



**COMPASSIONATE
HOSPICE
PALLIATIVE
CARE**



800

Delegates attended
Conference 2016



100 New members

41

Hospices
engaged
in revised
accreditation



\$75 Million
over three years

Ontario will provide patients with
more options and access to palliative
and end-of-life care

+1,150



Volunteers enrolled in
Online Training since
Aug 2016

21,300



Learning hours
completed to date

82



Hospices use
Online Learning
for Volunteers

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Hospice Palliative Care
Ontario is Accredited by



Hospice Palliative Care Ontario

OUR VISION

To be the unified voice
of collaborative, quality
hospice palliative care
in Ontario.

OUR MISSION

To provide leadership on
behalf of our members
by informing policy and
promoting awareness,
education, knowledge
transfer and best
practices in the pursuit
of quality hospice
palliative care in Ontario.

OUR PURPOSE

We strive for a future
where every person in
Ontario has access to
quality hospice palliative
care.

OUR CORE VALUES

Courage

We make the best
decisions not just
the popular ones,
we dare to go down
new roads and
challenge accepted
wisdom, and we
place clear
expectations on one
another and
promote change.

Integrity

We are
professional and
honest in our
relationships, we
honour our
commitments,
and we hold
ourselves
accountable.

Respect

We value the
diversity of our
members and
stakeholders,
their opinions,
experiences, and
contributions.



ABOUT HOSPICE PALLIATIVE CARE

Palliative care is a special kind of health care for individuals and families who are living with a life-threatening illness that is at an advanced stage. The goal of palliative care is to provide comfort and dignity for the person living with the illness as well as providing the best quality of life for both this person and their family. Hospices aim to help relieve suffering, improve quality of life, and give dignity to numbered days.

An important objective of palliative care is relief of pain and suffering. It meets not only physical needs, but also psychological, social, cultural, emotional and spiritual needs of each person and family. When a cure for illness is no longer possible, palliative care may become the focus of care and pain management. Hospice services help people to live out their remaining time in comfort and dignity.

Palliative care services are not only helpful when a person is approaching death but also during the earlier stages of an illness. Having access to compassionate and quality palliative care will help patients and families benefit from the support when their loved one is dying, and after their death.

Charter for Hospice Palliative Care in Ontario

How we treat those who are dying in our community reflects who we are as a society. All Ontarians have the right to die with dignity, to have access to physical, psychological, bereavement and spiritual care, and to be granted the respect consistent with other phases of life.

As professional, volunteer and family representatives of Ontario’s hospice palliative care community, we are committed to providing the best possible quality end-of-life care to Ontario residents and their families. Our goal is to optimize their quality of life and to minimize the physical and emotional suffering associated with this phase of life.

We endorse an integrated approach focused on the individual and their family and caregivers, accessible through hospice palliative care services in the local community and tailored to individual needs.

Our efforts to increase awareness and availability of quality and integrated end-of-life care run parallel to our collaboration with government, social agencies and other decision makers to develop innovative clinical, community and public policy strategies.

On behalf of the residents of Ontario whom we serve, we speak with a unified and cohesive voice, share information and resources and work through a coordinated network of partners from the voluntary, public and professional sectors.

(Creating an Integrated Hospice Palliative Care System in Ontario: Setting the Stage for Change, 2010)

97% of people who die would benefit from hospice palliative care



MESSAGE FROM THE BOARD CHAIR AND PRESIDENT & CEO

Friends, Members, Colleagues and Community Partners,

Looking back at this past year, it has been a monumental time for hospice palliative care in Ontario. Recognition of the role and importance of hospice palliative care within the broader health care sector continued to increase driving demand for palliative care services. Our members have kept pace with an unprecedented number of new initiatives, in a constantly evolving system of local planning and service delivery.

To support and guide the HPCO team in its efforts to support our members’ effectiveness in a constantly evolving system, the Board of Directors refreshed HPCO’s strategic plan in April 2016. The refresh was informed by an analysis of current trends in healthcare, several member surveys, and focus groups held in 2015. Members told us that they value HPCO for improving access to quality hospice palliative care by providing: effective public policy engagement that drives positive system change; information, education and resources that enable members to optimize their delivery of care; and a forum for the exchange of ideas and information, enabling members to learn from each other.

The plan for 2016-2019 extends our commitment to provide leadership within the sector to improve access to hospice palliative care. New priorities are to increase our capacity to meet the evolving needs of our members and stakeholders and to create a Centre of Excellence to support our members with knowledge products and services. This annual report contains highlights about several new initiatives launched in 2016 in support of the plan.

The April 2016 Annual Conference was another resounding success and 96% of delegates said the conference met or exceeded their expectations. John Fraser, Parliamentary Assistant to the Minister of Health and Long-Term Care, opened the conference confirming we all share one goal – to improve end-of-life care for all people in Ontario. The Honourable Kathleen Wynne, Premier of Ontario, closed the conference with a keynote speech, expressing her admiration for the work being done in the hospice palliative care community, and recognizing the important work our members do in the community.

Following significant discussion and debate, Canada legalized assisted death in 2016. Referred to as Medical Aid in Dying or MAiD, the common element present on both sides of the debate was the imperative for access to hospice quality palliative care. HPCO upheld that MAiD is not within the continuum of hospice palliative care service, and as such, to no position either in favour or opposed to MAiD. HPCO supported our members in preparing to respond to requests for MAiD and respected the decisions made by local hospice care providers and professionals. The legalization of MAiD raised awareness and emphasised the need to ensure that all Ontarians have access to quality hospice palliative care. HPCO continuously promoted the need for better access by making submissions to parliamentary and legislative committees and engaging with government and members of the legislature.

The 2016 Ontario Budget included funding to improve access to quality hospice palliative care with a new investment of \$75 million over the next three years. Highlights include funding for 20 new hospices, an increase in the per bed funding rate for existing and new hospices, additional funding for visiting hospices, support for the Ontario Palliative Care Network, and other community investments. The government invested in HPCO to expand our Health Care Consent and Advance Care Planning work and to develop new tools for healthcare professionals, caregivers and the public.

Collaboration and partnership continue to be the foundation to HPCO’s commitment to support our members in the delivery of quality care. Our partnership with Saint Elizabeth Health Care has significantly boosted HPCO’s member service capacity. The partnership has increased hospice volunteer capacity through an online learning environment available 24/7 and 1,150 volunteers have enrolled and completed over 22,000 learning hours to date.

This partnership also enabled HPCO to launch our Hospice Development Program to mentor hospices fundraisers in leading practice through direct support and a Community of Practice for peer networking and learning.

