



Annual Report to the Community

Commitment to Care

2022-2023



We're better together

The last year at The Dorothy Ley Hospice can be summed up in one word: synergy. Many individuals are involved in the hospice – each critical to our success. Our combined power as we work together is much greater than the total power we could achieve individually. And what's both significant and beautiful about the synergy we're creating is that it's our community that benefits. Both the individuals and families we support with hospice palliative care and the broader community through all the many lives affected by compassionate support during end-of-life and while coping with grief and loss.

Last year, we celebrated another three-year CARF accreditation – a testament to the incredible commitment of staff, volunteers and our physician partners to providing quality care. We hosted our very own extreme makeover, hospice edition, when we converted two existing spaces in a matter of weeks to increase our beds from 10 to 12. We opened an ambulatory care clinic to help close a care gap in our community and continued our work with the Ontario Health Teams to plan an integrated care model. And we wrapped up two years of strategic planning work with the approval of our five-year strategic plan for 2023 to 2028: A Community of Care for Today and Tomorrow.

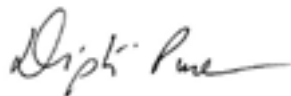
While these milestones took incredible focus, they didn't divert our attention from the core of our work: providing compassionate hospice palliative care to individuals and their loved ones. That care is all about details, like our commitment to meeting the hopes and wishes of individuals in our residence and how we consistently work to foster a supportive community for bereaved individuals, such as through our new Walking Through Grief program.

The last year feels both like a culmination and a beginning. While we have many incredible achievements to celebrate, what we've accomplished is foundational to our commitment to care for tomorrow. On the following pages, we're sharing some of the many stories in hopes of helping you feel the synergy we're experiencing. If you're reading this, you likely have some connection to our hospice as a volunteer, donor, staff member, partner, client or another community stakeholder. And if you don't yet have a connection, we hope you will. It's incredible to be part of something bigger than ourselves, and we're grateful for all those helping to create the synergy at The Dorothy Ley Hospice – we truly are better together.

With thanks,



Donna Cansfield
Board Chair



Dipti Purbhoo
Executive Director



Our collective impact

These numbers represent lives — people forever changed through experiences we've gone through together. While you may never know the pain people are dealing with, you may find comfort in knowing that loss and grief are shared human experiences that affect all of us.



Impact at a glance

- 2,395 people impacted
- 739 family caregivers and bereaved individuals supported
- 268 wellness and day program group sessions
- 95% of families report they were satisfied with their care experience
- 1114 individuals supported who needed care in the home
- 146 people provided with end-of-life care in residence
- 3,851 individual and group grief sessions provided by staff
- 6,375 hours of service by volunteers

Programs & services

- Care coordination and counselling in home
- Palliative physician care
- Residential care
- Caregiver support
- Spiritual care
- Wellness day program
- Wellness therapies
- Grief and bereavement services
- Education and awareness raising
- 24/7 hospice hotline partnership

Our community of care

- 50 staff members
- 13 palliative care physicians
- 250 volunteers

*data based on the 2022-23 fiscal year

Compassionate care is in the details

Central to the hospice palliative care approach is quality of life at the end of life – our focus isn't only on dying well but on living well until the end. For the Dorothy Ley Hospice care team and residence volunteers, that's all about paying attention to details so we can honour goals and wishes.

As part of our intake process, we invite individuals and families to tell us their interests, what gives them joy and what their goals and wishes are. Do they like a particular type of music? Is there a cuisine they'd like to have? Do they have a celebration coming up? Are there activities they'd like to do? We make these details front and centre in our care plans, and staff and volunteers look for ways to honour them.

