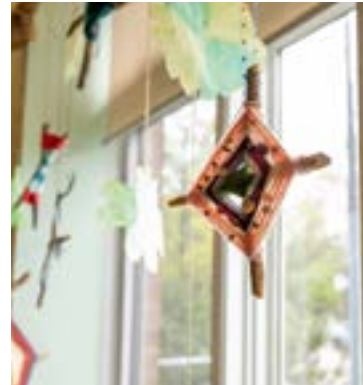




The Dorothy Ley Hospice

Strategic Plan

**A Community of Care
for Today and Tomorrow**



2023-2028





What should the end of life be like?

One of the activities our staff and volunteers do as part of their training is to draw their vision for their end of life. No one visualizes themselves dying alone. Or dying at home, in pain and unsupported. And certainly, no one considers dying on the street unhoused. And yet, these are the ways so many people in our community die each year. And sadly, their friends and loved ones are left to learn to cope with grief and loss on their own.

But it doesn't need to be like that.

We often hear that the services and care we provide at The Dorothy Ley Hospice are above and beyond. We want to challenge that thinking—it's usual care for us—and should be available to anyone who needs it. Everyone deserves access to compassionate end-of-life planning and care and to feel seen and supported when learning to live with grief and loss.

This core belief drove the small and ambitious congregation at St. George's Church on the Hill to start our hospice in 1989. The same belief has grown our hospice into an award-winning not-for-profit, serving more than 2,000 community members annually. And it was by leaning into this belief that we managed to not only navigate the challenges of the COVID-19 pandemic but innovate because of it.

We have decades of evidence of what we can accomplish together. We know it's possible to scale compassion, and there's never been a more critical time. With Canada's aging population, the need to ensure we are serving community members equitably, and the impact of complex loss still reverberating from the pandemic, demand for hospice services has increased.

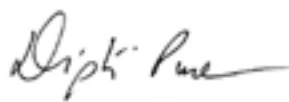
Our community deserves leadership to drive forward an integrated approach to hospice palliative care that recognizes our role as a critical part of the health care and social support system. This five-year strategic plan serves as our guide and builds on our history and reputation as a leader in this area. It outlines how we will inspire, grow, nurture, and strengthen to increase access to hospice palliative care for today and tomorrow.

We are grateful to our volunteers, clients' families, staff, palliative physicians, donors, partners, community members and other stakeholders who provided input over the last two years to help us develop this strategic plan. We look forward to our continued collaboration and partnership as we strive to make exceptional hospice palliative care available for everyone in our community.

Warmly,



Donna Cansfield
Board Chair



Dipti Purbhoo
Executive Director





Who we are



Established in 1989, The Dorothy Ley Hospice was created for the community by the community. What started as an ambitious desire of a small group of committed community members to provide compassionate end-of-life care to members of the community is now an award-winning, not-for-profit community and residential palliative care and bereavement support organization. The Dorothy Ley Hospice team is committed to providing compassionate, palliative care to individuals facing serious illness and supporting those close to them through their grief and loss.

Our services are provided at no cost to individuals through the generosity of community members and corporate donors, community grants and government funding. The Dorothy Ley Hospice team of dedicated palliative care physicians, nurses, staff and volunteers provide support and care for over 2,000 members of our community each and every year.

For more information:

- Visit our website at dlhospice.org
- Call 416-626-0116
- Email info@dlhospice.org
- Tour the residence at 220 Sherway Drive, Etobicoke, ON M9C 0A7

Engage with us on social media:

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

Our story

- 1989 The hospice was founded and incorporated by Marjorie Pitchford and Meade Wright along with a group of dedicated parishioners from the St. George's Church on the Hill. They began supporting community members under the guidance of Dr. Dorothy Ley who lent her name and expertise to develop the hospice model of care.
- 1991 Dr. Ley helped to establish the Canadian Palliative Care Foundation to provide a benchmark for others and to give the field the acknowledgement and credibility it deserved.
- 1997 The Dorothy Ley Hospice day hospice program officially opened.
- 2004 The Dorothy Ley Community Palliative Physician Team was established.
- 2009 Thanks to the vision and support of our community, our residence opened with 10 beds, providing 24-hour care in a home-like environment.
- 2017 The Dream Campaign launched. Thanks to the generous support of donors, we paid off our mortgage and invested in new programs. This investment helped us to innovate during the pandemic.
- 2019 We celebrated our 30th anniversary and 10 years of residential care.
- 2020 The Hospice Palliative Helpline launched in response to the challenges of the COVID-19 pandemic. The 24/7 service is a partnership between Heart House Hospice, The Dorothy Ley Hospice, Acclaim Health, Mississauga Halton Home and Community Care Support Services and the Mississauga Halton Palliative Care Network.
- 2023 With minor renovations, we opened two temporary rooms to address capacity pressures.