We partnered with Sick Kids to bring add a pediatric symposium to the conference in 2016. The highly successfully symposium has become a biennial event and will be back in 2018. Our partnership with OPCN supported hospice capacity planning, and our work with government and the Ministry of Health and Long-Term Care is strengthening Health Care Consent and Advance Care Planning. HPCO continues as the Secretariat for the Quality Hospice Palliative Care Coalition of Ontario, one of the four partners in the Ontario Palliative Care Network.

Three new communities of practice were created to connect members and support knowledge exchange, networking, and research in focused areas of interest. The new communities of practice include Compassionate Communities, Compassionate Communities Research and Rural Hospice Palliative Care. These new communities of practice (CoP) join our Health Care Consent and Advance Care Planning CoP which has been tremendously successful in engaging health service providers and building awareness of Ontario’s legal framework for health care consent and decision making.

The Patient’s First Act brought major change to the health care structure in Ontario and will continue the focus on local planning and patient centred care. New/revised Regional Palliative Care Networks within the OPCN structure will continue to evolve to support these efforts. Hospices are actively promoting Compassionate Communities and have significant potential to play a leading role in regional palliative care initiatives and community engagement. In the coming year, HPCO will continue and expand member services that enable our members to build capacity and provide outstanding care and we will continue to work with all parties in the legislature to promote equitable access to hospice palliative care.

Quality hospice care has become increasingly important to our communities. More than ever, people have an awareness of how hospice palliative care can help their loved ones, yet we have a long way to go to ensure that all Ontarians have equal access.

Hospice Palliative Care is perhaps the best example of patient centred care in Canada and you are the reason this is true. You are the nurses, volunteers, physicians, personal support workers, caregivers, volunteer coordinators, counsellors, therapists, system planners, administrators, and patients whose dedication and compassion make this happen.

Thank you for caring and making a difference. We look forward to more partnerships and collaboration with you, our members, as we continue together in our exciting and important journey to support individuals and families across Ontario.



A handwritten signature in black ink, appearing to read 'John Crean'.

John Crean
Board Chair



A handwritten signature in black ink, appearing to read 'Rick Firth'.

Rick Firth
President & CEO



OUR STRATEGIC PRIORITIES

Provide Leadership

We will represent the interests of our members and the people they serve through constructive engagement with government, coalition partners and other stakeholders. We will promote public policy that advances and supports access to quality hospice palliative care for the people of Ontario, delivered by sustainable organizations, healthcare professionals, and volunteers.

To achieve this we will:

- Proactively identify trends and emerging issues in HPC and advocate for improvements in provincial policy and strategy that support hospice palliative care across the continuum of care.
- Provide leadership at key provincial tables and structures that guide or impact hospice palliative care.
- Work with our provincial partners to: improve access to hospice palliative care; embed hospice palliative care philosophy across the continuum of care; and support our members in building hospice palliative care capacity.

Increase Capacity

We will increase our capacity to meet the evolving needs of members and other stakeholders.

To achieve this we will:

- Implement a resource development strategy that increases non-LHIN revenue to fund expanded services.
- Create online learning opportunities for members and other stakeholders.
- Implement an individual member attraction and retention strategy and increase opportunities for individual members to actively participate in the work of HPCO.

Create a Centre of Excellence

We will create a Centre of Excellence for Hospice Care to support our members in the planning and delivery of quality hospice care.

To achieve this we will:

- Create a Centre of Excellence focused on knowledge creation; curation; and translation, to improve quality of hospice care.
- Develop a Compassionate Communities initiative that engages citizens in building trust and connection in neighbourhoods, making it easy for people to reach out and help each other, and for compassion, acts of kindness and volunteerism to become normalized within a wide variety of community-based social networks.

HPCO Strategic Plan was refreshed April 2016 for the next three years.



Rick Firth, President & CEO of Hospice Palliative Care Ontario, and Dr. Eric Hoskins, Minister of Health and Long-Term Care, at the funding announcement for Emily’s House. The Ontario government announced a \$75 million funding increase over three years for palliative and end of life care.





HIGHLIGHTS AND ACHIEVEMENTS

Hospice Palliative Care Ontario (HPCO) prides itself as an association of members that envisions a future where every person in Ontario can quickly and easily access the finest standard of quality hospice palliative care. HPCO provides leadership by informing policy, promoting awareness and education, sharing knowledge and expanding best practices.

Accreditation Update

Accreditation highlights an organization’s commitment to continuous learning, improvement and quality assurance.

HPCO’s Accreditation Program is available to organizational members that offer Visiting Hospice or Residential Hospice services.

A total of 41 Hospice organizations have engaged with the revised accreditation process since it launched in 2015. This represents approximately half of our total Hospice members.

Congratulations to the Visiting Hospice services who have successfully completed the revised accreditation process in 2016/17.

- Circle of Care Visiting Hospice Program
- The Heart of Hastings Hospice
- Hospice Georgina
- Hospice King-Aurora
- Hospice Muskoka
- Hospice of Waterloo
- The Jewish Hospice Program
- Philip Aziz Centre

HPCO Metrics Project

HPCO has taken the lead in developing a set of common performance metrics for Visiting Hospice Services, with extensive input from individuals across the province. This work will be replicated for Residential Hospice, Shared Care Teams, and more.

Throughout 2016/17, the participants have worked to create an Outcome Map, defined 16 performance measures common to all Visiting Hospice Services across Ontario, and developed several data collection tools.

Data collection tools are being piloted by Hospices across the province in 2017/2018.

(Leading HPCO through this process, Brian Tramontini / Stratim Inc.).

HPCO accreditation provided us with the opportunity to pause and take an introspective look at our procedures and practices; allowing for both change and growth. More importantly, the process allowed us to move from focusing on our current state towards developing a long-term vision for our program and define impact for both client services and our sector.

Lisa Kronenberg, Jewish Hospice



Communities of Practice

Communities of Practice (CoPs) are groups of people who share an interest or a passion for something they do, and a desire to share knowledge and learn as they interact regularly.

Health Care Consent and Advance Care Planning Community of Practice

Hospice Palliative Care Ontario’s Health Care Consent and Advance Care Planning Community of Practice has been active since the Fall of 2015. The Health Care Consent and Advance Care Planning CoP is fast becoming the Centre of Excellence for Health Care Consent and Advance Care Planning in Ontario with over 160 members supporting the integration of Health Care Consent and Advance Care Planning into practice utilizing the Ontario legal framework.