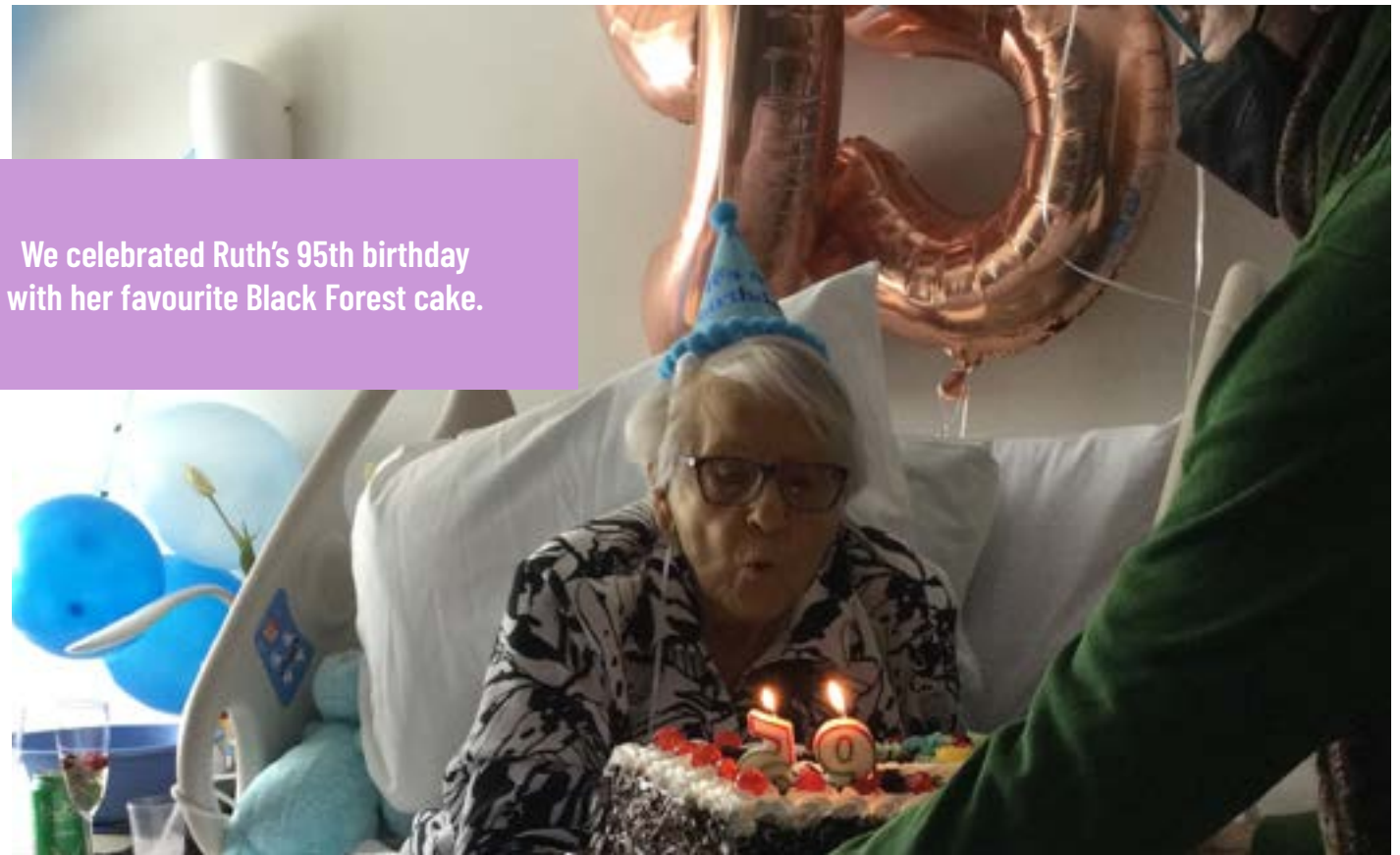
Over the last year, we celebrated at 95th birthday complete with a Black Forest cake and pink balloons; we indulged in a prime rib dinner on New Year's Eve, enjoyed curried goat from a local Jamaican restaurant, and helped to arrange a trip to Niagara Falls through the organization Oneday Dreams. We've hosted weddings, had candle-lit anniversary dinners, and presented special photos to family members. Our wellness therapies are another way we focus on details, and we try to make sure to always

have volunteers available who can provide hand or foot massages or reiki to patients and their family members. For the volunteers and staff, finding ways to make small details come to life is a highlight of their roles.

