



Teresa Dellar  
Palliative Care  
Residence

Moving  
Forward  
With

gratitude

2021-2022  
Annual Report

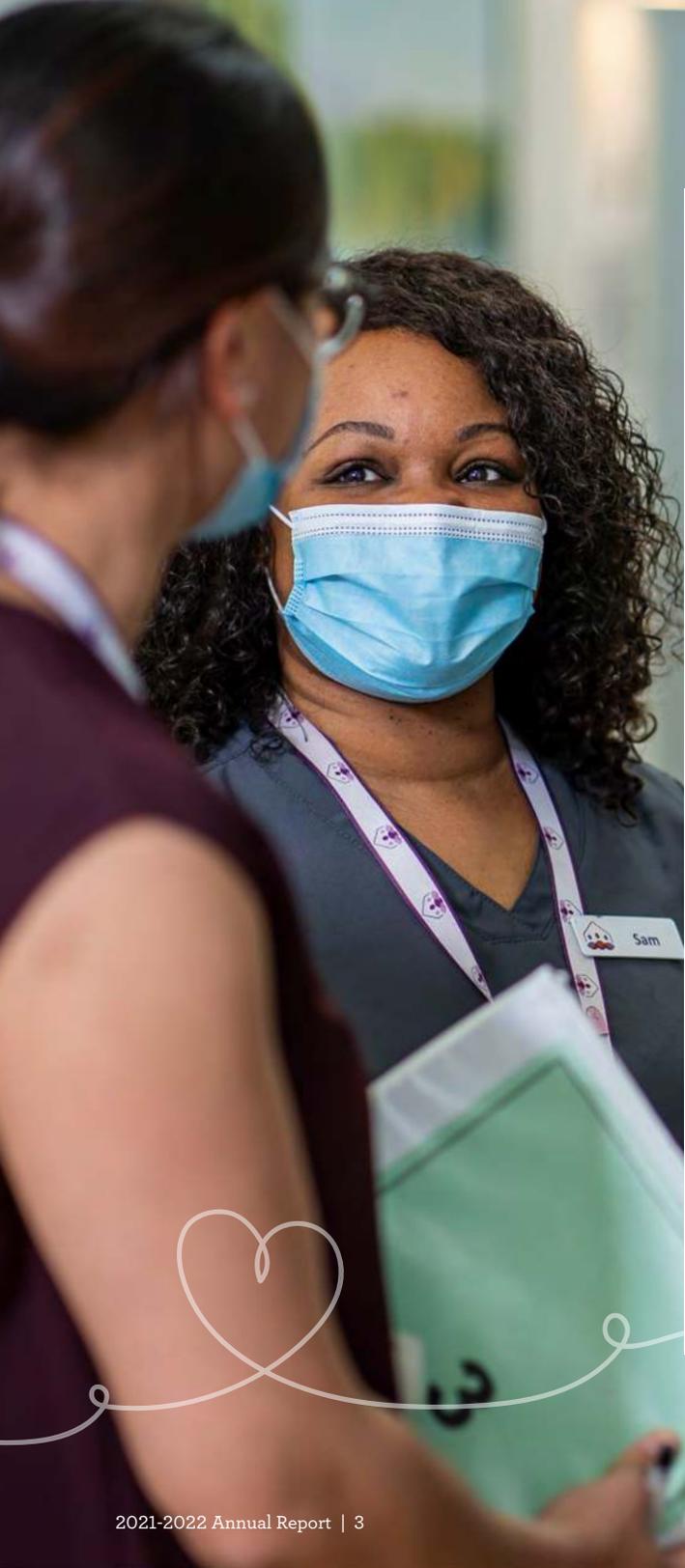


One might expect that last year was a carbon copy of the previous year. Not at the Residence.

While we continued to adapt to constant change and ongoing restrictions, coping with COVID had become second nature to us.

Drawing on learnings from year one of the pandemic, and continuing to focus on our patients and families, we evolved our services and took on new initiatives amidst the uncertainties.

Gratitude  
drove us forward.



# A Message From Dale Weil, Executive Director

## Despite COVID

As I reflect on this second year of operating in pandemic mode, I realize that in year one, we mostly coped with and adjusted to COVID. In year two, we moved forward despite COVID. With a great sense of gratitude, we pay tribute to the many people who made this past year possible. Our employees, volunteers, donors, and partners all share the same vision: making sure that patients and families get the support and care they need at the most vulnerable time of their lives.

Much like the first year, we still had to be resourceful, flexible and resilient. We had to work especially hard to balance safety and compassion as we cared for our patients and families. The consequences of the pandemic have been multiple and far-reaching, and the palliative care sector has not been spared from widespread labor shortages. Not only did this prevent us from operating at full capacity, it also added pressure on those who were diligently at work and placed us in constant recruiting and training mode.

