tree of Lights* went green in December with a 'virtual' tree on our website, where supporters could add lights to the tree in memory of loved ones. This event raised over \$20,000. We thank GWL Realty Advisers for their generous support of our *Tree of Lights* event in prior years.

With our dedicated volunteer Board members, Hospice Toronto is well poised for the future to ensure prudent governance, quality programming and delivery with long-term sustainability. The continued success of our fund development relies on our ability to reach out and clearly communicate our message to our valued donors who provide their vital support to our programs and services. Our fundraising success has been evident in our ability to secure new sources of funding. Maintaining this growth is a shared responsibility of our staff and the many volunteers within the community we serve. We continue to engage our donors by sharing with them our enthusiasm, for the exemplary work of our volunteers, who provide tireless in-home care and support to individuals, through all phases of life-threatening illness.

Foundations & Estates

April 1, 2007 – March 31, 2008

The Arthur & Audrey Cutten Foundation
 The Ben and Hilda Katz Charitable Foundation
 The Brumara Foundation
 CIBC Charitable Foundation
 Estate of Clifton Roberts
 F. K. Morrow Foundation
 Green Shield Canada Foundation
 The Harold E. Ballard Foundation
 Imperial Oil Foundation
 J. P. Bickell Foundation
 The McLean Foundation
 The Ontario Trillium Foundation
 Sprott Foundation
 Suncor Energy Foundation
 Tippet Foundation

Remember and Celebrate Donor

April 1, 2007 – March 31, 2008

Greatly appreciated anonymous donor

Public Sector Funding

April 1, 2007 – March 31, 2008

A special thank you to the Ontario Ministry of Health and Long-Term Care and the AIDS Bureau for their support.

Individual Donors

To all our generous individual donors, unless you have given us your permission, we are unable to print your name, in compliance with Privacy Legislation. If you would like your name included in the donor recognition in the future, please send us your approval in writing. Thank you.

If we have inadvertently misspelled or omitted your name, please accept our sincere apologies in advance and contact us to advise at 416.364.1666.

2007-2008: PROGRAMS & SERVICES

The Year in Review

Circle of Distinction Award

inductees are Steve Nardi, Kristine Thompson and Dr. Linda Rapson.

Elaine Hall Award for Outstanding Caring Service

Honours the work done by volunteers who exemplify consistent compassionate dedication to people in need.

The Award is named in honour of Elaine Hall, one of the founders of Trinity Home Hospice (now Hospice Toronto) and its first Volunteer Coordinator, who selflessly cared for many people until her premature death from cancer in 2000. Recipients are awarded at the Hospice Toronto's annual Volunteer Appreciation Event.

Elaine Hall Award for Outstanding Caring Service recipients are Gary Dudley and Nancy Shepherd.

June Callwood Circle of Outstanding Volunteers Award

Acknowledges outstanding volunteer achievement and dedication to client care that demonstrate excellent commitment to hospice clients.

In memory of the late June Callwood and in the tradition of honouring hospice care volunteers, the Hospice Association of Ontario (HAO) awards the Award at its Annual Conference. Ms. Callwood was the

As we enter our 20th anniversary year,

we can all take enormous pride in how Hospice Toronto grew from being Toronto's first volunteer-based, home hospice care program to a fully accredited Hospice within the Community Support Sector and a key health care provider. It is also an important time for us to reflect upon the many significant changes in health care in Ontario and its continuing impact on our programs and services over the coming years.

Recent changes to public health care strategy mandated by the Local Health Integration Networks (LHINs) have required Hospice Toronto to focus on new ways to achieve more cost-effective service delivery, address cultural diversity and provide more options to Ontarians requiring in-home care. Ensuring that client care is delivered in the most appropriate setting, and preferably of the client's choosing wherever possible, has always been a key priority for Hospice Toronto. Similar to many community health care providers, we have chosen to modify our programs and services in order to better facilitate integration and collaboration with our health care partners. While these changes have been challenging, they have also provided opportunities for Hospice Toronto to demonstrate its leadership in providing quality of care for our clients with life-threatening illnesses.

