





HOSPICE  
TORONTO

*When you cannot add days to life, add life to days.*

## OUR 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 fuelled by passionate, dedicated volunteers, imaginative partnerships, and a focus on research and innovation.

## OUR VISION

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

## WE ARE COMMITTED TO:

Providing continuity of care through all phases of the client's illness.

Offering services that are integrated with other community services.

Connecting clients to the full range of support.

Educating clients and the public about the issues and choices regarding dying at home.

Providing rewarding and meaningful experiences for our staff and volunteers.

Ensuring that Hospice Toronto is welcoming and accessible to all the diverse communities within our area of service.

Achieving continued acknowledgment as a leader in palliative care.

Advocating for excellence in client care at all levels of service and social policy.

# Strategic Priorities

In January 2023, Hospice Toronto finalized a three-year strategic plan that shows where the organization is heading and outlines the best way to get there.

## Pillar 1: Serve Our Communities



**Evolve 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.



**Sustainably 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 2: 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 of this important part of the health care system.



Explore opportunities to use our website and other communication channels to **provide resources** to clients and caregivers in new ways.

## Pillar 3: Build Our Future



**Provide solutions** to health system challenges such as 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.

# CEO & Board Chair Message

## ***Building Momentum***

### CEO and Board Chair Message

With renewed purpose, Hospice Toronto is in a phase of growth and innovation, building new ways to deliver programs and innovating in exciting ways. We are 'Building Momentum' in this last year of our current strategic plan, evolving our activities under our three strategic pillars: *Serve our Communities, Tell our Story and Build our Future.*

If given the choice, most Canadians would prefer to die at home (Source: [Access to Palliative Care in Canada, 2023](#)). Unfortunately, due to a lack of hospice and palliative care, Canadians are dying in acute care which can be expensive and uncomfortable. As of August 2024, there are **more than 5,000 people** with an alternate level of care designation waiting in hospital beds, with approximately **46% waiting for long-term care. Fifty per cent of older adults** experience functional decline and increased dependency during prolonged hospitalization (Source: Ontario Health). With our partners at Ontario Health, we are shifting away from the long-term care first approach to the 'Home First' approach, where every effort is made to ensure adequate resources are in place to support patients to remain at home whenever possible. **This is where Hospice Toronto can help.**

Each day, our incredible community of carers are fulfilling our mission and having an impact on the lives of people living with progressive illness or life limiting health, especially our volunteers. The breadth and scope of volunteer hours is equally impressive, enabling Hospice Toronto to meet a growing community need and to honour our multi-sector service accountability agreement with the Ontario Ministry of Health. By the numbers:

- 264 volunteers
- provided 25,419 hours of care to
- 845 people

Hospice Toronto, much like our hospitals and healthcare system, are working hard to meet the demand. Hospitals are over capacity and there is a push to provide care in the home, which shifts this pressure from the hospitals to family caregivers. Our goal is to empower caregivers to continue supporting their loved ones while also caring for their own physical and mental wellbeing.

As the demand for caregiver support services increases across our communities, Hospice Toronto has responded with an evolution of our programming that will enable scaling and expanded reach, made possible by new sources of funding. Three examples of this scaled programming include:

- **Initiated our “Aging Well at Home: Scaling Up”** project in Nova Scotia and Ontario, with contributions from the federal government’s Employment Development and Social Partnerships (EDSP) program.
- **Developing a toolkit for our successful “Creating Caring Communities” program.** We received a Petro-Canada CareMakers Foundation grant to develop a toolkit for our successful community development-driven model, allowing us to scale capabilities for our work in aging well at home through all phases of illness.
- **New training for a peer/volunteer driven grief support program.**

It is a privilege for Hospice Toronto to provide services to the community at a critical point in an individual’s and family’s life. We are grateful for the dedicated, thoughtful work of our staff, volunteers, Board, and committee members. Many of our volunteers say they “get more than they give”, and we see this every day in the comments provided back to us from our clients. We do this work, because we have been there, we have lost loved ones, or we have been in a position where we have been caregivers providing support. This is a human journey that we all travel.

Ultimately, all who are part of the Hospice Toronto ecosystem, including partners in funding, government, and community, work together to make that human journey a bit easier, and to make people feel less alone while they are in the midst of it. This is work that will become more important in the years ahead, as the ‘Baby Boomers’ reach the next phase of life.