However, we have become very agile in navigating through protocols and restrictions. More importantly, we respectfully let COVID take a “passenger seat” to making progress. When we realized that this unpredictable virus was not going away any time soon, we knew we had to forge ahead with our projects. We decided to expand our services knowing that our patients and grieving families deserve the very best, no matter what.

As you know, or will discover in this year’s report, doing our very best comes from the heart. Whether working onsite or remotely, whether an employee or a volunteer, whether a friend, a donor, a partner or a community member, all are united for the same cause: providing compassionate and dignified care for our patients and families until the very end. The accomplishments presented in these pages would not have been possible without the unwavering dedication and generosity of all these people. I remain immensely grateful for every one of their contributions. Together, we truly are making a difference.

As we prepare for our 20<sup>th</sup> anniversary in October 2022, I look forward to moving steadily forward with gratitude and our patients as our compass.

Thank you,  
**Dale**



# A Message From Our Board Presidents

**This year, we appointed two new presidents to our boards. While they each bring new perspectives, they are long-standing friends of the Residence.**

## Fresh Eyes, Same Commitment

We both began our involvement with the Residence some years before becoming board members. Over time, our engagement deepened as we witnessed everything the Residence is about and what it takes to sustain and expand its amazing and important services.

When you see and feel the passion for delivering best-in-class care and the leadership to advocate for and drive the future of palliative care, you can't help but want to be a part of it.

We are both deeply committed to our respective areas of focus, i.e., making sure the Residence continues to operate smoothly and has enough financial support to provide the warm and caring environment that allows patients to live out their last days in comfort and dignity while surrounded by their loved ones.

We are extremely proud of our team of employees and volunteers who combine their skills and compassion to make sure the individual needs and aspirations of each patient and family are met. Their focus on quality care as well as the little things that make a difference, fosters a sense of peace and tranquility that is invaluable to all those who come through our doors.

For this past year, we want to salute the resilience and versatility of not only the employees and volunteers, but also our partners, donors and community members as they all strove to ensure that the challenges did not compromise the quality of the care and services offered at the Residence. Throughout the ever-changing landscape, they never missed a beat and for that, we are extremely grateful.

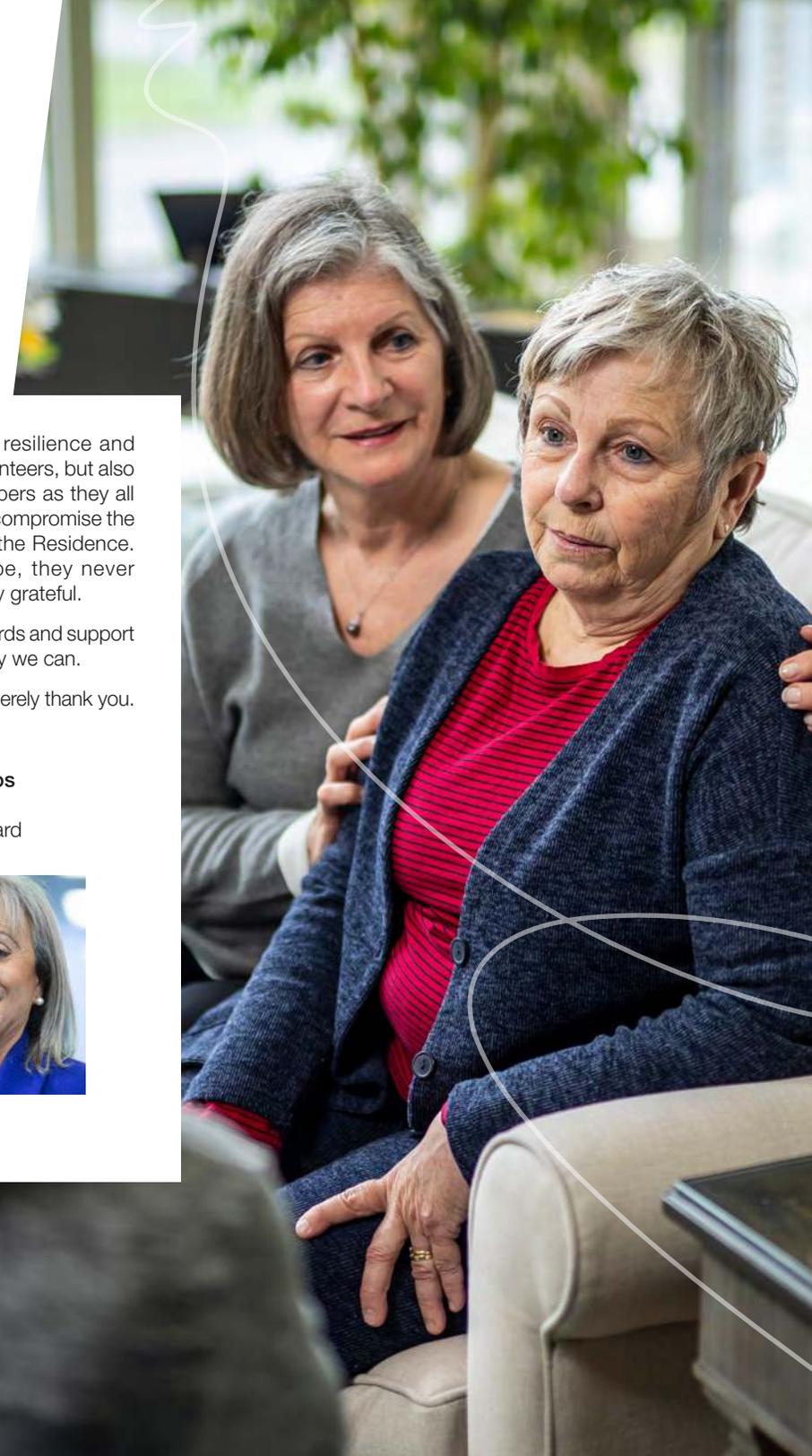
It is a privilege for us to be able to lead our boards and support the Residence and its noble cause in any way we can.