Over the past fiscal year, our efforts to provide compassionate care and support in the volunteer-based, home hospice community were evidenced through the following:

- With generous support from Human Resources and Social Development Canada (HRSDC), we are developing care giving and training modules that embrace specific cultural norms and practices through our pilot project with Portuguese Women 55+ (a local community group, with support from St. Christopher House). Working closely with the Portuguese community, we are creating in-home care giving and
- volunteer training programs specifically tailored for the community that can be eventually transferred to other diverse groups.
- Conclusions from our Organizational Review process undertaken in early 2007 identified opportunities for us to explore specialized roles for future volunteers. Roles may include enhanced practical care during all phases of illness starting from the point of diagnosis to bereavement – this is reflective of a shifting health care environment, as well as changes in the variable options for treating illness. This will require a careful planning process prior to implementing decisions.
- In addition to our new MIS, as described in the beginning of the Report, further implementation and refinement of specialized data management software (*InfoAnywhere*) for client case management has been adopted by many of our partner hospices. Adoption of common software will help to standardize documentation and reporting, and facilitate the sharing of vital information among hospices.
- While we are constantly responding to changes in health care and enhanced methods of delivering services, we are committed to ensuring the continual sustainability of our operations, the protection and safety of our clients and volunteers, and maintaining a high level of client and family centered care through prudent governance and management – an integral function of management and the Board of Directors.
- We have added 1,400 square feet of office and meeting space to accommodate on-site training and support for volunteers, education and information sessions for the community, Expressive Arts groups and public education sessions. Thanks to the generosity of GWL Realty Advisors, most of this space is provided to us free of charge.





Ann Ludwigsen, 2007 June Callwood Circle of Outstanding Volunteers Award recipient (second from right) with Hospice Toronto staff Dena Maule, Belinda Marchese and Evelyn Cheung

Hospice Toronto experienced an increased number of complex cases over the past year. In some of these cases, individuals were dealing with multiple physical and/or mental health challenges. Other individuals facing long-term chronic ailments, including many types of cancer, have now shifted to the end stages. Specific cases have involved illnesses such as ALS (Amyotrophic Lateral Sclerosis or Lou Gehrig's Disease), Lewy Body Dementia and chronic heart disease. We also responded to an increased number of young families reaching out for support who have a parent or child living with a palliative condition.

Adding Life to Days

It takes dedication and kindness to be a Hospice Toronto volunteer. Volunteers begin each day with the goal of making it the brightest day possible for those living with a life-threatening illness. Their generosity is a priceless gift. In the same way, the individuals and their families and friends that we care for demonstrate tremendous courage to live each remaining day to their fullest by embracing life as they face death. We are truly inspired by them. Hospice Toronto has attained a reputation for being a special organization through the dedication and hard work of our volunteers, supporters and staff.

Hospice Toronto strives to be available whenever our clients and their families need us – 365 days a year, we are accessible by phone, email or through our "on call" system to help families cope with the most challenging task anyone could face; caring for a loved one... sometimes a child... with a life-threatening illness. Thanks to the

remarkable support and dedication of our care teams, staff, volunteers and community partners, we were able to continue to deliver critical services to our clients and their families at absolutely no cost to them. These services include:

- Companionship and social support
- Emotional support for clients and families
- Practical assistance (i.e., light home and meal assistance)
- Comfort measures (i.e., personal care support)
- Children's programs (i.e., Kit for Kids)
- Respite for caregivers
- Spiritual support
- Expressive Arts therapy programs
- Bereavement support
- Life review and legacy work
- Complementary therapy programs by registered professionals (i.e., massage and music therapy, healing and therapeutic touch, reiki, reflexology)

Increased collaboration and outreach to health care providers has resulted in more referrals to Hospice Toronto. Over the last year, the demand for services increased by 14%. In response to this demand, we explored new ways to engage volunteers and have developed a *community development* care team model with a focus on high density, high risk and diverse neighborhoods – we will be actively seeking support for this model in the coming year.

first recipient of this award in 1995 and since then, more than 350 inductees have also received this Award. Each HAO hospice and allied associate member is invited to nominate one volunteer from within their organization who exemplifies the spirit of hospice care volunteerism. Each inductee into the June Callwood Circle of Outstanding Volunteers Award receives a medal and a certificate.