The HCC ACP CoP has been tasked with the following deliverables:

- Developing Health Care Consent and Advance Care Planning best practice
- Health Care Consent and Advance Care Planning capacity building and education
- Increasing providers’ awareness of Health Care Consent and Advance Care Planning

The CoP Leadership Team has worked with over 2016 major health care partners from across all care settings and sectors to review their Health Care Consent and Advance Care Planning policies and materials to ensure they are compliant with the Ontario Legal Framework. The Health Care Consent and Advance Care Planning CoP has also been very active in expanding the knowledge base on the Speak Up Ontario website which serves to provide Health Care Consent and Advance Care Planning information for health care providers across sectors, as well as patients and families. The site has had over 7,000 page views with over 4,000 viewers connecting to the online Advance Care Planning workbook. Future work of the Health Care Consent and Advance Care Planning CoP will be to update the Ontario Advance Care Planning workbook that can be used by every Ontarian to ensure that all have accurate information about Health Care Consent and Advance Care Planning in Ontario.



Over the last year HPCO has launched three new CoP's:

Rural HPC CoP

When it comes to delivering health care, rural areas have unique challenges such as large geographies and a higher proportion of seniors per capita as compared to urban settings. To connect hospice palliative care providers working in rural Ontario, HPCO launched the Rural Hospice Palliative Care Community of Practice at the 2016 Annual Conference. This CoP was created to support members to network and share innovative approaches and solutions for palliative care in rural Ontario.

Compassionate Communities CoP

A Compassionate Community is one in which people can count on neighbours for extra help; where community wraps around people in distress and figures out how to help; where people and care partners find it easy to help themselves and feel in charge of life long care; and where self-care, friends, volunteers, formal care, and technology work together to achieve people and families’ important goals.

Compassionate Communities take a public health and community engagement approach to care and supporting one another.

The Compassionate Communities CoP connects members across Ontario that are actively involved, developing, or considering a Compassionate Community project. The CoP supports members to network and share knowledge, evidence and innovations about their Compassionate Community projects. The CoP provides opportunities to learn from the experience of others, share ideas, and develop shared resources and tools.

Community Research Collaborative CoP

Hospice Palliative Care Ontario (HPCO) and the hospice palliative care sector have endorsed the “Compassionate Community” as a way to mobilize whole communities to promote holistic care across the life span, including end-of-life. Other community efforts have complimentary aims that could also benefit people with life-altering conditions and their caregivers. The Research CoP was launched in December 2016 to stimulate and mobilize research and to develop evidence that is critical for informed decision making and community action. The CoP connects like-minded researchers and offers an infrastructure to support these individuals in sharing knowledge and information. It also develops and shares novel, pragmatic and agile research and evaluation approaches for adoption by existing and emerging Compassionate Communities.



Government Relations

HPCO enjoys the support of all political parties in Ontario for our goals of improving access to hospice palliative care and works with the legislature and Ministry to promote hospice palliative care. The 2016 Ontario Budget contained a significant new investment in community hospice palliative care with \$75 million over the next three years, bringing the total annual investment in the sector to \$155 million. Included in the budget was funding for 20 new hospices; more per bed funding for existing and new hospices; a modest increase for visiting hospice; and other investments in community based palliative care. Through the fall of 2016 and winter 2017, more than a dozen new hospices and hospice expansions were announced. Members and stakeholders attended a reception hosted by HPCO at Queen’s Park in December for members of the legislature and share evidence based data on the high quality of hospice care.

Legislation

Assisted death, referred to as “Medical Aid in Dying” or MAiD became legal in Canada on June 6, 2016 and Ontario passed legislation in December 2016 to support the provision of MAiD. While HPCO affirms that MAiD is not within the continuum of hospice palliative care, we recognized the need to support members receiving requests for MAiD. In April 2016, HPCO held a symposium for physicians to help prepare their practice to respond to requests for assisted death. HPCO engaged Fasken Martineau DuMoulin LLP to develop comprehensive policies and procedures for use by residential hospices. Each local hospice makes their own determination on providing or not providing MAiD in their facilities.

HPCO is working with the hospice sector to ensure compliance with the new MAiD legislation. More importantly, we continue to promote that hospice palliative care helps people to live well to the natural end of life, through pain and symptom management and psychological and spiritual supports for the patients and their family caregivers.

Auditor General Report Update

In 2016, the Auditor General released an update to her 2014 report on palliative care which called for more care and more coordinated care. The update indicated the Government is progressing well on about 60% of the recommendations. HPCO worked with Government to demonstrate the value and benefit of hospice palliative care for the people of Ontario. The 2016 budget reflected a definite uplift in Government commitment and investment in hospice palliative care. HPCO continues to work with members and stakeholders to bring about system improvements, better awareness of, and access to quality hospice palliative care throughout Ontario.



The HPCO Accreditation self-assessment framework guided our step-by-step review of all aspects of our volunteer visiting program processes. Additionally, our policies and procedures benefitted from our review through the lens of the evidence based HPCO criteria and standards. We are confident that the HPCO Accreditation Program allowed us to strengthen our visiting volunteer program and our commitment to the ongoing improvement of the quality of our organization wide support for our clients and volunteers.

Janet Belchamber, St Joseph’s Hospice London.



BUILDING CAPACITY

Partnering with Saint Elizabeth to build capacity in hospice care through innovation and collaboration

Hospice Palliative Care Ontario and Saint Elizabeth partnered in the fall of 2016 to launch a fundraising mentorship program to support and increase capacity in hospices throughout Ontario. This new and exciting initiative enables the implementation of fundraising best practices and creates synergy and economies of scale across the sector and through mentoring, forms a stronger and more collaborative community.

One of the many ways Saint Elizabeth has supported hospices throughout Ontario is participating in Hike for Hospice. Employee teams raised \$27,880 and this was matched dollar for dollar by Saint Elizabeth for a grand total of more than \$55,000. The funds benefited local hospices in communities across Canada.

This partnership has also committed to growing Ontario’s volunteer capacity through Online Learning for Hospice Volunteers, created by HPCO and Saint Elizabeth. Since August 2016, 1,150 + volunteers have enrolled in the program, and over 21,000 learning hours have been completed to-date.

Thanks to the ongoing support from Saint Elizabeth, HPCO can continue to create a future where every person and family has access to the finest standard of hospice palliative care.



Saint Elizabeth
Well beyond health care

**Thanks for
the support,
Saint Elizabeth**



EDUCATION

HPCO receives funding from the Toronto Central Local Health Integration Network to provide hospice palliative care education to long term care and community support services in the City of Toronto.

Workshops are based on current best practices and reflect the Canadian Hospice Palliative Care Association’s A Model Guide to Hospice Palliative Care, based on the national principles and norms of practice.



“Very informative and an important tool to enhance skills as a health care professional.”