On behalf of our patients and families, we sincerely thank you.

**Kerri Elkas**  
President –  
Foundation Board



**Dawn Svoronos**  
President –  
Operations Board



# Evolving on Solid Ground

With its 23 beds, the Teresa Dellar Palliative Care Residence is the largest freestanding palliative care residence in the country. We are committed to enabling our patients to live the final chapter of their lives in the best and most fulfilling manner possible, with dignity and at peace.

## Our Mission

To provide active and compassionate care to comfort and support terminally ill patients and their loved ones and to continue as a leader in palliative care within Québec and Canada.

## Our Vision

As a leader,

- **Provide superior palliative care**, including bereavement support, ensuring public awareness and access within the community.
- **Promote and support the continuum of services** for patients requiring palliative care whether at home, in hospital, or at the Teresa Dellar Palliative Care Residence.
- **Be a center of excellence, and serve as a resource** to other communities wishing to establish palliative care residences.
- **Improve palliative care access, capacity, and quality** through education, knowledge exchange, research and advocacy.

## Our Palliative Care Philosophy

Our approach allows the natural process of death to occur in its own time and seeks to make this period as comfortable as possible for both our patients and their loved ones. Our priority is to relieve suffering, manage expectations and heighten the quality of life. Through round-the-clock nursing care, pain and symptom management, counselling services and emotional support, we help patients and their loved ones ease their suffering, have their fears acknowledged, live to the fullest and feel recognized. This means taking time to understand their unique needs and priorities and adapting our care accordingly.

## Our Services

Our highly specialized team of physicians, nurses and patient care attendants is committed to providing best-in-class care to patients at the end of life. Our Supportive Care Team consists of social workers, an art therapist, a music therapist and volunteer spiritual care counsellors. Additionally, a team of trained volunteers provide patient care and bereavement follow-up services to families. All of our services are offered free of charge to patients and their families. Our expanded team throughout the Residence, whether it be in the kitchen or maintaining our facility and premises, help to provide a homelike and serene place for all.

## Our Values

### Respect

Act with dignity and embrace differences

### Integrity

Be honest, fair and transparent

### Compassion

Do everything with care and kindness

### Commitment

Provide the best palliative care

### Teamwork

Collaborate to achieve our goals

# 20 Years of Moving Forward

The year 2022 marks the 20<sup>th</sup> anniversary of the Residence — the realization of a dream by co-founders Teresa Dellar and Russell Williams.

After years of fundraising and dedication, the *West Island Palliative Care Residence* opened its 9 beds on **October 15, 2002**. It was the first facility of its kind on the island of Montreal.

So many people cared for, so many wonderful stories, so many fantastic accomplishments, so many caring volunteers, so many generous supporters, there is a lot to be proud of and grateful for.

A true reason for celebration!

Throughout 2022, this special milestone will not go unnoticed as we celebrate these twenty years of amazing growth, and advocacy for palliative care throughout Canada and around the world.

Here's to twenty more years!





## Embracing Differences

We are strongly committed to the principles of equity, diversity, and inclusion which recognize cultural safety both in our palliative care practices and as an employer.

As part of our ongoing efforts to foster a respectful, positive, welcoming and warm environment, we developed an official policy statement which we proudly stand behind, now available on our website and Intranet. In December, we conducted an Equity, Diversity and Inclusion survey with all employees and volunteers. The results were shared and guided us in future steps. We were also pleased to partner with the [Canadian Centre for Diversity and Inclusion](#) to conduct two mandatory training modules on the Fundamentals of EDI and Unconscious Bias.