In 2024, our Board of Directors, staff, and community will engage in our next strategic planning cycle, building on our learnings from the pandemic, where we tried new ways of scaling and expanding our services. We are eager to tackle the challenges ahead, with creativity, compassion, and innovation in service delivery.

Thank you to our community for supporting the important role we play for individuals, families, and communities at end of life. Together, we are adding life to days and changing the way people think about hospice care.

With appreciation,

**Dena Maule**  
CEO



**Ruth Bastedo**  
BOARD CHAIR

# The Team and The Board

## Hospice Toronto Staff

**DENA MAULE**  
CHIEF EXECUTIVE OFFICER

**JOYCE EDEM**  
COMMUNITY DEVELOPMENT MANAGER

**CHELSEA-ANNE ALEX**  
YOUNG CARERS PROGRAM COORDINATOR

**HEATHER NICOLSON-MORRISON**  
LIAISON MANAGER, HALIFAX

**MINARA BEGUM**  
MANAGER, COMMUNITY DEVELOPMENT

**DAPHNE BROWNE**  
EXPRESSIVE ARTS PROGRAM THERAPIST

**AMANDA DAVIS**  
EXPRESSIVE ARTS PROGRAM THERAPIST

**SIGNE DEWAR**  
PEER SUPPORT WORKER

**ALEJANDRA ROJAS**  
CLIENT SERVICE COORDINATOR

**TISHA WILLIAMS**  
CLIENT SERVICE COORDINATOR

**MARIANNE MCQUILLAN**  
DEVELOPMENT MANAGER

**RALYMA MARQUEZ**  
SENIOR MANAGER OF COMMUNITY PROGRAMS

**BETTY ANN RUTLEDGE**  
MANAGER, VOLUNTEER SERVICES

**REBECCA SZE (MATERNITY LEAVE)**  
INTERIM-MANAGER, COMMUNITY PROGRAMS

**ANGELA RAIL**  
CLIENT SERVICE COORDINATOR (ON LEAVE)

## Hospice Toronto Board of Directors

**RUTH BASTEDO**  
BOARD CHAIR, PRINCIPAL OF BASTEDO STRATEGY AND COMMUNICATIONS

**JENNEY WANG**  
DIRECTOR, PUBLIC HEALTH PROFESSIONAL

**PATTY HOLK**  
TREASURER, FINANCIAL & BUSINESS OPERATIONS EXECUTIVE

**JAIME WONG**  
DIRECTOR, PRESIDENT AND CO-FOUNDER OF MDBILLING.CA

**DR. PAOLO MAZZOTTA**  
DIRECTOR, FAMILY PHYSICIAN

**NEVINA KISHUN**  
DIRECTOR, PRESIDENT AT MSA RESEARCH

**KATHLEEN MURPHY**  
SECRETARY, LAWYER

*Special thanks to our Board members who finished their term September 2023:*

**DANIEL CHOW**

**DENYSE TYNAN**

# 2023-2024

## Numbers At A Glance



**845**

Number of people  
receiving care

Adults: **343**

Elderly: **375**

Pediatric: **61**

Unknown: **66**

**25,419**

Hours of Care

**264**

Number of Active  
Volunteers

# Volunteer Services

At Hospice Toronto, connection and community are central to our mission. Our volunteers find solace in discussing life, death, and grief—topics often avoided but universally experienced. As we continue to navigate the aftermath of pandemic-related loss and isolation, we've seen a surge in volunteers joining our community.

By year-end, we had 264 active volunteers and students. Their roles span from In-Home Hospice Care Companions and Complementary Therapists to Young Carers and Peer Bereavement volunteers. We also benefit from the support of Board of Directors, event volunteers, and those involved with 'Creating Caring Communities'. Together, they bring our mission to life.

We welcomed 66 new graduates from our Core Training program this year. We remain humbled by and grateful for the dedication and commitment volunteers bring to their service roles.

As active members of the East Toronto Health Partners (ETHP) Ontario Health team, we are excited to participate in system approaches to addressing capacity and resourcing challenges. Our volunteers are uniquely positioned to support formal home care providers in ensuring patients have enough support to choose to remain in their homes to receive care.