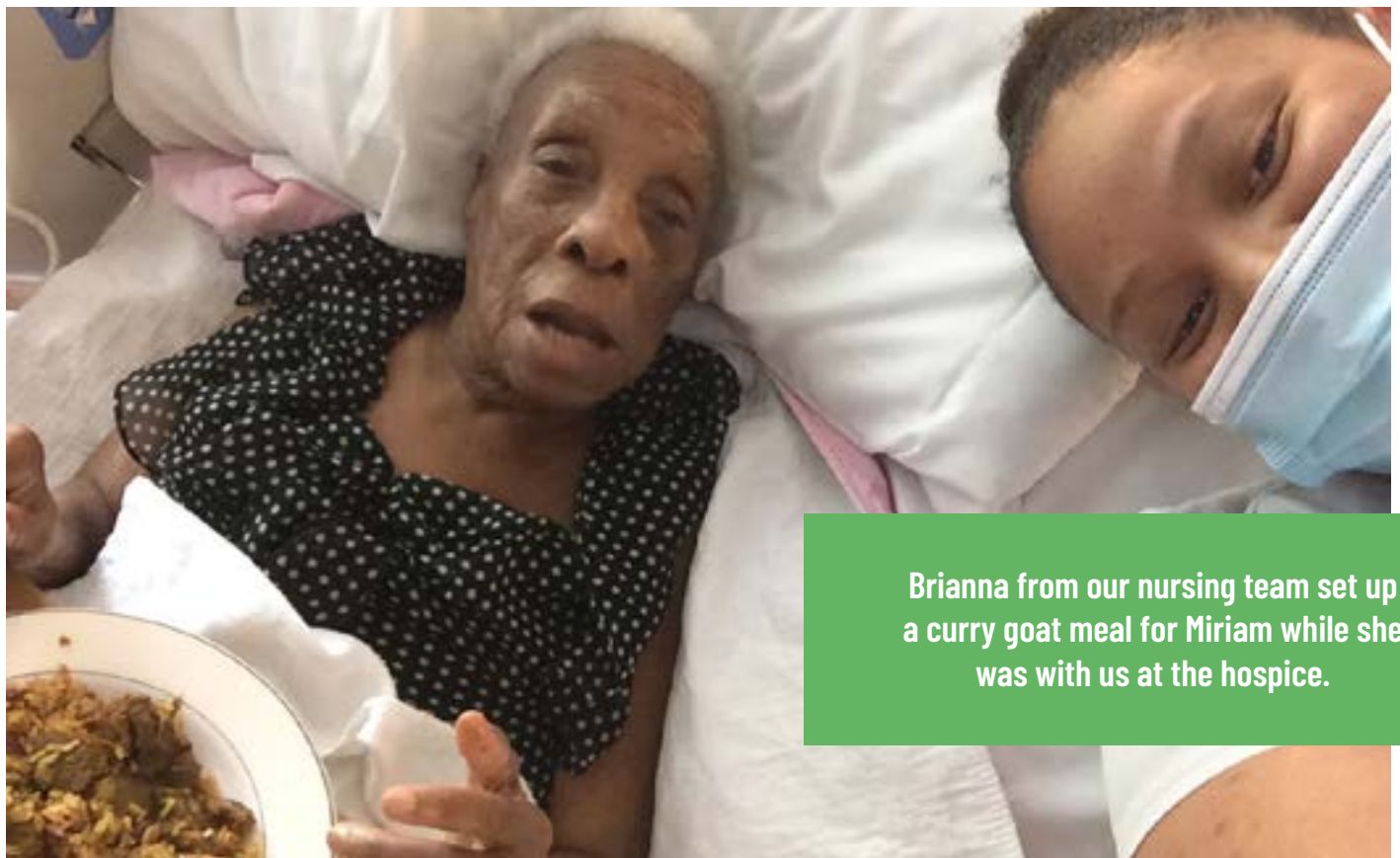
As we look ahead, we'd like to formalize this critical component of care more by creating a dedicated fund to help us meet goals and wishes. After all, life happens through the details, and we believe everyone deserves to have their individuality recognized and honoured – in life, in death and in coping with loss afterwards.