"Spiritual care lies at the heart of hospice. It says we are here. We will be with you in your living and your dying. We will free you from pain and give you the freedom to find your own meaning in your own life – your way. We will comfort you and those you love – not always with words, often with a touch or a glance. We will bring you hope – not for tomorrow, but for this day. We will not leave you. We will watch with you. We will be there."

- Dr. Dorothy Ley

Our approach

Our strategic plan is the result of a comprehensive process of research, best practice/evidence review and engagement guided by a volunteer team of consultants from Deloitte, to whom we are very grateful. We gathered input from our board, volunteers, donors, staff, families served, palliative physician team, partners, community leaders, and other stakeholders through interviews, workshops and surveys.

We conducted:

- surveys with over 360 total respondents
- five external health system leader interviews
- eight board and management interviews and two board and leadership consultation workshops
- four staff and volunteer consultation workshops

We heard:

What we heard shaped our thinking in developing our strategic directions.

- The Dorothy Ley Hospice has a reputation for exceptional care that we can build on.
- More hospice services are needed, but growth should be gradual and sustainable.
- Palliative care needs to be provided earlier, be easier to access and more connected.
- We need to prioritize partnerships, integration, and advocacy.
- We must nurture and care for our exceptional staff and volunteers.
- Our services must be equitable and reach community members currently underserved.

We learned:

We reviewed our data and scanned trends and best practices in hospice palliative care across Canada and internationally.

- There's increasing demand for hospice palliative care due to an aging population.
- There's growing diversity and marginalization in our community, and not everyone receives hospice palliative care.
- Caregivers need more help to care for people at the end of life and in bereavement.
- Palliative care can be hard to access, the care experience can be fragmented and there's confusion with multiple providers who don't work as one team.
- Connected Care through Ontario Health Teams is an opportunity to create integrated palliative care, and hospice has an essential role.
- There's increased competition for financial resources.

We reflected on the information, ideas and contributions to update our vision, purpose and values and arrive at four strategic directions and related priorities to guide our work. Our plan is aspirational and rooted in our collective belief that increasing access to compassionate end-of-life planning and care is possible and necessary.

Over the next five years, this plan will support our decision-making, inform our operational plans and measurement, and guide our day-to-day work as we strive to help individuals and their families live well through serious illness, end of life and loss.



Quote of the Day

PLEASE PRINT
DAILY WORKSHEET
ON LONG EDGE!

A community of care. Here when you need us.



Vision

Exceptional hospice palliative care for everyone in our community



Purpose

We support individuals and families to live well through serious illness, end of life and loss

Commitments

Our commitments are how we realize our purpose, strive toward our vision and achieve our strategic directions.

Exemplary care: we provide high-quality, compassionate care to patients and families facing serious illnesses, end of life and loss, with a focus on relieving pain and other symptoms, addressing emotional and spiritual needs, and enhancing quality of life in every possible way.

Education: we prioritize learning and professional development for staff, health care providers, volunteers, and community members, aimed at improving knowledge and skills related to hospice palliative care, as well as increasing awareness and understanding of the vital role of hospice care and end-of-life planning.

Partnership: we believe that together, we can achieve more and build partnerships with other organizations, healthcare providers, and community members to enhance access to high quality hospice palliative care.

Research: we advance knowledge and understanding of hospice palliative care through research and innovation, aiming to continually improve the effectiveness and efficiency of care and identify new approaches and solutions to hospice palliative care challenges.



Values

Everything we do is guided by our values—by **CARE**.

Compassion

We nurture a community of volunteers, staff, palliative physicians, and partners to provide comfort and relieve suffering with love, kindness and empathy.

Respect

We believe every person deserves to be celebrated, valued and supported. We embrace diversity in all of its expressions, honour each person's story and are inclusive in all that we do.

Accountability

We are honest and hold ourselves to the highest standards of stewardship, transparency and governance. We keep our word and take responsibility for our actions.

Excellence

We are guided by the teachings of our founders, evidence and best practice to deliver excellent care and achieve the full potential of hospice care.

Strategic directions 2023-2028

Our strategic directions serve as a compass for our decision-making, inform our operational plans and measurement, and guide our daily efforts to support individuals and families to live well through serious illness, end of life and loss.



Inspire excellence in the development of hospice palliative care across our community... and beyond.



Nurture, celebrate, and support our people.



Grow our services and supports to be inclusive of everyone who is in need.



Strengthen and sustain our capacity so that we can continue to serve our community for years to come.

Strategic direction:

Inspire excellence in the development of hospice palliative care across our community... and beyond

As leaders in hospice palliative care, we will inspire excellence in the development of hospice palliative care across our community, regionally and provincially. We will embed evidence-based, hospice palliative care best practices in the care we deliver and champion research and development that furthers the positive difference we make. Leveraging our experience and deep connection with our community, we will work with our partners to build awareness of and promote earlier access to integrated hospice palliative care. With caregivers as true partners, we will create new services and supports to make caregiving easier and more supported.