Courses and Workshops:

- Introduction to Hospice Palliative Care for Interdisciplinary Staff
- Ethical Issues at the End-of-Life
- Palliative Care for Persons with End-Stage Dementia
- Becoming a Leader in Pain and Symptom Management
- Dementia and Palliative Care for Social Workers
- Dementia and Palliative Care for Healthcare Professionals

In 2016/2017, HPCO Nurse Educators conducted 72 sessions across Toronto ranging in length from one half-day to two full-day sessions. A total of 1,893 health care workers attended the courses including nurses, personal support workers, social workers and community care access centre case managers.

HPCO gratefully acknowledges
the financial support of



2016 HOSPICE PALLIATIVE CARE CONFERENCE

In recent years, Hospice Palliative Care Ontario's conference has developed an enviable reputation for hosting Canada's largest annual gathering of hospice palliative care expertise. The 2016 conference was no exception, attracting more than 800 attendees from all healthcare professions, volunteers, system planners, LHIN CEOs, and Members of Provincial Parliament. HPCO welcomed more than 100 new members through conference registration.

John Fraser, Parliamentary Assistant to the Minister of Health and Long-Term Care, opened the conference and stated how impressed he was by the quality and caliber of the presentations and workshops throughout the conference. PA Fraser addressed the contents of his *Palliative and End-Of-Life Care Provincial Roundtable Report*, (released in March 2016), confirming that we all share one goal - to improve people's lives across Ontario by improving end-of-life care.

Back by popular demand, H.I.T. (Health, Innovation, Technology) Talks challenged delegates to change their thinking and to consider different approaches to the delivery of hospice palliative care in Ontario. With five keynote presentations, 50 workshops, and many networking opportunities, the conference gave delegates a wide range of professional development opportunities and time to connect with friends and colleagues.

Premier of Ontario, Kathleen Wynne, in the closing keynote expressed her admiration for the body of work being done by professionals and volunteers in the hospice palliative care community. Premier Wynne spoke of the Ontario budget that was announced in February 2016, the major investment in community-based hospice palliative care, and her governments partnership with HPCO to create supports for patients, caregivers, and online learning for hospice volunteers.

MARK YOUR CALENDARS!

Hospice Palliative Care Ontario's Annual Conference is scheduled to be held April 22-24, 2018 at the Sheraton Parkway Toronto North Hotel and Suites. Visit www.conference.hpcoco.ca for information regarding workshop, poster and oral paper abstract submissions.



SCHOLARSHIPS AND AWARDS OF DISTINCTION 2016 RECIPIENTS

HPCO honours individuals and organizations that provide or support excellent hospice palliative care in Ontario. Awards and Scholarships are presented annually at HPCO's Conference.

The Joan Lesmond Scholarship

Dianne Parr RN

Coordinator of Hospice Services, Family Services, Perth-Huron

HPCO is proud to award the Joan Lesmond Scholarship to a community nurse or social worker in Ontario, working in the field of palliative care, who demonstrates a commitment to life-long learning and mentorship. The scholarship, named in loving memory of our friend, colleague and former board member Joan Lesmond includes a full registration to HPCO's annual conference with accommodations, as well as transportation costs and a cash award.

The Frances Montgomery Personal Support Worker Hospice Palliative Care Scholarship

Beverley Hall

Day Wellness Coordinator, Stedman Community Hospice

This scholarship award is given annually to a Personal Support Worker nominated for excellence in hospice palliative care. The award celebrates Frances Montgomery and her commitment to caring for the dying within her family and extended community. This award acknowledges the invaluable contribution of Personal Support Workers in providing excellent care for the dying, support for families and loved ones, and those who help move the quality hospice palliative care forward in Ontario.



HPCO AWARD COMMITTEE

Our thanks to the following individuals for adjudicating the 2016 award nominations:

Sandy Buchman, Russel Goldman,
Marg Poling, Carol Derbyshire,
Andrea Binkle, Kathy Murray,
and Rick Firth.

Hospice Palliative Care Ontario Outstanding Philanthropist Award

Marv Chantler

Matthews House Hospice, Board of Directors

This award is designed to recognize and show our appreciation for those individuals, families, corporations, foundations, and community and service organizations who best exemplify vision, financial support and dedication towards fostering the true spirit of hospice palliative care in Ontario.

The Dorothy Ley Award of Excellence in Hospice Palliative Care

Vivian Papaiz RN, MN, CHPCN(C), CVAA(C), CCHN(C)

Manager, Collaborative BScN Program School of Nursing, Nipissing University and Canadore College, and Program Coordinator, International Nursing and Nursing Faculty, School of Health, Wellness & Sciences, Georgian College

The late Dorothy Ley was one of Canada's first champions for quality care at the end-of-life. She brought a unique individuality to the field of hospice and palliative care, and maintained a highly visible and vocal presence during her distinguished career until her death in 1994. Dr. Ley was a pioneer who broke new ground in the fields of medicine and health care in general. The Dorothy Ley Award of Excellence, established in 1996 by the Ontario Palliative Care Association, now Hospice Palliative Care Ontario, is a reminder of her truly great legacy. The award is presented annually in recognition of an individual or team effort to advance and improve the quality of palliative and end-of-life care.

The Dr. S. Lawrence Librach Award for Palliative Medicine in the Community

Adam Rapoport MD, FRCPC, MHSc

Medical Director of Palliative & Bereavement Care Service, The Hospital for Sick Children

This award honours Dr. Larry Librach who began his medical career in 1970, and became an early presence in the field of palliative care in 1978 and was instrumental in shaping the Canadian approach to palliative care and palliative medicine. Throughout his 35 years in palliative care, Dr. Librach was a teacher and mentor, an encouraging and enthusiastic colleague and friend who embraced every opportunity to give of himself, and who consistently inspired others to do the same. The award is a \$2,500 cash award bestowed annually to a physician who demonstrates excellence and leadership in palliative care and advances palliative care in their communities through mentorship of family physicians.





The June Callwood Award

The June Callwood Award was established in 1994 by the Hospice Association of Ontario, now Hospice Palliative Care Ontario, to acknowledge and thank outstanding hospice volunteers throughout Ontario.

The award was named in honour of the late June Callwood, the Award Patron, and long time advocate of hospice, community activist, author and recipient of the Order of Canada.

June was a recipient of this award in 1995 and since then, 655 hospice volunteers have been inducted into the Circle of Outstanding Volunteers.

Volunteers are special people – a view strongly held by Ms. Callwood and expressed by her on many occasions, during interviews on TV and radio, remarks at annual conferences, and through her writing. Her book, *Twelve Weeks in Spring*, captured the spirit of hospice and emphasized the importance of the many and varied contributions of a team of volunteers. In all her years as a journalist, author, broadcaster and humanitarian, June Callwood's name became synonymous with integrity, talent and passion for social justice.