"The staff at the hospice were so nice yesterday. I had asked for the photo from my grandma's file. She had a nice smile in it. They framed it and wrapped it up for Christmas for me. It was the sweetest thing, and it felt so nice to be acknowledged and supported."

"The attention and care my mother received was so thoughtful and kind. It's hard to nail down just one aspect, but I think the thing I most appreciated (and I'm sure my mother did as well) was that everyone treated her in such a way as to maintain her dignity, even in rather undignified situations."



We celebrated Ruth's 95th birthday with her favourite Black Forest cake.



Brianna from our nursing team set up a curry goat meal for Miriam while she was with us at the hospice.

Two-bed expansion unlocks new opportunities to serve the community

The Dorothy Ley Hospice team has never backed away from a challenge. So, when the opportunity arose last fall to help alleviate pressure on the local hospitals by increasing our beds, we were ready. It had always been in our plans to expand our residence from 10 to 12 beds to allow us to serve more individuals and families. With the necessary government funding, our team quickly identified two spaces that could be converted into new care suites, ordered the equipment, and got to work.

“These weren’t areas frequented much by visitors or family – so it went smoothly with everyone involved and trying to make it happen,” explains Pam Charlebois, manager of residential care. “The discussion came up in December; by January, we had people in those rooms. It was fast.”

Thanks to the new beds, we expect to serve 30 to 40 more end-of-life patients annually. And the expansion enables us to offer respite services – short-term stays that allow caregivers at home to take a break or deal with their own health needs

without worrying about their loved ones. “Our predominant function is still serving end-of-life clients, but when we don’t have anyone at home or who is in the hospital who will need the bed in the very near future, then we have the opportunity to bring in someone whose caregiver needs that respite,” explains Pam.

The addition of those two beds has also enabled us to do urgent admissions over the weekend. In some cases, that might be a person who will die within 24 hours of coming into the hospice who may not have had access to a bed in the past.

Over the next year, we will complete the renovation of the two rooms as part of our overall Hospice Revitalization Project. We are adding washrooms, and one of the care suites will be set up to become an isolation room in the event of a future pandemic or issues with infectious diseases – just one more example of how our approach to care continues to evolve as we learn.



In only a few weeks, we converted two existing spaces into new care suites. Our team was trained on the new equipment so we could begin admitting new clients.

Special thanks to the Ministry of Health for their support

Ontario Minister of Health Sylvia Jones and Etobicoke-Lakeshore MPP Christine Hogarth visited our hospice in February to announce the funding for the two-bed expansion. The visit was a chance for us to express our gratitude for the recognition of hospice palliative care as a critical component of community healthcare.

“Think of these not simply as two new beds for this wonderful facility, but rather in terms of uncountable individuals and families supported through the challenges of a life-limiting illness – for years to come,” expressed Etobicoke-Lakeshore MPP Christine Hogarth.

[Watch the Ministry of Health press conference](#)



Hospice as a hub: creating the future of hospice palliative care

Our medical director, Dr. Louie Mavrogiannis (or Dr. Mav as he's known around the hospice), has decades of palliative care experience and was one of four physicians involved with the hospice before our residence was built. Now he's one of 11 physicians who make up the Dorothy Ley Community Palliative Physician Team. Together, they support every patient we interact with and their family, either in the community or within the residence, with 24/7 availability. Dr. Mav's deep knowledge and leadership are critical to much of the innovation at The Dorothy Ley Hospice.