Priorities

- With our partners in our Ontario Health Teams, provide leadership to create integrated palliative care in our community
- Advance best practices, research and transformation of hospice palliative care
- Co-design improvements in caregiver support, addressing their needs along the entire palliative care continuum
- Build awareness and earlier access to hospice palliative care through education

By 2028:

- We will be a core partner in delivering 24/7 integrated hospice palliative care in our community, where every person and their family has one palliative care team, earlier access and better caregiver supports.
- Evidence-informed practices will be embedded throughout our service delivery, and we will have a plan to advance research in hospice palliative care services.
- Public knowledge of hospice palliative care, bereavement and grief management, and available resources will have increased.

"We were so surprised and grateful for the level of care and service provided by The Dorothy Ley Hospice during my father's last few weeks. Understanding the end-of-life process and how to deal with it is so important. I wish we had known about the hospice sooner."

"What was most helpful were the visits in the home by a group of professionals. We were in distress, and I did not know what to do to help my very sick mother. People from the hospice came in to help me with everything. This was a huge help and I appreciate it."

Strategic direction:

Grow our services and supports to be inclusive of everyone who is in need

We are focused on what matters most—increasing access to compassionate hospice palliative care and dignity-promoting care for people living with the challenges of a serious illness or loss. Harnessing our creative spirit and building on our partnership and advocacy efforts, we will expand our capacity to deliver more hospice care in the community and residential care settings. With an equity lens, we will reach out to individuals and communities who have been historically and presently underserved and partner to increase access to hospice palliative care.

Priorities

- Grow hospice services through advocacy and innovative partnerships
- Increase access to hospice palliative care for diverse communities, including those who are under-housed/homeless, through partnership to create new models of care and with education and awareness building

By 2028:

- We will serve more people from diverse communities and have partnerships and approaches to care for those most marginalized in our community.
- We will have new partnerships and approaches to grow hospice palliative care services in the community and residential care settings.

“Our biggest opportunity is also our biggest challenge. In the last three years, we have seen a greater need for our services, and this will only grow with the aging population.”

“There are still many people who don’t receive hospice care and die without support.”



Strategic direction:

Nurture, celebrate, and support our people

The heart of compassionate hospice care is the people, our staff, volunteers, donors, partners and physician team partners. Everyone involved with the hospice is critical to our success, and we are grateful for their contributions. We will provide regular training opportunities to ensure our staff and volunteers feel equipped and supported as they respond to the changing needs of the people we serve. We will continue to foster a culture where everyone belongs, and well-being is a priority, recognizing that supporting our team is foundational to all the good we do for others. We will harness our expertise and contribute to educating the future generation of palliative care volunteers, support workers and healthcare providers.

Priorities

- Promote a culture of diversity, equity and inclusion in all that we do
- Take care of our people so they can care for others by investing in supports that foster psychological safety and wellness and ensures they feel valued
- Invest in training to support our staff and volunteers to meet the changing needs of those we serve
- Support education of the new generation of palliative care providers by providing placement/training opportunities and providing education to community and health care providers

By 2028:

- Our staff, volunteers, leadership and board will better reflect the diversity of the communities we serve.
- Diversity, equity and inclusion practices and policies will be in place to guide our work.
- We will have established education and training programs that contribute to developing the future hospice palliative care workforce.



"A very special and heartfelt thank you to the entire Dorothy Ley team - staff and volunteers... You provided our family with hope and courage during the most challenging of times, and for that, we are truly grateful."

Strategic direction:

Strengthen and sustain our capacity so we can continue to serve our community for years to come

The hospice provides the care we would all want for ourselves and our loved ones. We will work to ensure our hospice can serve the community today, tomorrow and in years to come. We will increase our fundraising efforts and build on the strength of the partnerships we have with our donor community. At the same time, we will partner with the government to ensure sustainable funding that recognizes inclusive and accessible hospice palliative care as an integral part of our healthcare system. Internally, we will enhance our structures and processes, growing our capacity gradually and sustainably.

Priorities

- Promote a culture of philanthropy in all aspects of hospice palliative care
- Improve the financial health of the organization through advocacy and developing a long-term financial sustainability plan
- Cultivate partnerships to sustain and enhance services
- Strengthen our capacity for growth by enhancing leadership, operational effectiveness and optimizing technology

By 2028:

- The hospice will have a sustainability plan in place that improves the financial health of the organization.
- Updated technology and systems will be in place to improve the efficiency and quality of our processes.
- New partnerships will be forged, and existing ones will be strengthened to better meet the needs of individuals in our community facing serious illness, end of life and grief.

"A wonderful place for people to spend their last days on Earth. I wish that there were more of these places."

"It is true more people need our services and we want to build greater awareness but we also have to have more resources."

A community of care. Here when you need us.


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

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