Fifty-one volunteers were inducted into The June Callwood Circle of Outstanding Volunteers in 2016.



Hospice Palliative Care Ontario thanks the Toronto Commandery of the Order of St. Lazarus for their generous support of the June Callwood Awards

2016 INDUCTEES INTO THE JUNE CALLWOOD CIRCLE OF OUTSTANDING VOLUNTEERS

Davina Alexander, Cornwall Carefor Hospice
Mary Lou Anderson, Beth Donovan Hospice
Isobel Boyle, Hospice Wellington
Corry Brockwell, Hospice Georgian Triangle
Johanna Brownlee, St. Joseph's Hospice of Sarnia-Lambton
Lyn Bryan, Evergreen Hospice
Hoa Bui, Hazel Burns Hospice
Marilyn Bullen, Bruce Peninsula Hospice Inc.
Wendy Bye, Residential Hospice of Grey Bruce
Mark Caccamo, ARCH Hospice
Monica Elaine Campbell, Hospice Care Ottawa
Camille Charney, Hospice Toronto
Dale Cimolai, Bethell Hospice

Lois Comartin, The Hospice of Windsor & Essex County
Sue Culp, Hospice Niagara
Dorine Currey, VON Algoma
Bonnie Davidson, Hospice Dufferin
Marjan de Jong Deller, Hospice Simcoe
Larry Dicks, Hospice Northwest
Lorna Fenton, Hospice of Waterloo Region
Patricia Frost, Hospice Kingston
Michael and Sharon Gallagher, Hospice Renfrew
Suzanna Ganton, Hospice Orillia
Frank Hamper, Hospice Lennox & Addington
Catharine Henderson, The Bridge Hospice
Judy Johnston, Kensington Hospice
Brenda Jones, Heart House Hospice
MaryAnn Kirkconnell, VON Grey Bruce Supportive Care Program
Tamara Lovegrove, East Haldimand Hospice
Raymond Mark, Doane House Hospice
Bob Martin, Carpenter Hospice
Jean McMahon, Heart of Hastings Hospice
Kathleen Moderwell, Chatham-Kent Hospice

Debbie Mowat, Hospice Huntsville
Marjorie Myles, Roger's House
Christine Nechelput, Stedman Community Hospice - Hankinson House
Helen Neufeld, Rose Cottage Visiting Volunteers
Cheryl Nuttal, Matthews House Hospice
Gail Oakley, Hospice Muskoka
Carol Owens, Near North Palliative Care Network
Bonnie Phillips, VON Oxford Sakura House
Diane Rainbird, Community Care Northumberland Hospice Palliative Care Program
Doris Richardson, Family Services Perth-Huron
Richard 'Dick' Scott, St. Joseph's Hospice London
Joanne and Dave Stamp, Maison Vale Hospice
Jean Stewart, Niagara-on-the-Lake Community Palliative Care
Mark R. Stoiko, The Dorothy Ley Hospice
Peggy Tenbrinke, McNally House Hospice
Erik van de Ven, Philip Aziz Centre & Emily's House
Margaret Van Den Hazel, Hospice Georgina
Andrew Welch, Hospice King-Aurora



OUR SUPPORTERS

2016 Hospice Palliative Care Ontario Conference Sponsors and Exhibitors



LIFE WELL CELEBRATED™









CORPORATE AND FOUNDATION SPONSORS

- Life and Death Matters
- Saint Elizabeth
- The Order of St. Lazarus, Toronto Commandery
- Foundation Alex U. Soyka
- CannTrust

STEWARDING RESOURCES

Financial Performance

HPCO ended the fiscal year with a surplus of \$913 compared to \$35,507 in the prior year. Revenue increased by 7% (\$81,436) from \$1,235,167 in 2016 to \$1,316,603 in 2017. Funding from the Government of Ontario is lower in 2017 due to a \$31,000 differential in one-time funding from 2016 (\$225,000) and 2017 (\$194,051). Donations were \$23,260 lower than the prior year which included a one-time bequest. Conference revenue increased by 16% (\$55,578) reflecting the increase in conference attendance.

Total expenditures increased by 10% (\$116,030) from \$1,199,660 in 2016 to \$1,315,690 in 2017. Salaries and benefits increased by 23% (\$80,836) due to new hires. Professional and consultant fees decreased 18% (\$74,530) due to a decrease in contract staffing costs when one-time funded projects were complete. The 69% (\$76,950) increase in office and general expense was related to one-time funded project costs. Travel, meeting and conference expenses increased by 23% (\$43,706) due to increased costs associated with conference. Insurance for member services are recorded under office and general expense in the amount of \$2,854.

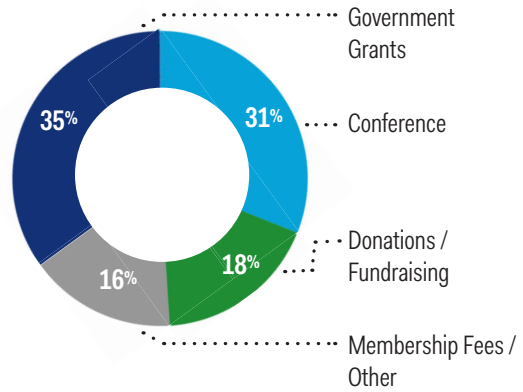
Member services include conference and education, standards and accreditation, training materials, policy development, member and stakeholder relations, communications, public awareness, and awards of recognition. Member services are funded by membership fees, donations and fundraising, and net income from the annual HPCO conference. HPCO receives government funding from the Toronto Central LHIN that is restricted to delivering palliative care education to long-term care and community support services in the City of Toronto and to operating the provincial hospice palliative care information service currently known as Hospice Ontario.

Charitable Information

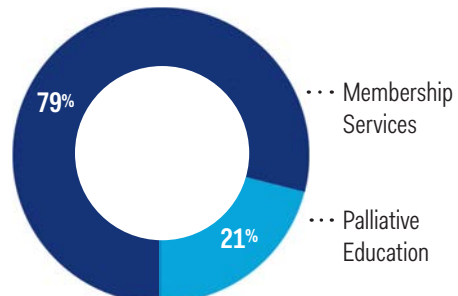
HPCO strives to be a good steward of funds received from grants, donations, merchandise sales, and the annual conference. The adjacent graphic outlines expenditures for HPCO's charitable mission, administration and fundraising. Total staff compensation across all programs in 2016/2017 was \$439,838. Gifts to qualified donees represent the total amount of profit sharing paid to local hospices participating in the provincial Nevada gaming program (break open lottery tickets) operated by HPCO.