In spring 2023, Dr. Mav opened an ambulatory care clinic within our residence. Each Wednesday, he sees individuals from the community who need palliative support and are typically early in their palliative journey. "These individuals are doing relatively well," says Dr. Mav. "But their family doctors might not feel they can support their needs as well as they should. Before the ambulatory care clinic, they would have had to go to emergency or travel to clinics further away.

He's also helping us reconsider the philosophy of a hospice and who we serve. This rethinking is embedded in our new strategic goal to grow our services and supports to be inclusive of everyone who is in need. "The idea that a hospice only serves a particular type of patient no longer works with our population," Dr. Mav explains. "We are trying to expand to serve a broader demographic — newly landed immigrants and other marginalized communities — we're looking to branch out to communities." The work to reach people not traditionally served by hospice will require partnerships, awareness building, and a commitment to fostering equity literacy among our team members. These efforts will support another



Dr. Mav was involved in our hospice before our residence was built. Now as medical director, he's helping to lead innovation in our approach to care.

strategic goal: to inspire excellence in the development of hospice palliative care across our community... and beyond. "I have always felt that the hospice is perfectly suited to be a centre of excellence — it has the talent and the resources to allow itself to rise to the top as a centre," says Dr. Mav.

He envisions the hospice as a hub for the community, providing education, services and leadership. "Part of what we're doing can be de-medicalized. We can provide structure and guidance to help people be comfortable supporting others," he explains.



Read our new strategic plan on our website at dlhospice.org

The heart of compassionate care: staff and volunteers

The Dorothy Ley Hospice team of staff, volunteers and community physician partners are the reason for the synergy over the last year. As we emerged from the challenges of the pandemic, they were eager to find ways to reintroduce activities and create new ones. They jumped in to make the two-room expansion happen and supported the launch of the ambulatory care clinic, all while maintaining the level of quality care we are known for.

To our staff members: we have incredible gratitude for you. Working in hospice palliative care is both challenging and rewarding. Each day, you come to work with grace and compassion, helping to ensure everyone who interacts with the hospice feels seen and supported. Thank you for your commitment to our team.

To our volunteers: we're privileged to know each of you. Your commitment to our team, clients, and their loved ones is admirable. You're a core part of our hospice family – we couldn't exist without you. Thank you for raising your hands for new opportunities and training, supporting each other, and coming to shifts with open hearts and minds.

To our physician partners: we feel fortunate to have you as part of the team. We know the physician partnership is unique, and our community is lucky to have both a hospice and a dedicated team of palliative care physicians. You're a critical part of what we do and help to drive our continuous improvement with your knowledge and commitment to care. Thank you for serving the community alongside us.

"I wanted to recognize the nurses at DLH who continually do such a fantastic job. We are lucky to have them. Families are always in awe of the quality of care and empathy displayed by the nursing team. They are the backbone of our hospice, and I'm very appreciative."

"Having experienced the exceptional level of care of a family member, I can only hope that I as well can spend my own end-of-life care at Dorothy Ley. We were treated like family by all staff and volunteers."



Three-year accreditation recognizes our team's commitment to quality



In the summer of 2022, our hospice received another three-year CARF (Commission on Accreditation of Rehabilitation Facilities) award. The accreditation is a testament to our incredible staff, volunteers, physician partners, board members, and our collective commitment to quality care. The CARF International accreditation is a visible symbol that assures our community that we are committed to continually enhancing the quality of our services and programs.

Bereavement group takes steps toward healing

Each Wednesday, hospice volunteers Tammy Baird, Judy Clark and Colleen Moloney walk alongside community members coping with grief and loss as part of our new Walking Through Grief program. Since launching in August 2022, the walking group has attracted a loyal following of bereaved individuals who appreciate that they can come as they are and be accepted.

Our bereavement supports are available for anyone in the community coping with grief and loss. You don't need to have a previous connection to the hospice. For more information about bereavement support, visit:

dlhospice.org/hospice-care/grief-bereavement-care/

"They really look forward to it. This is part of their week," says Tammy. "It is something where they can come and feel safe. Some have told us they didn't want to get up that morning, but they did because they knew the group was going to be there."