***“Best formal training I have ever had. Improved my quality of life. Learned so much about myself and how to be a better, kinder, more compassionate person. I feel everyone should take it just in general. The world would be a better place indeed!”***

***- Hospice Toronto volunteer***



***“This was a profoundly moving & impactful training. It was amazing to learn from the team but also from all the incredible participants. I am filled with excitement, wonder and inspired to continue in my learning. I truly feel this course should be integrated in early learning for everyone. I am so grateful.”***

***- Hospice Toronto volunteer***

# In-Home Hospice Care Companion

## In-Home Hospice Care Companion Program

In 2023-2024, Hospice Toronto expanded its home-based hospice care services, aligning with our clients' wishes to spend their final days peacefully in their own homes. Our in-home support program seeks to provide continuity of care, offer services that are integrated with other community support services, and ensure clients and caregivers are aware of their hospice care options.

Recognizing that family caregivers play an integral role for in-home hospice, we prioritize programs that support caregivers as well as their family members with life limiting illness. Our Care Companions work with all family members with a focus on quality of life and resiliency.

Our volunteers play a crucial role in this program and in the lives of clients and caregivers. Hospice Toronto volunteers:

- Help with essential tasks such as grocery shopping, obtaining medications, and performing light household chores.
- Provide emotional care and engage in meaningful activities such as reading and legacy work.
- Detect minor health issues, promptly notifying the Palliative Care Team, which helps to minimize the need for emergency transfers to health centers.
- Teach clients how to use electronic devices like smartphones and tablets, ensuring those with limited verbal or auditory abilities can communicate barrier-free.
- Support personal care such as incontinence care, mouth care, and assisted lifts.

Our home palliative care program has seen a steady increase in services, reflecting a strong desire among clients to remain at home without placing full responsibility on their caregivers.

***“We are very pleased with the service you provide us. We absolutely love our volunteer. Dad connected with her right away, a perfect match. They have a very special relationship. There is a lot of trust which provides dad an avenue to talk about anything he needs to. Our volunteer is kind, caring and compassionate. The time she spends with dad gives me the opportunity to attend exercise and art classes. I have no worries which allows me to enjoy myself. We are truly grateful and blessed. The meals provided give me a respite in deciding the meal and a break from food preparation. It alleviates some of the stress I feel. We appreciate all your support as we enter dad’s journey, walking alongside him during his last chapter of life. She helped me deal with grief and truly find myself. I now can say with confidence that I will be all right. Thank you for everything!”***

***- Hospice Toronto client***

## Hot Meals Program

Over three months, on weekdays, we distributed 3,288 hot meals to individuals over 65 years old who are in vulnerable situations and have chronic limiting illnesses, in collaboration with our food provider partners.

***“I feel spoiled by the hot meals. I really enjoyed receiving them—they were delicious and very well prepared. The delivery person was also very friendly, and the overall experience was excellent. It was great to have meals brought to me instead of cooking every day. The soups were very nice and had a lot of variety.”***

***- Hospice Toronto client***

## Grief Support

### Grief and Bereavement

Often, the time immediately following the death of a loved one can be characterized by a range of emotions and physical reactions, leaving family to face new challenges while dealing with intense emotion. Grief and bereavement is a process that can begin at the moment of diagnosis when life begins to change. People are faced with “loss” in many forms. Our program supports clients and their family caregivers through all phases of loss.

Our bereavement support program offers family and friends the support that they need as they take their first steps in this journey. Being able to openly talk about the experiences, reactions, and feelings during the grief journey is important. These meetings have facilitated positive social development by allowing participants to connect with others who have experienced similar losses.