To view HPCO's complete T3010 Charitable Information Return, please visit cra-arc.gc.ca or www.hpcoco.ca under 'About'

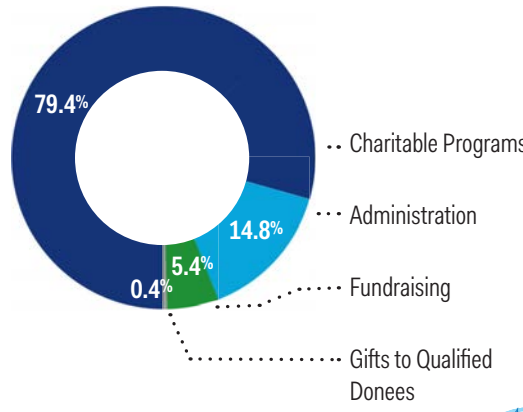
Where our Money Came From



How our Dollars Were Spent



Charitable Information Return (T3010)



FINANCIAL STATEMENTS

Statement of Operations

For the Fiscal Year Ended March 31, 2017

	HPCO Member Services	Palliative Education and Information Services	Total 2017	Total 2016
FUNDED BY				
Foundations	100,192	-	100,192	18,430
Donations	35,634	-	35,634	58,894
Nevada ticket sales	98,017	-	98,017	115,910
Conference and education	407,878	-	407,878	352,300
Government of Ontario	194,051	267,975	462,026	492,975
Membership	163,425	-	163,425	160,460
Merchandise and publication sales	49,313	-	49,313	36,037
Interest and sundry income	118	-	118	161
	<u>1,048,628</u>	<u>267,975</u>	<u>1,316,603</u>	<u>1,235,167</u>
EXPENSESES				
Salaries and benefits	\$ 240,227	\$ 199,611	\$ 439,838	\$ 359,002
Nevada ticket costs	48,359	-	48,359	57,815
Nevada profit sharing	5,142	-	5,142	6,843
Office and general	184,754	3,978	188,732	111,782
Professional fees and consultants	288,484	45,639	334,123	408,653
Insurance		1,567	1,567	4,368
Rent and operating costs	42,320	25,672	67,992	62,133
Travel, meeting and conference	229,937	-	229,937	186,231
Amortization - capital assets		-	-	2,833
	<u>1,039,223</u>	<u>276,467</u>	<u>1,315,690</u>	<u>1,199,660</u>
	9,405	(8,492)	913	35,507
FUNDED BY OPERATIONS	<u>(8,492)</u>	<u>8,492</u>		
EXCESS OF REVENUE OVER EXPENSE	<u>\$ 913</u>	<u>\$ -</u>	<u>\$ 913</u>	<u>\$ 35,507</u>

Statement of Financial Position

As at March 31, 2017

	2017	2016
ASSETS		
CURRENT		
Cash and short term investments	\$ 603,847	\$ 412,337
Accounts receivable	36,835	47,223
Prepaid expenses and deposits (note 7)	<u>101,464</u>	<u>96,756</u>
	<u>742,146</u>	<u>556,316</u>
	<u>742,146</u>	<u>556,316</u>
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	\$ 110,034	\$ 86,931
Deferred revenue (note 8)	<u>459,114</u>	<u>297,300</u>
	<u>569,148</u>	<u>384,231</u>
NET ASSESTS		
Unrestricted	<u>172,998</u>	<u>172,085</u>
	<u>172,998</u>	<u>172,085</u>
	<u>\$ 742,146</u>	<u>\$ 556,316</u>

This statement is an excerpt from the Audited Financial Statements prepared by Wallington Chong LLP Chartered Accountants, Licensed Public Accountants. A complete copy of the Audited Financial Statements is available at www.hpcos.ca under About HPCO. Please refer to the Audited Financial Statements for notes and further information. For a printed copy, please contact Hospice Palliative Care Ontario at 1-800-349-3111.

This statement is an excerpt from the Audited Financial Statements prepared by Wallington Chong LLP Chartered Accountants, Licensed Public Accountants. A complete copy of the Audited Financial Statements is available at www.hpcos.ca under About HPCO. Please refer to the Audited Financial Statements for notes and further information. For a printed copy, please contact Hospice Palliative Care Ontario at 1-800-349-3111.



OUR PEOPLE

We draw strength from each other; we are a community. We sincerely thank the many members, volunteers and staff who contribute their time and talent to advance Hospice Palliative Care Ontario's vision and mandate.

Board of Directors

- John Crean (Chair)
Teneo Strategy
- Marg Poling (Past Chair)
Retired
- Beth Ellis (Secretary)
Toronto Commandery Hospice
- Ingrid Robinson (Treasurer)
Brookfield Global Integrated Solutions
- Andrea Binkle
Health Care Consultant
- Royanne Gale
CarePartners
- Rod Malcolm
DHR International
- Theresa Mudge
ARCH Hospice
- Vivian Papaiz
School of Nursing, Nipissing University & Canadore College
- Rodney W. Seyffert
R.W. Seyffert Legal & Consulting
- Gretchen Van Riesen
GVR Consulting

Staff

- Michelle Colero
Development Manager
- Julie Darnay
Manager, Partnership & Communities of Practice
- Danna Drascic
Facilitator, Palliative Education
- Deanna D’Souza
Decision & Project Support Specialist
- Rick Firth
CEO & President
- Maria Mallari
Executive Assistant
- Randy Markus
Conference Coordinator
- Paula Neil
Director of Operations
- Olga Nikolajev
HCC & ACP Project Lead
- Ingrid Norrish
Conference Event Planner
- Janet Piercey
Communications Specialist
- Tory Russel
Intern Standards Development
- Annalise Stenekes
Standards & Accreditation Coordinator
- Marissa Villacorta
Nevada Administrator

Board Committees

- Audit
 - Rod Seyffert (Chair)
 - Rod Malcolm
 - Ingrid Robinson
 - Andrea Binkle
 - Rick Firth (Staff)
- Executive
 - John Crean (Chair)
 - Beth Ellis (Secretary)
 - Ingrid Robinson (Treasurer)
 - Marg Poling (Past Chair)
 - Rick Firth (Staff)
 - Paula Neil (Staff)

- Finance
 - Ingrid Robinson (Chair)
 - Marg Poling
 - Theresa Mudge
 - Rick Firth (Staff)

- Risk Management
 - Ingrid Robinson (Chair)
 - Rod Seyffert
 - Royanne Gail
 - Rick Firth (Staff)
 - Paula Neil (Staff)