The Teresa Dellar Palliative Care Residence is committed to fostering and preserving a culture of diversity, equity and inclusion for all our employees, volunteers, patients and their families.

We believe that the collective strength of our experiences, beliefs, skills and perspectives fuels the extraordinary care we provide.

*“We are never truly ready, but if we need to accompany someone at the end of life, having the privilege to spend this time like we did, together as a family, is a true blessing. Everybody should have the chance to spend those last moments with the people they love.”*

Lucie Trottier, wife of Sylvain

We embrace,  
encourage and respect  
differences.

We welcome  
all backgrounds and identities.

We foster  
fair treatment, access,  
opportunity and  
advancement for all.

We nurture  
a diverse and supportive  
environment.



*“Palliative care practice involves all the fields of medicine. Patients are living longer with end of stage diseases, but they need much more support to maintain a good quality of life. Concretely, our palliative care philosophy comes to life when we provide outstanding care at all levels and create a variety of programs in the areas of research, teaching, and bereavement to make sure their experience is the best that it can be. We must also support services in the community to improve patients’ quality of life prior to admission.*”

*If we had ONE WORD to describe the past year it would be PERSEVERANCE, as we were able to continue and to enhance our clinical and academic activities despite pandemic challenges. We continued to perform research projects, which we expect to complete later this year, and were very busy supporting two university palliative care programs over six academic curricula. In total, we trained 29 medical students.”*

Dr. Elena Neamt and Dr. Sylvie Bouchard,  
Co-Medical Directors

# Making the Best of Every Day

Each patient comes to us with their own unique hopes, fears and expectations about the end of life. We help them to live their days to their fullest until they die. We are passionate about making every day count and go out of our way to make the ordinary, extraordinary.

With patients at the core of our interdisciplinary team approach, we develop personalized care plans to support their unique physical, emotional, social and spiritual needs. This encompasses supporting families and loved ones as they navigate their way through their own journeys.

## Clinical Care

We are thankful to count on a clinical care team composed of highly specialized experts in pain and symptom management at the end of life. Our physicians, nurses, patient care attendants and supportive care professionals care for our terminally ill patients with their remarkable knowledge and compassion, focusing on what matters most in their last days.

This year was particularly trying for our clinical team who gave it their all in very challenging circumstances, including the ongoing labour shortage. We are forever grateful for their dedication which allowed us to forge ahead while ensuring the care for which we are known.

*“We are proud to maintain the high quality of care as we constantly adapt our approach due to COVID. We are thankful to be able to count on the dedication and flexibility of our amazing clinical care team.”*

Dr. Elena Neamt and Dr. Sylvie Bouchard, Co-Medical Directors

## Bereavement Support

The death of a loved one can cause varying degrees of distress, sorrow and suffering and impact multiple aspects of life. Since 2002, the Residence has been supporting family members through this trying time with a variety of activities, both in individual and group settings.

The Residence provides volunteer calls, professional counselling, grief support groups and literature about grief. Bereavement support is also offered in workshops for children and teens.

Grief support groups are safe spaces where participants can receive and provide support, express emotions, share experiences and interact with others who are going through the grieving process. They are available to any person living in the community, whether they have a previous relationship with the Residence or not.

We held most of our groups online last year but did take advantage of a short period in the fall 2021 to hold them in person.

- **Adult Groups (50 participants in total):**

In each wave, two groups met weekly – one in the day and one in the evening – for 2-hour periods each, for 8 sessions.

- **Young Adult Group (7 participants in total):**

September 2021 to November 2021: one group met in the evening for a 2-hour period, for 6 sessions

- **Children's Workshop (8 participants in total):**

October 2021: a one-day workshop was held on-site; using creative mediums, art and music therapy.

- **750 Bereavement Calls:**

Made by both the Supportive Care team and volunteers.

A woman with long brown hair, wearing a name tag that says "Sarah", is smiling and looking at a young girl with long blonde hair. They are both focused on working on a large wooden loom. The room is decorated with various items, including a blue apron and a colorful wreath on the wall. The scene is captured in a warm, indoor setting.

*“In some ways, the Supportive Care team can be thought of as a string quartet. The four of us each play a different role in addressing the individual and their family’s needs, which are interconnected.”*

Dan Goldman, Music Therapist

*“When a patient arrives here, our priority is that they are comfortable, that they don’t have pain, that their physical needs are met. And our team is everything else. We come in and we make sure that their family is comfortable and that their social needs are met. And emotionally, that they feel OK. We really like to see this person in their entirety – the whole person approach.”*

Pauline Orr, Social Worker

Like everyone at the Residence, the Supportive Care team started with the hopes that we had finally reached the “new normal” but soon realized there is no “new normal”. At least not yet. In spite of the obstacles, they pooled their creativity and innovation, and were able to safely launch new bereavement support services: **Growing With Grief, Walking With Grief and Create, Connect, Community.**



### Growing With Grief

This new program helped grieving individuals reconnect with nature and break social isolation. Activities included planting vegetables, flowers, and therapeutic plants, ongoing care including watering and weeding, as well as art-based activities using plants and flowers grown by participants.