***“When I reached out to Hospice Toronto it was a very tough time for me. My mother had just passed away two months before and I was extremely devastated by that. I needed help. The staff and volunteers are very friendly, it’s a positive experience. You all have a gift. You receive people with a lot of pain. Some of us need to be listened to, some of us just want to be here to listen to others. When I joined the first group, I was looking forward to being there every week. It was special. I appreciate all of you - the staff and volunteers and the people in the peer bereavement group. We share very important, deep things with each other. I share my life, experiences and my grief. And I hear others’ stories, their pain and sorrow. Our stories are important.***

***I feel like the group is giving me wise insight. I’m learning a lot about my experience and my life. I’m so grateful that I found this group. The group has given me hope. Day by day, I feel the healing. I’m not completely healed yet, but I see the light at the end of the way, and I know that I will get there.”***

***- Hospice Toronto client***

# Complementary Therapy: Expressive Arts and Reiki

The expressive arts therapy program provides expressive arts-based group programs for children, youth, and adults. Participants have been diagnosed with a life limiting illness or they are family/friends of someone with life limiting illness. Offering this program has proven to be powerful and transformative, participants can express themselves through a variety of art modalities, stories, and exploration of their feelings in a safe way.

## Reiki

Reiki has roots in ancient Japanese healing practices and is considered a form of energy healing. It stems from the Japanese words “rei,” meaning universal, and “ki,” meaning vital life force energy.

Hospice Toronto supports clients with certified Reiki volunteers who provide services at no cost to clients, their families, and caregivers.

## Expressive Arts Therapy

We continue to see how managing grief through expressive arts has helped individuals overcome emotional isolation, enable the expression of their feelings, discovering untold stories, and providing opportunities for sharing memories and experiences of loss.

We are thankful for the following partners who support our Expressive Arts Therapy program:

- Church of the Holy Trinity
- Dixon Hall Neighbourhood Services
- People with AIDS Foundation
- Sherbourne Health
- The AIDS Committee of Toronto
- St. James Town Community Corner

***“H is a very cheerful presence in my life right now. She’s helping me to understand my feelings and sentiments in a different way. And I’ve never experienced that. She has opened the door in my life with the artistic, creative way that I had closed for so many years. I draw when I’m by myself and in between sessions. I’m doing this, it’s for me. It’s very positive. It’s so special.”***

***- Hospice Toronto client***



## Peer Support Program

**29 clients receiving support through Peer Support program**

Hospice Toronto's peer support program established itself as a crucial initiative to help people in precarious or homeless situations who are facing life-limiting illnesses. Over the past three years, we have strengthened our outreach at the Church of the Holy Trinity, a meeting point twice a week, where we have interacted with hundreds of clients. To enhance the program with the Church, we introduced a bi-monthly ID clinic, which helps people regain their lost or stolen identification.

Hospice Toronto's Peer Support program has been funded by the Slate Family Foundation through the United Way Greater Toronto Area since 2020.

***"I find it very challenging to manage on my own without the extra help from Hospice Toronto. The hot meal program has been a tremendous support for me. With food costs skyrocketing and my health situation affecting my ability to buy enough food, this program has been a lifesaver. Additionally, the peer support services have been exceptional. I truly look forward to our visits and conversations. The program and support have made a significant difference in my life."- Hospice Toronto client***

## Creating Caring Communities: St. James Town

In 2008 we adopted a community development approach to engaging with and learning from diverse communities in our city. The model engages leaders from underrepresented groups to have conversations with Hospice Toronto staff about cultural care preferences, gaps in knowledge and methods for accessing care. Together we continue to shape a care approach that is culturally responsive.

The Creating Caring Communities (CCC) program has made remarkable strides this year in supporting seniors who wish to remain at home. Through the unwavering dedication of our volunteers, we have worked to enhance the quality of life for these seniors, providing them with compassionate care and companionship.

At the heart of the CCC program is a network of trained volunteers who offer support in various forms, including companionship, assistance with daily activities, and emotional support. This year, our efforts have been focused on expanding our volunteer base and ensuring that each volunteer is well-prepared to meet the needs of the seniors they assist.



***“I support a senior in his 70s and I always spare 2 hours a week to visit him and assist with different household chores and meal preparation. I have learned a lot from him. He has taught me to always be patient and to accept different challenges in life. Creating a caring neighborhood in his community is not only helpful to the seniors but to also the caring neighbors.”***  
**- Hospice Toronto volunteer**

***“Thank you to the CCC members for celebrating my 80th birthday. Your kindness has reminded me that I am not alone, not invisible and that my life has touched others. I am deeply grateful for your warmth and care.”***  
**- Hospice Toronto client**

***“Thank you to the CCC members for celebrating my 91st birthday with such love and kindness. Your presence and support have made me feel truly alive and reminded me that my life has value. I am deeply touched by the care and companionship you provide every week.”***  
**- Hospice Toronto client**



# Young Carers Program

Young Carers are kids under the age of 18, who are in a caregiving role for a parent, grandparent, sibling or relative with a chronic or life limiting illness, disability, addiction, mental illness, or language barrier. The Young Carers Program (YCP) aims to provide therapeutic and recreational programming to help children and youth with caregiving responsibilities cope and interact with other young folks that have similar experiences.