June Callwood Circle of Outstanding Volunteers Award recipient is Ann Ludwigsen.

5 Years of Service Award

Jack Armstrong, Rita Citron, Dorethy Dudek, Roben Goodfellow, Brenda McNee, Dianne Mesh, Christine Moynihan and Tara Williams

10 Years of Service Award

Gail Flintoft and Steve Nardi

2007-2008: PROGRAMS & SERVICES

Hospice Toronto Volunteers

Hospice Toronto continues to recruit, train and mentor a large volunteer team. Last year, we facilitated three trainings sessions for new volunteers, and welcomed 36 new volunteers. We also enhanced our complementary therapy volunteer team and cross-trained existing volunteers in the children's support training. In January 2008, we surveyed the volunteer team to gather input on their volunteer experiences and to obtain feedback regarding options for more flexibility in their work with us. We also gathered information on volunteer preferences, which enabled us to update our database and improve ways of meeting clients' needs. Ultimately, this allowed for better utilization of our volunteer team and a greater ability to respond to client's needs. Finally, a series of volunteer support and education sessions were held in this year. At the end of this fiscal year, Hospice Toronto had 160 volunteers.

The journey of each client is personal, unique and inspiring. For those of us who work with these individuals, it is truly a privilege. The courage of those we meet teaches each of us a personal lesson – living life to the fullest, the giving and receiving of love, as well as the importance of honouring and celebrating each passage in our journey.

Here are a few of the lives that were touched by Hospice Toronto Volunteers...

Mary... living with ALS... was unable to speak... to move her limbs... and communicated only through blinking one eye... Hospice Toronto's support facilitated her move from a long-term care setting back to her home and provided support through our care team volunteers who worked seamlessly with her own family and friends.

Peter... a child who is living with cancer. He is no longer able to go to school and be with his friends. He is a bright and fun loving boy who desperately wants to get better. For a long time, he was stable and the doctors had the hope he was in remission. Sadly, however, Peter was diagnosed with metastasized cancer in his brain. His mother stopped working long ago to provide round the clock care to him and his father then became the family's sole financial provider. The stress and impact of the illness has affected the entire family. Recently, the father suffered a mental health crisis and is no longer able to live in the home or support his family. The family continues to struggle with many issues.

In the words of one client family member...

I could never express everything the hospice volunteers gave to our Mother. They treated her with dignity, respect and amazing compassion. She was allowed to be stubborn and grumpy if she wanted, and they were ready to listen when she wanted to talk about her fears and anger – things she couldn't say to her daughters for fear of upsetting us.

The volunteers also gave us (her daughters) an invaluable gift. I was given time I sorely needed. I realized that every moment spent with Mom was precious, but for the sake of my own mental health, I needed time to cry, to enjoy the early spring weather or just think. Our volunteers brought humour, compassion, encouragement and a small pot of pansies into an apartment that may otherwise have been filled only with sorrow.

Thank you to Hospice Toronto Volunteers for making our programs and services available for our community.



Hospice Toronto volunteers at Volunteer Appreciation Event in September 2007



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TORONTO

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Hospice Toronto gratefully acknowledges the financial support of The Ontario Trillium Foundation, an agency of the Ministry of Citizenship, Culture and Recreation. With \$100 million in annual funding from the province's charitable gaming initiative, the Foundation provides grants to eligible and not-for-profit organizations in the arts, culture, sports, recreation, environment and social service sectors.