- Governance
 - Beth Ellis (Chair to Sept/17)
 - Vivian Papaiz (Chair)
 - Rod Seyffert
 - Gretchen Van Riesen
 - Rick Firth (Staff)
 - Paula Neil (Staff)

- Nominating
 - John Crean (Chair)
 - Beth Ellis
 - Rod Malcolm
 - Andrea Binkle

Working Groups

- VHS Metrics, NE LHIN Pilot
 - Léo Therrien
Maison McCulloch Hospice
 - Jeannette Carrière
Maison McCulloch Hospice
 - Suzette Forget
Maison McCulloch Hospicea
 - Catherine Grabowski
Maison McCulloch Hospice
 - Melanie Honsinger
Hospice West Parry Sound
 - Jessica Caux
Hospice West Parry Sound
 - Stephen Brushett
VON
 - Dana Boyle
VON
 - Monica Do Coutto Monni
Near North Palliative Care Network
 - Betty Smallwood
Kirkland and District Hospital
 - Sylvie Ferland
St. Joseph’s General Hospital
 - Gaston Lavigne
North Shore Health Network
 - Sharon Stephens
Manitoulin Island volunteer
 - Lianne Valiquette
North East Palliative Care Network Director and NE LHIN Palliative Care Officer

- VHS Metrics, Regional Consultation Group
 - Todd Barr
Hospice Peterborough
 - Julie Johnston
St. Joseph’s Hospice Lindon
 - Lisa Paolatto
Hospice of Windsor and Essex County
 - Sandra Loker
Hospice Care Ottawa
 - Amanda Maragos
Philip Aziz Centre

- VHS Metrics, Data Collection Tools Working Group
 - Susan Cathro
Hospice Georgian Triangle
 - Natalie Warner
Hospice Peterborough
 - Joan Williams
Hospice Northwest

- Suzette Forget
Maison McCullough Hospice
- Paula Greenwood
Hospice Peterborough
- Jan Pearce
Evergreen Hospice/Hospice Thornhill
- Lisa Paolatto
Hospice of Windsor & Essex County
- Sarah Robbins
Philip Aziz Centre/Emily’s House
- Monica Do Coutto Monni
Near North Palliative Care Network
- Julie Johnston
St. Joseph’s Hospice London
- Betty Smallwood
Timiskaming Hospice/Kirkland and District Hospital
- Theresa Greer
Heart House Hospice

- Bereavement Standards Expert Panel
 - Victoria Coombes
Hospice Care Ottawa
 - Sandy Curtisarnot
Hospice Care Ottawa
 - Monica Do Coutto Monni
Near North Palliative Care Network
 - Kristine Gagnon
Dorothy Ley Hospice
 - Lisa Kronenburg
Jewish Family and Child
 - Rachelle McGuire
Dr. Bob Kemp Hospice
 - Normand Blanchard
Maison Sudbury Hospice
 - Terri Kannegiesser
Hospice Northwest Thunder Bay
 - Evelyn Cheung
Hospice Toronto

- Spiritual Care Standards Expert Panel
 - Shirley Chenette
Hospice Care Ottawa
 - Kelly Collins
Dorothy Ley Hospice
 - Sean Gedney
Hospice Vaughan
 - Marguerite Moore
Heart House Hospice
 - Rabbi Ronald Weiss
Jewish Family and Child
 - Bridget Murphy
Chatham Kent Hospice

- Day Hospice Standards Expert Panel
 - Barb Nolan
Hospice Niagara
 - Margaret Reid (retired)
Hospice Niagara
 - Megan Hopkins
Beth Donovan Hospice
 - Lynne Thevenaz
Hospice Care Ottawa
 - Beverley Hall
Stedman Hospice

- Residential Hospice Standards Expert Panel
 - Rebecca Ellerson
Hospice Huntsville
 - Betty Smallwood
Timiskaming Hospice (Kirkland & District Hospital)
 - Kerri-Anne Wilson
The Bridge Hospice
 - Wendy Boyle
St. Joseph’s Hospice London
 - Maureen Sullivan-Bentz
Hospice Renfrew
 - Pam Blackwood
McNally House Hospice
 - Joseph Perry
Hospice of Windsor & Essex County
 - Theresa Mudge
Algoma Residential Community Hospice

- Accreditation Review Panel
 - Pam Blackwood
McNally House Hospice
 - Lisa Paolatto
Hospice of Windsor and Essex County
 - Dena Silverberg
Better Living Health and Community Services
 - Rosslyn Bentley
Credit Valley Family Health Team
 - Janet Belchamber
St. Joseph’s Hospice London
 - Lisa Kronenberg
Jewish Family and Child Services/Jewish Hospice
 - Harry van Bommel
Legacies Inc.
 - Nadine Persaud
Kensington Health Centre



Kristen Caballero
Better Living Health and Community Services
Beth Ellis
Toronto Commandery Hospice
Rami Shami
Hospice Wellington
Alexandra Allen
Hospice of Waterloo Region
Kelly Hubbard
Hospice Simcoe
Kim Woodland
Matthews House Hospice

Shared Care Team Metrics Project

ARita Mannarino
North East Community Care Access Centre
Michelle Crepeau
North East Community Care Access Centre
Marta Milks
North East Community Care Access Centre
Pam Charlebois
Algoma Residential Community Hospice
Patty Greve
Algoma Residential Community Hospice
Joan Ludwig
Timmins & District Hospital
Dr. Patrick Critchley
primary care physician
Paula Fields
Manitoulin Health Centre
Melanie Honsinger
Hospice West Parry Sound
Jessica Caux
Hospice West Parry Sound
Léo Therrien
Maison McCulloch Hospice
Trish Lafantaisie
Maison McCulloch Hospice
Catherine Grabowski
Maison McCulloch Hospice
Betty Smallwood
Kirkland & District Hospital
Lianne Valiquette
North East LHIN

Rural HPC Community of Practice Leadership Team
Joan Williams
Hospice Northwest
Lisa Hubers
Madawaska Valley Hospice Palliative Care

Betty Smallwood
Timiskaming Hospice Palliative Care Program
Chiamaka Odunukwe
Middlesex Health Alliance - Four Counties Health Services
Jill Hutcheon
Bridge Hospice
Dr. Deb Harrold
HOPE Huntsville
Julie Darnay
HPCO
Deanna D’Souza
HPCO

Compassionate Communities Community of Practice Leadership Team

Karen Candy
Carpenter Hospice
Deborah Sattler
Hospice of Windsor and Essex County
Diane Halbgewachs
Sharing My Journey
Pam Blackwood
McNally House Hospice
Amanda Black
McNally House Hospice
Julie Darnay
HPCO
Deanna D’Souza
HPCO