To build connections amongst young carers, we offered:

- Teen Leadership Programs
- Homework Help
- Back to School Workshops
- Cupcakes & Caregiving
- DIY Workshop
- Teen Sip & Chat Drop In
- Snacks Chats & Doodles Drop In
- Expressive Arts Workshops
- YCP Nights
- Relax to the Max
- Baking with Care
- S.I.B.S (Super Incredible Brave Siblings)
- Grief Literacy Workshop
- Trips to a Toronto Maple Leaf's game and to the Royal Ontario Museum (ROM)



YCP's Program Coordinator and several young carers collaborated as co-researchers in the study titled "Understanding Young Carers and their Leisure: A Critical Participatory Action Research Initiative" conducted by the University of Waterloo's Recreation and Leisure department. This research delves into the personal narratives of young carers, uncovering that leisure activities which foster relationships and rejuvenation can significantly impact their well-being.

***"Thanks for recognizing my child's contributions to YCP. She has always valued her time at YCP because of the kind of support she receives from you. She learned a lot from you and the team. And that's why we feel so obliged to recognize your all-out support of her. You guys are truly amazing supporting her and the rest of our young carers in every way possible to bring about positive and enjoyable experience."***  
**Young Carers Program parent**

# Hospice Toronto

## Statement of Financial Position

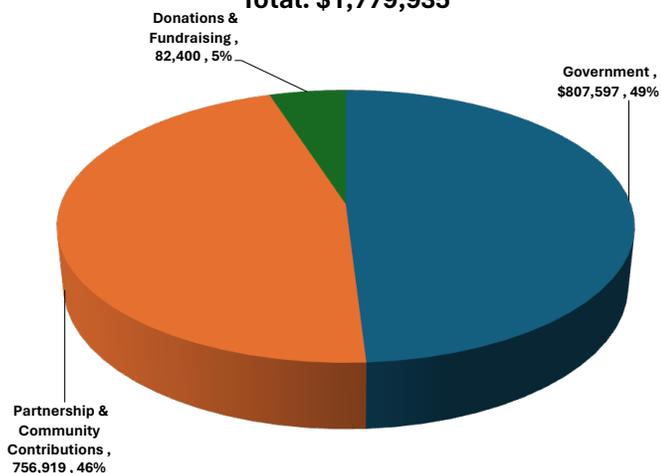
### Fiscal Year ending March 31, 2024

ASSETS	FISCAL 2024	FISCAL 2023
Cash	\$ 1,092,804	\$ 427,012
Accounts Receivable	35,999	110,472
Prepaid Expenses	66,852	4,888
Investments	971,115	733,814
Capital Assets	-	8,121
	<b>\$ 2,166,770</b>	<b>\$ 1,284,307</b>
<b>LIABILITIES</b>		
Accounts Payables & Accrued Liabilities	\$ 71,256	\$ 82,957
Deferred Revenue	803,689	103,395
Canada Emergency Business Account	-	40,000
	<b>874,945</b>	<b>226,352</b>
<b>NET ASSETS</b>		
Invested in Capital Assets	-	-
Unrestricted Net Assets	1,291,825	1,057,955
	<b>1,291,825</b>	<b>1,057,955</b>
	<b>\$ 2,166,770</b>	<b>\$ 1,284,307</b>