"To me, walking is such a great way to deal with loss," explains Colleen. "Movement is helpful. And then the nature - there's birds, the lake, the wind, and the grasses. Everyone comments about how beautiful it is. It causes you to look up."



Gratitude to donors

The Dorothy Ley Hospice donors fuel our synergy. They're here for us in big and small ways, just as we are for the community. During 2022-2023, our donors continued to support us generously. The need for our services continued to increase, as did our need for funding. Thanks to our donors, we were able to expand our grief and bereavement team to help friends and loved ones and those in our community coping with loss, all at no cost to the individuals we support. Over 250 individuals were provided with grief support, spiritual care and wellness group sessions.



Leaving a legacy for the community

In 2022-2023, The Dorothy Ley Hospice received several bequests from hospice supporters. The generosity of the donors who provided these bequests is greatly appreciated, as their gifts help us to provide and supplement our services. If you are interested in discussing legacy giving, please reach out to us at info@dlhospice.org



Hiking together again

In 2022, we were back together in person for our signature fundraising event, Hike for Hospice. The hike raised more than \$162,000. COBS Bread Bloor West was a generous contributor. We thank our hikers and their supporters. The hike is a great way to have fun, make new friends, get some exercise, and, most importantly, support our activities.



Teeing it up for our community

We had tremendous support in the last year from our friends at Markland Wood Golf Club. The men's and women's leagues, and the club itself, made significant donations, totalling \$40,000, in support of our day wellness program.



The power of community connectors

When Dan Finegan first learned about The Dorothy Ley Hospice from his late friend Jack Cooper, a long-time board member and supporter, he was captivated by the concept of dying with dignity. He had experience with loss. His father died suddenly of a heart attack at 50, and Dan didn't have a chance to say goodbye. Ten years later, he lost his mom to cancer — she died in hospital after visiting hours. "I was told she had three days, and she died that night," Dan explains. "I never really got a chance to clear the deck — to fully express all my gratitude and love for her." It still affects him today.

Dan now recognizes how different his and his mom's experiences could have been had a hospice like Dorothy Ley been available to them. After his father died, his mom developed a fear of leaving the house, known as agoraphobia, for almost two years. She didn't have access to the type of bereavement support the hospice offers today. And then again, at his mom's end of life, having access to The Dorothy Ley Hospice residence and the team's expertise and compassion would have made a difference for his mom and Dan.

But what struck Dan most when he learned about the hospice was that so much of the critical support is possible because of donors and 250 unpaid volunteers. "They're doing incredible, much-needed work in the community," he explains. He knew he could do something to help.

With only a portion of funding coming from the government, we are left to fundraise significant revenue each year to cover our operating costs. And we are successful because of people like Dan — compassionate givers and community connectors who help in whatever ways they can.



We're grateful to have the support of Dan and Lesley Finegan.

Dan is a St. George's Golf and Country Club member and introduced the hospice to the club. Now we're one of the causes members support, and the first tournament brought in over \$60,000. He speaks about what we do whenever he can, to whomever he can and has encouraged some donors to increase contributions. And he and another supporter the late Len Mines, whose wife Pat passed away at our hospice, were behind the installation of our Donor Recognition Wall — a beautiful tribute to the many people helping sustain the availability of hospice palliative care in our community.

"I like that it's local and tends to typically deal with a mid- to later-life demographic. The hospice needs our help," says Dan. "It's only a matter of time until you'll come to know The Dorothy Ley Hospice directly or indirectly because of the death of a friend or loved one — I can't think of a better place to support."

In tribute

As we wrapped up the 2022-23 year, we said goodbye to two incredible trailblazers in our community. Marjorie Pritchard, who cofounded The Dorothy Ley Hospice, and Jack Cooper, who served as a board member and volunteer for over 20 years, have left extraordinary legacies for our team and community. Each in their own way, they've taught us that there's always a way to move forward, and we're now standing on their shoulders.