May 2021 to October 2021: One group, held every other week, for a 2-hour period, for 10 sessions.

### Walking With Grief

Participants in this new walking group met to connect with others who are experiencing loss. The benefits of being in nature are well-known: nature provides a quiet peaceful environment to reflect, be awed, and move the body.

May 2021 to October 2021: One group, held every other week, for a 2-hour period, for 10 sessions.



### Create, Connect, Community

This initiative is intended for adults who have experienced a loss and are looking for a creative community with whom to share and process their grief. Initially a virtual program, conversion to a hybrid virtual/in person mid-way allowed us to be more inclusive and have more people benefit from the experience.

February 2022 to April 2022: Participants met every week for a 2-hour period for 10 sessions

*“Sylvain was in so much pain that when we got the confirmation of his admission here, it was a relief for me and my two daughters because as his wife, I was no longer able to meet his medical needs. I couldn’t have asked for better for the man I love.”*

Lucie Trottier, wife of Sylvain



## SLOW DOWN

Slow down  
My children's children  
Take your time  
And look around

Pay attention  
To the world  
Plant your life  
With things you love

Because next week  
May not come  
Could be here today  
And gone tomorrow

The same is true  
For me and you  
This song belongs  
To all of us

If you're rich  
Or if you are poor  
If you're old  
Or even young

As the years  
Go flying by  
You will learn  
To sing this, too

## Music and Art

Music and art provide relief, beauty and peacefulness to our patients and families and will always play important roles at the Residence.

### Music to Our Ears

With the arrival of our music therapist Dan Goldman in April 2021, we were thrilled to offer patients and families the physiological, emotional, social and spiritual benefits that music therapy provides.

Typically, a music therapy session can unfold in three ways: the person can either listen to music played on an iPad or by Dan himself, sing along, as desired, and discuss the song afterwards. There can also be improvisation, using the cart full of instruments, which often results in a lot of expression and creativity. And finally, many people are interested in composing their own songs, either from scratch, or based on pre-existing songs where they replace the lyrics with their own.

Some patients and their families share emotions and reminisce with our music therapist. One patient took advantage of their time together to write this song for her grandchildren.



**[Click here](#)** to listen to SLOW DOWN  
(performed by Dan Goldman, music therapist).





### The Everlasting Impact of Art

In place for some time now, our art therapy program continued to expand, with the full use of our new art studio and children's room. Amidst continued restrictions, our art therapist Sarah Tevyaw resourcefully organized various art activities and legacy projects with family members.

As an example, below is a poem, written by a patient, on the Winter Solstice, sending light to darkness.

### SLEEP

Sleep is slow to come

Thoughts are jostling each other  
and wander in my head

All this hubbub guides my steps  
towards tomorrow

For which all hopes are permitted

Hope that tomorrow my dream  
will come true

Dream that all the roads of  
happiness will meet and move  
in the same direction...

(Open translation)

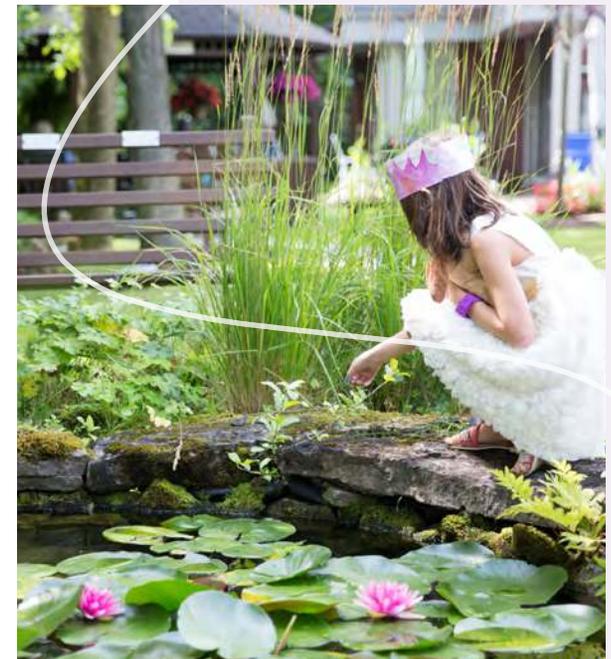
Ronald Grégoire, patient



### Nature and Animals

Although they are not officially considered complementary therapies, animals, flowers and plants add to our patients' and families' well-being.