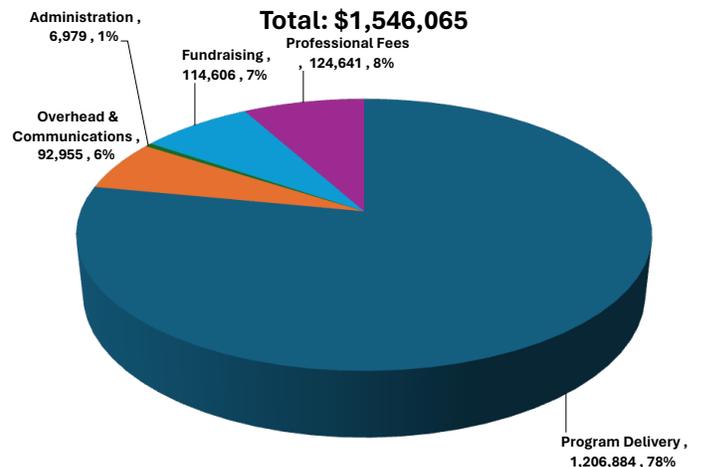
#### Statement of Operations For The Year Ended March 31, 2024

REVENUES	FISCAL 2024	FISCAL 2023
Government	\$ 807,597	\$ 655,786
Partnership & Community Contributions	756,919	606,813
Donations & Fundraising	82,400	212,747
Investment Income	133,019	10,471
	<b>1,779,935</b>	<b>1,485,817</b>
<b>EXPENSES</b>		
Program Delivery	1,206,884	991,276
Overhead & Communications	92,955	150,264
Administration	6,979	39,612
Fundraising	114,606	157,619
Professional Fees	124,641	120,318
	<b>1,546,065</b>	<b>1,459,089</b>
<b>Excess of Revenue Over Expenses</b>	<b>\$ 233,870</b>	<b>\$ 26,728</b>

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



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



# Donor Recognition

In our 36-year history, we have offered and continue to offer our services and support free of charge, made possible by our generous donors.

Did you know that 49% of our operational and programmatic costs are supported by government funding? Thank you to the **Ministry of Health and Long-Term Care** for supporting our hospice healthcare program and to **Employment and Social Development Canada** for supporting our “Creating Caring Communities” initiative.

The rest of our funding that enables our team to fulfil our mission comes from caring Canadians like you, whether it’s a family foundation or a corporate partner, we’re grateful for their continued support.



## Petro-Canada CareMakers Foundation

With our partners at Petro-Canada CareMakers Foundation, we are developing a toolkit that is based on our community development approach to supporting people with advancing age and illness. Over 15 years, Hospice Toronto has invested in community development, collected data and created resources on our approach to supporting seniors and their family caregivers in ways that engage others in the community and optimize cultural and individual preferences in care. With funding from the Petro-Canada CareMakers Foundation, we are working with Dr. Krystyna Kongats on a toolkit and learning modules that will empower our team to guide others through the adoption of this approach. At the end of this initiative, we will have resources that will support the growth and advancement of culturally responsive in-home hospice care. With the right partners by our side, we are reaching farther and adding more life to days. Thank you, Petro-Canada CareMakers Foundation!

## Scaling Up with the Age Well at Home Initiative

We received support from the Government of Canada to scale our Creating Caring Communities model in other communities. In Nova Scotia, we are collaborating with Northwood to support Indigenous black communities in rural Guysborough, and in Preston. In Ontario, we are working with new Canadians and other seniors in Regent Park supported by a collaboration with The Neighborhood Organization (TNO).

It's a privilege to learn from these communities and to begin to mobilize volunteers able to shape care that is guided by the community residents.

This is a three-year project with contributions from the Government of Canada's "Age Well at Home Initiative".

Funded by the  
Government of Canada's  
Age Well at Home Initiative



## Hike for Hospice 2023

**94 participants**

**\$13,143.89 raised in support of Hospice Toronto**

A big thank you to everyone who attended our annual "Hike for Hospice" in 2023. Each year, we participate in the national movement to raise funds and awareness for hospice palliative care in our community. Special thanks to our friends and partners at the Philip Aziz Centre and Emily's House!



# There's No Place Like Home Gala 2023

Hosted at the beautiful Aga Khan Museum, we brought the community together for dinner, a private tour of the museum, and an exclusive experience of the "Hidden Photography" exhibition. This exhibition showcased the often-invisible world of young caregivers.

Our gratitude to our event sponsors and supports:



Mainella Private Wealth



POINT ALLIANCE





HOSPICE  
TORONTO

## Hospice Toronto

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Registered Charity Number: 138815618 RR0001