Community Research Collaborative Community of Practice Leadership Team

Lisa Dolovich
McMaster University, Department of Family Medicine
Michelle Howard
McMaster University, Department of Family Medicine
Denise Marshall
McMaster University, Division of Palliative Care
Kathy Pfaff
University of Windsor, Faculty of Nursing
Merrick Zwarenstein
McMaster University, Department of Family Medicine
Julie Darnay
HPCO
Deanna D’Souza
HPCO

Health Care Consent Advance Care Planning Community of Practice Leadership Team
Liz Laird
Southwest Palliative Pain and Symptom Management Consultation Program
Carol Sloan
Director/Palliative Care Consultation, Acclaim Health
Christine Bigelow
Waterloo Wellington Palliative Pain and Symptom Management Consultation Services
Judith Wahl
Barrister and Solicitor
Dr. Nadia Incardona
Hospitalist and Emergency Physician
Dr. Jeff Myers
Physician and Head of Palliative Care Consult Team
Jean Clark
Regional Manager Clinical Services, Revera Long Term Care
Betty Smallwood
Palliative Care Program Coordinator
Tara Walton
Acting Specialist, Ontario Palliative Care Network Secretariat
Julie Darnay
HPCO Manager, Partnerships & Communities of Practice
Olga Nikolajev
HPCO HCC ACP Project Lead
Deanna D’Souza
HPCO Decision & Project Support Specialist

Health Care Consent Advance Care Planning Community of Practice Regional Champions
Amy Archer
VON Canada
Lauren Chitra
Central East LHIN
Lisa Durocher/Linda Thiessen-Belch
Leamington Family Health Team
Lisa Gardner
South West Hospice Palliative Care Network
Stephanie Hendrickson
CERAH
Lauren Hoefel
Acclaim Health
Dr. Ebru Kaya
University Health Network

Aasif Khakoo
East Toronto Health Link
Elena Kubatka Williams
Ontario Medical Association
Liz Laird (Facilitator)
Southwest Palliative Pain and Symptom Management Consultation Program
Brenda MacPherson
Central LHIN
Jill Marcella
St. Joseph’s Care Group
Wendy May
Acclaim Health
Trudy Mulderhall
Central West CCAC
Shelia O’Connor
Hospice Waterloo
Nicole Oentoro
Ontario Medical Association
Terri Paske
Bluewater Health
Amy Pritzker
North Simcoe Muskoka Hospice Palliative Care Network
Dr. John Puxty
Providence Care & Queen’s University
Corrine (Corry) Schutt, Southern Frontenac Community Services Association
Sue Shipley
Hospice Niagara
Mickey Turner
Acclaim Health
Lianne Valiquette
North East Regional Hospice Palliative Care
Nadine Valk
Champlain Hospice Palliative Care Program

HCC ACP Hospital Working Groups
Ashley Tyrell
Hospice Waterloo
Brenda MacPherson
South Lake Regional Health Centre
Dr. Ebru Kaya
University Health Network
Dr. Jeff Myers
Sunnybrook Health Sciences
Jill Marcella
North West LHIN Regional Palliative Care Program
Judith Wahl
Wahl Elder Law
Lina Neves-Mera
Ontario Hospital Association

Marcia Sokolowski
Baycrest
Mickey Turner
Acclaim Health
Dr. Nadia Incardona
Toronto East Health Network
Nadine Valk
Chaplain Hospice Palliative Care Program
Nicole Oentoro
Ontario Medical Association
Sheli O’Connor
Hospice Waterloo
Teri Pask
Blue Water Health
Trudy Mulderhall
Central West LHIN

HCC ACP Long Term Care Working Groups

Ashley Tyrell
Hospice Waterloo
Brenda MacPherson
South Lake Regional Health Centre
Jill Marcella
North West LHIN Regional Palliative Care Program
Judith Wahl
Wahl Elder Law
Nadine Valk
Chaplain Hospice Palliative Care Program
Sheli O’Connor
Hospice Waterloo
Kathryn Pikington
OANHSS
Lauren Hoefel
Acclaim Health
Liz Laird
St. Joseph Health Care PPSMC
Nancy Cooper
Ontario Long Term Care Association
Dr. Ross A Moncur
Windsor Family Health Team

Oral Papers and Poster Review
Dr. Deb Harrold
Hope Huntsville Palliative Care Team
Sue Shipley
Palliative Care Consultation Program

2016 HPCO Conference Team
HPCO Conference Planning Team
Sandy Buchman (Conference Co-Chair)
Vivian Papaiz (Conference Co-Chair)
Rick Firth
Teresa Sottile
Anna LeCoche
Ingrid Norrish
Paula Neil
Helen Reilly


HPCO Onsite Staff Support
Julie Darnay
Annalise Stenekes
Marissa Villacorta
Abstract Review Team
Alexandra Allen
Andrea Binkle
Robin Cano
André Cotterall
Sandra Dunham
Joan Eaglesham
Rick Firth
Margaret Fry
Lisa Gardner
Theresa Greer
Susan Henderson Harris
Deb Harrold
Michelle Howard
Juliana Howes
Kelley Hubbard
Martha Karn
Christopher Kinger
Kathy Kortess-Miller
Brend MacPherson
Hilary Mettam
Chiamaka Odunukwe
Bob Parke
Giulia Perri
Susan Qureshi
Helen Reilly
Joshua Shadd
Sue Shipley
Annalise Stenekes
Christina Vadeboncoeur
Tara Walton
Holly Watson
Cindy Webber
Karina Wulf



Canadians prefer to:
(Statistics Canada, 2007)

70-80% 
die at home
if supports were available

but the reality is...

67% 
died in hospital

Caregivers say:

Overall Hospice Care is
Excellent
 **89%**

Hospice
was the major setting of care in
last week of life
80% 

Number of Hospices in Ontario:



44 Residential Hospices (in-patient beds)
70 Visiting Hospice Services
19 locations have both

Caregivers agreed, in the last 3 months of life,
Visiting Hospice Volunteers help:



**improve
quality of life**
44%



**avoid unnecessary
Emergency Visits
or hospitalizations**
30%

Cost of Palliative Care per Day :



\$1,100 acute-care hospital bed
\$630-\$770 palliative-care unit bed
\$460 residential hospice bed

HOSPICE PALLIATIVE CARE ONTARIO

2 Carlton Street, Suite 707

Toronto, ON M5B 1J3

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Fax: 416-304-1479

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www.hpco.ca



Hospice Palliative Care Ontario



@hpcontario