- **Flowers / Plants:** Our exterior grounds are our pride and joy and we are so grateful for the expert touch our volunteer gardeners bring to our many flowerbeds. Thanks to the generous donation of a large variety of potted plants, the Residence is also filled with lovely greenery and flowers, including a "healing garden" for everyone's enjoyment all year long.
- **Animals:** Last summer, we started collaborating with A Horse Tale Rescue, a not-for-profit organization that provides equine-assisted activities. On several occasions, we were thrilled to welcome Rusty, their "travelling" rescue horse, onsite for patients and family members to benefit from his calming and attentive presence.





## Our Interdisciplinary Care Team

1  
Director  
Clinical Care

10  
Physicians

1  
Nurse  
Manager

24  
Registered  
Nurses

10  
Licensed  
Practical  
Nurses

2  
Social  
Workers

19  
Patient Care  
Attendants

1  
Art Therapist

1  
Music Therapist

*“When I came to the Residence, I had a very good friend who was working here as a nurse, and she thought this would be a good fit for me after retirement. And she was SO right. I feel very blessed to be here. I get such a sense of satisfaction and gratitude. For me, this is what nursing is all about.”*

Heather Saintiche, Nurse

# Patient Care in Numbers

2021-2022

## Patient Stats

256  
Admissions

245  
Deaths

7  
Discharges

## Source of Referrals

57%  
Hospital

39%  
Home/CLSC

4%  
Other\*

## The Residence

23  
Beds

24/7 Care

5,214  
Admissions  
since 2002

## Diagnosis

78%  
Cancer

22%  
Non-cancer\*\*

\*Palliative care facility, LTCF, other.

\*\*Non-cancer diagnoses include, but are not limited to, amyotrophic lateral sclerosis, kidney disease, dementia and cardiovascular disease.

## Length of Stay

35%  
0-5 days

24%  
6-10 days

16%  
11-20 days

9%  
21-30 days

4%  
31-40 days

3%  
41-50 days

9%  
51+ days



64%  
English

20%  
French

5%  
French  
or English

2%  
Italian

9%  
Other



## Patient Age

2.7%  
41-50

5.9%  
51-60

15.6%  
61-70

21.9%  
71-80

34.8%  
81-90

19.1%  
91-100



# Our Warm and Welcoming Environment

## Settling Into Our New Facility

This year, we continued to settle into our new facility, and thanks to the resilience and dedication of our team, we made sure our patients and families enjoyed a safe, warm and welcoming environment. We briefly opened all three patient wings last summer but had to close one again due to our staffing challenges. The silver lining of this situation is that it became our COVID isolation wing when we had an outbreak in January 2022. In the end, we were lucky to have that extra space to help keep everyone safe!

## Continually Improving

Although we were still very involved in COVID-related matters, we provided MAPAQ (*ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec*) training and certification to our kitchen employees and volunteers as well as health and safety training for everyone. All employees also attended information sessions on financial planning and our pension plan. In addition, new hires (employees and volunteers) and students continued to be trained using our online Orientation Program which gives everyone a basic understanding of palliative care, the Residence, the Foundation and the Institute.



*“I think the little things are extremely important. Obviously, when people come from a hospital setting, or a house environment or another palliative care setting, it can be kind of stressful, it’s a big move. So anything that I can do to alleviate some of that stress and some of that anxiety is really paramount to anything else I really do.”*

Ewan Burns, Housekeeper



## Our Kitchen: the Cornerstone of the Residence

We are known for, and proud, of the home-cooked meals prepared every day with attention and love by our kitchen team. We take the time to find out what patients' favorite foods or ethnic preferences are and make every effort to serve them during their stay with us.

## Bringing Fun Into the Workplace

The Employee Social Committee is a diverse group of employees from all areas of the Residence, including the Institute. This year again, they were very active in organizing various COVID-safe activities that brought people together. As shown above, employees also took part, as a team, in the *Course pour la compassion*, where fun was had by all for a good cause!

*“When I first started working here, I decided to put crêpes with banana and Nutella for desert on the menu one day. The next day, a family member came up to me and said ‘my husband and I enjoyed the crêpes you made last night’. It was the first thing they had shared on their very first date and it was the last meal that they shared together before he passed away.”*

Stephanie Liteplo, Kitchen Manager

# The Heart of Altruism

**Our volunteers inspire us every day! They have such genuine and unselfish concern for the welfare of others. Their dedication is truly remarkable.**

Once again our volunteers were very patient with us this past year as the pandemic continued with its share of surprises. Many were ready to come back well before we were, but they were very understanding of the importance of following the guidelines to protect our patients and employees.