Jack Charles Cooper

April 10, 1947 - April 6, 2023

Jack Cooper devoted his time, expertise and passion for family and community to advancing quality palliative care as a volunteer and member of The Dorothy Ley Hospice Board of Directors and Finance/ Audit, Governance and Fund Development committees for over 20 years.

Jack was a champion for our hospice and avid supporter of all of our fundraising and community events, in particular Hike for Hospice. He was an individual who deeply cared about people and put that care into action. His optimism and passion for advancing excellence in care provided a guiding light in delivering on our hospice's vision and purpose. We are grateful to Jack for his incredible work and contributions to improving the lives of those served by The Dorothy Ley Hospice and for sharing his light with us.



Marjorie Pitchford

February 1, 1932 - May 30, 2023

Together with Meade Wright, Marjorie Pitchford envisioned a place where people could turn for palliative care and support as they approached end-of-life. Marjorie and Meade and the congregation of St. George's Church on-the-Hill planned, advocated, and tirelessly fundraised for two years to establish the St. George's Hospice which later became The Dorothy Ley Hospice.

For thirty years, they continued to plan, advocate, and fundraise - while also sustaining a tremendously successful in-home palliative care program for individuals with serious illnesses. Their years of tenacity resulted in an ocean of support from the Etobicoke community and Ontario government that led to the brick-and-mortar hospice residence we celebrate today. A changemaker, Marjorie was devoted to the community. Throughout her lifetime, she volunteered over 100,000 hours to various organizations committed to making advancements in healthcare and building strong communities. We are proud to continue Marjorie's legacy by delivering the hope, compassion, and care she envisioned all those years ago.

Board of directors and board committee members

We are grateful to our board volunteers and committee members whose vision and stewardship enable us to deliver on our purpose.

2022-23 Boards of Directors

Donna Cansfield, Chair
Leighton McDonald, Vice Chair
Peter Macaulay, Treasurer
Scott Spearn, Secretary

Members at large:

Lovleen Bassan, Director
Jack Cooper, Director
Richard Falconer, Director
Lee Fairclough, Director
Gail Galea, Director
Linda Javorski, Director
Young Lee, Director
Doug McFadden, Director
Robert Yeo, Director

Ex-Officio Board Member

Dipti Purbhoo, Executive Director
Dr. Louie Mavrogiannis, Medical Director

2022/2023 Board Committees

Executive Board Committee

Donna Cansfield
Peter Macaulay
Leighton McDonald
Scott Spearn

Fund Development Committee

Bob Howe, Co-Chair
Jack Cooper, Co-Chair
Donna Cansfield
Gail Galea
Linda Javorski
Peter Macaulay
Richard Falconer
Scott Spearn
Robert Yeo
Dan Finegan

Finance Committee

Peter Macaulay, Chair
Leighton McDonald
Robert Jessop-Ramsay
Jim Mulrooney
Ken Murray
Cheryl Nesbitt
Richard Falconer
Scott Foster

Quality and Risk Committee

Lovleen Bassan, Chair
Melissa Kittmer
Dianne Godkin
Dave Shulman
Robert Yeo
Dr. Louie Mavrogiannis

Governance Committee

Leighton McDonald, Chair
Donna Cansfield
Jack Cooper
Peter Macaulay
Scott Spearn
Doug McFadden