Those who were called back were introduced to the facility with a new, informative onboarding and training process. They had to adapt to new protocols, some took on new roles or more shifts, but they always stepped up with great enthusiasm and heart.

Do you know...

What our total number of volunteers is?

160

Despite COVID restrictions, what are the different roles that were fulfilled by our volunteers between April 1, 2021 and March 31, 2022?

- Bereavement support caller
- Gardener
- Housekeeping volunteer
- Kitchen volunteer
- Laundry volunteer
- Meal server
- Reception
- Tea/Wine & Cheese Trolley
- Auxiliary
- Nav-CARE



# Compassionate Inside and Out

We were happy to launch the Nav-CARE program this year. Nav-CARE is a community-based, family-centric service that supports seniors living at home with an advanced chronic illness. The goal of Nav-CARE is to provide special training and mentorship to experienced volunteers, so they can help individuals and their families navigate the healthcare resources and services available to them.

Eleven of the Residence's volunteers signed up to be trained as Nav-CARE navigators and we are immensely grateful for their important contributions to making this program a success. We are also fortunate to be partnering with a number of community organizations for promotion and citizen referrals.

We are one of the five centres of excellence across the country chosen to expand this Health Canada sponsored program. We are grateful for this opportunity to broaden our support of compassionate communities.



*“Helping one person might not change the world,  
but it could change the world for one person.”*

Anonymous

## In Memory of Jean Cameron

Each year, on June 6<sup>th</sup>, we mark Jean Cameron Day at the Residence. Jean Cameron was a pioneer in palliative care in Montréal, including having been instrumental in setting up the palliative care unit at the Royal Victoria Hospital. The foundation she established in her name continues to support the Residence in many ways.

On this day, we also proudly give out the Jean Cameron award. **Françoise B. Vien** was this year's recipient in recognition of her dedication and passion. Her tireless energy and the countless volunteer hours provide so many benefits to our patients and their loved ones. Her leadership in philanthropy and in the community consistently supports the needs of families.





## Evolving Our Approach for Medical Aid in Dying Requests

In March 2022, we made an important decision regarding the way we handle requests for Medical Aid in Dying (MAiD). While MAiD was legalized in Quebec in 2016, it was (and is) not considered a part of palliative care and independent palliative care residences had the choice whether or not to provide it. At the time we elected to respect a patient's request for MAiD and facilitate the two physician evaluations. Should they qualify, we transferred them to another location to perform the service.

In keeping with our commitment to our Boards to review our approach on MAiD every few years, and in response to a request from the Ministry of Health and Social Services to reflect on this topic, we established a diverse task force of 13 individuals, both internal and external to the Residence, who completed a comprehensive evaluation on MAiD and the Residence. One key question was assessed: should we facilitate MAiD at the Residence instead of transferring requesting patients to another location?

The evaluation included surveying all our healthcare professionals, and consulting with other team members, palliative care leaders at a national level, other hospices in Quebec, and past family members at the Residence.

With Operations Board approval and endorsement of our Foundation Board, beginning mid-March 2022, instead of transferring patients who request MAiD while in our care to another location, an external CIUSSS-led team will come to the Residence to administer MAiD. Bereavement support for families whose loved ones have received MAiD will continue to be provided by the Residence, as has always been the case.

### It is important to note that:

- MAiD is not part of our offered services; we will always be a residence that provides palliative care: our vision and mission remain the same.
- We will continue with our practice of not admitting patients who have already made a request for MAiD.

This decision is consistent with our values to respect our patients' choices and make their last days as peaceful and comfortable as possible, while we provide them with the best of care until the end.

# Compassion in Action

We are proud to have such dedicated and energetic employees and volunteers who are always ready to step up and roll up their sleeves, putting the team first and the patient at the core. Everyone adds value, whatever their role. They also look out for each other and are always willing to lend a helping hand. See how our employees and volunteers express how they perceive the Residence and their contribution to its mission.

*“I follow the Residence’s philosophy and make comfort, well-being and security my everyday priority. I feel it’s important that families, visitors, patients, employees and volunteers all feel safe.”*

Lucie Laperrière, Facilities Manager

*“Sometimes, people come from a hospital situation where they are seen as a medical issue. And their whole person is not acknowledged. When they come here, that’s the difference we can offer. We can offer care that recognizes them as the person they are.”*

Pauline Orr, Social Worker

*“When people first arrive, they are sad, they are upset, they are frustrated, they are going through all sorts of emotions. We are there to say ‘it’s OK, you are home now – YOUR home – and you can now enjoy the time with your loved one while we handle all the care.’”*