Audit Committee

Young Lee
Jack Cooper
Scott Spearn

Campaign Leadership Committee

Richard Falconer, Co-Chair
Linda Javorski, Co-Chair
Robert Howe

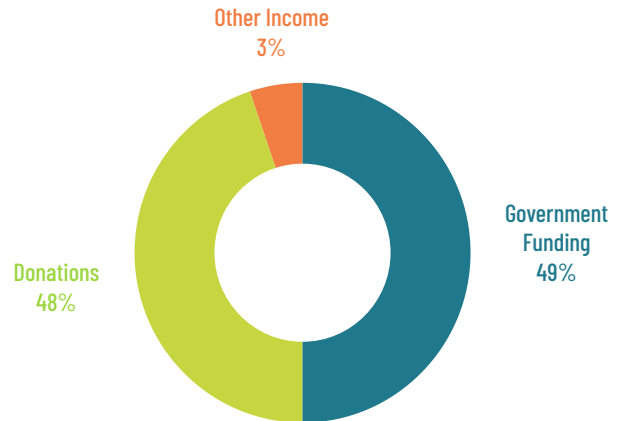
Financial highlights

For the year ending March 31, 2023

The Dorothy Ley Hospice is committed to the highest standards of accountability and transparency. We are grateful to the Ontario Ministry of Health and Long-Term Care for their funding support of our programs.

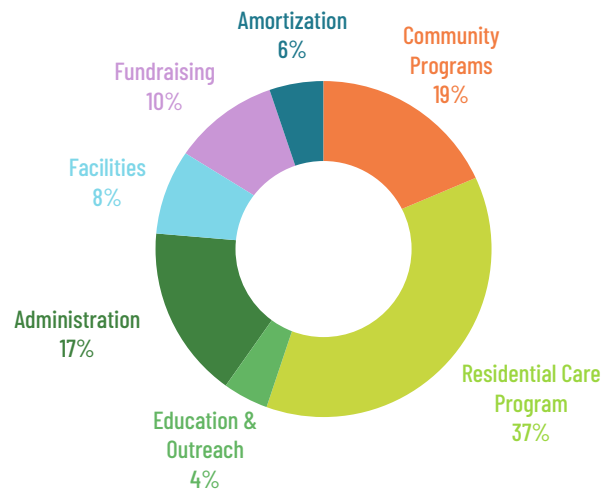
Revenue

	2023	2023
Government Funding	2,484,370	49%
Donations	2,405,917	48%
Other Income	131,889	3%
	5,022,176	100.0%



Expenses

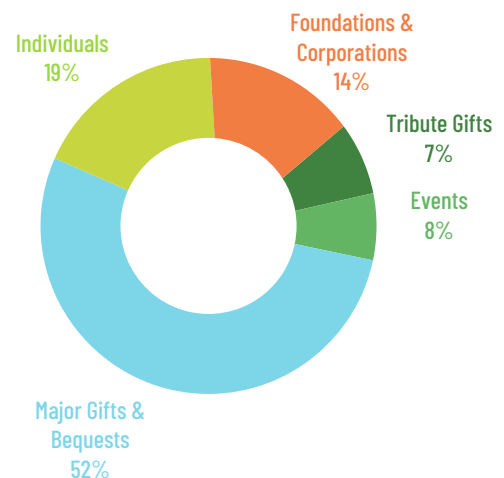
Community Programs	786,043	19.0%
Residential Care Program	1,513,560	37.0%
Education & Outreach	179,004	4.0%
Administration	690,530	17.0%
Facilities	332,640	8.0%
Fundraising	415,832	10.0%
Amortization	261,729	6.0%
	4,179,338	100.0%



Net surplus 842,838

Operating Donations

Foundations & Corporations	364,943	14.1%
Tribute Gifts	187,289	7.2%
Events	217,362	8.4%
Major Gifts & Bequests	1,337,541	51.6%
Individuals	483,751	18.7%
	2,590,886	100.0%



How you can help

Give Today

Every dollar you donate helps us provide services and supports to our community.

Become a volunteer

Giving back as a hospice volunteer is one of the most rewarding commitments any of us can make.

Tell a friend

Help us spread the word about our residence and home care programs and bereavement support to those in need.

Visit us for a tour

Give us a call to book a tour today and discover the care and peace of mind of hospice care.

Sign up for our newsletter

Register online at dlhospice.org and never miss an update.

Visit us online at dlhospice.org

Let's stay connected.

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Fax us at 416 626 7285
www.dlhospice.org

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[@thedorothyleyhospice](https://www.instagram.com/thedorothyleyhospice)
[@Dorothy_Ley](https://www.facebook.com/Dorothy_Ley)