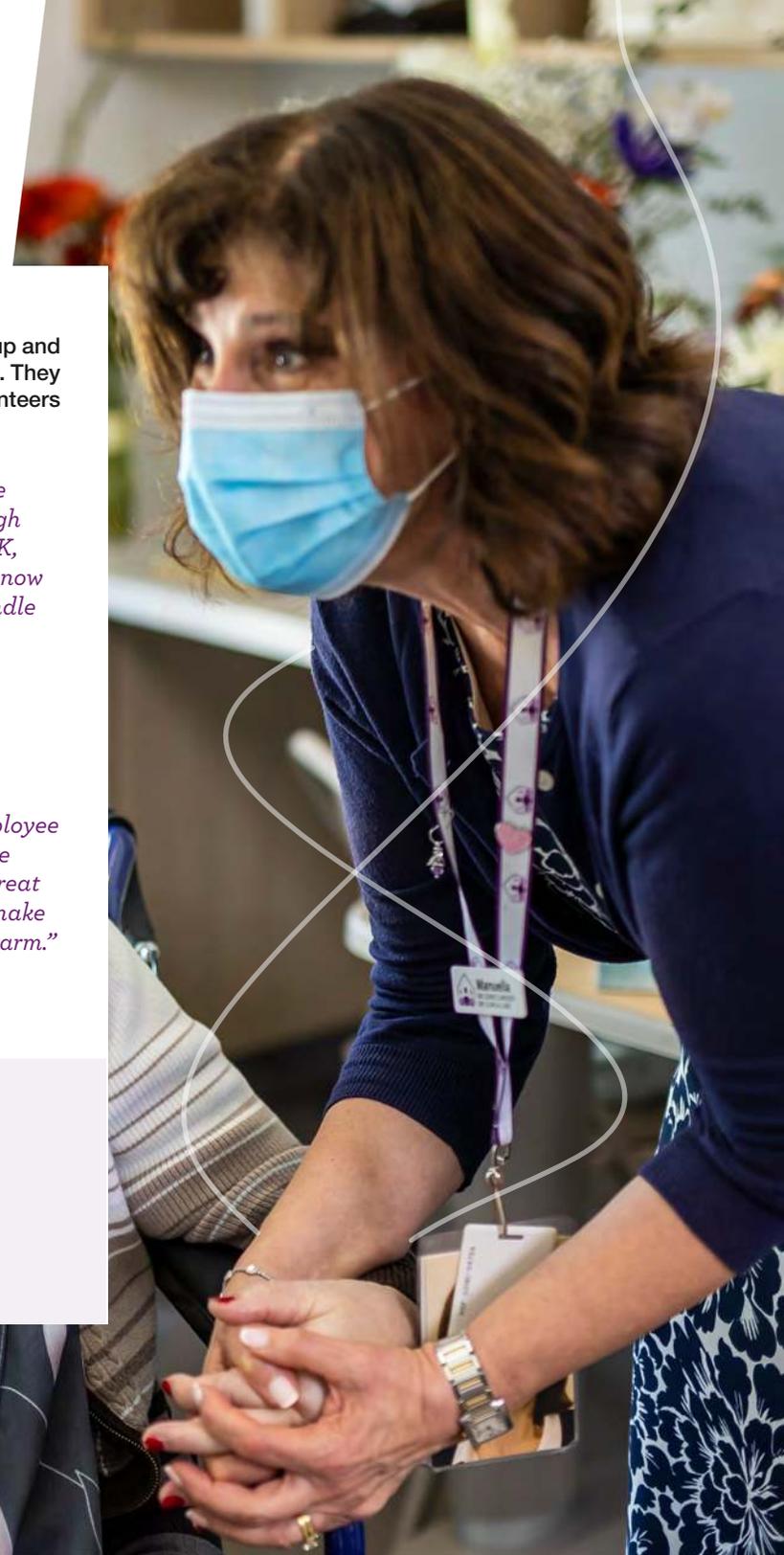
Nathalie Italiano, Executive Assistant and Office Coordinator

*“One of the things we do amazingly well here is we build a culture of community, which can be experienced by all. You don’t have to be an employee or a volunteer. Patients and family members are part of that community. I think that’s a really great part of what we do here – to include everyone, make everyone feel at home and make the place feel warm.”*

Ewan Burns, Housekeeper

*“The philosophy of palliative care at the Residence is to provide comfort, and we all know that this stage is the last stage of their life. So during this journey, we have to give respect, dignity and even love to the patients and the families.”*

Wenny De Leon, Patient Care Attendant





*“In my role as meal server, I try to be aware of what the patients’ likes and dislikes are. So it can be a simple thing like how they like their coffee, what flavour of yogourt they like, if they don’t like fish, don’t like broccoli... simple things that make a big difference.”*

Virginia McGrath, Meal Service Volunteer

*“Working in palliative care has completely changed my perspective. When I put out a dish, when I serve someone, I try to think that that dish could be the very last thing that somebody is going to enjoy.”*

Stephanie Liteplo, Kitchen Manager

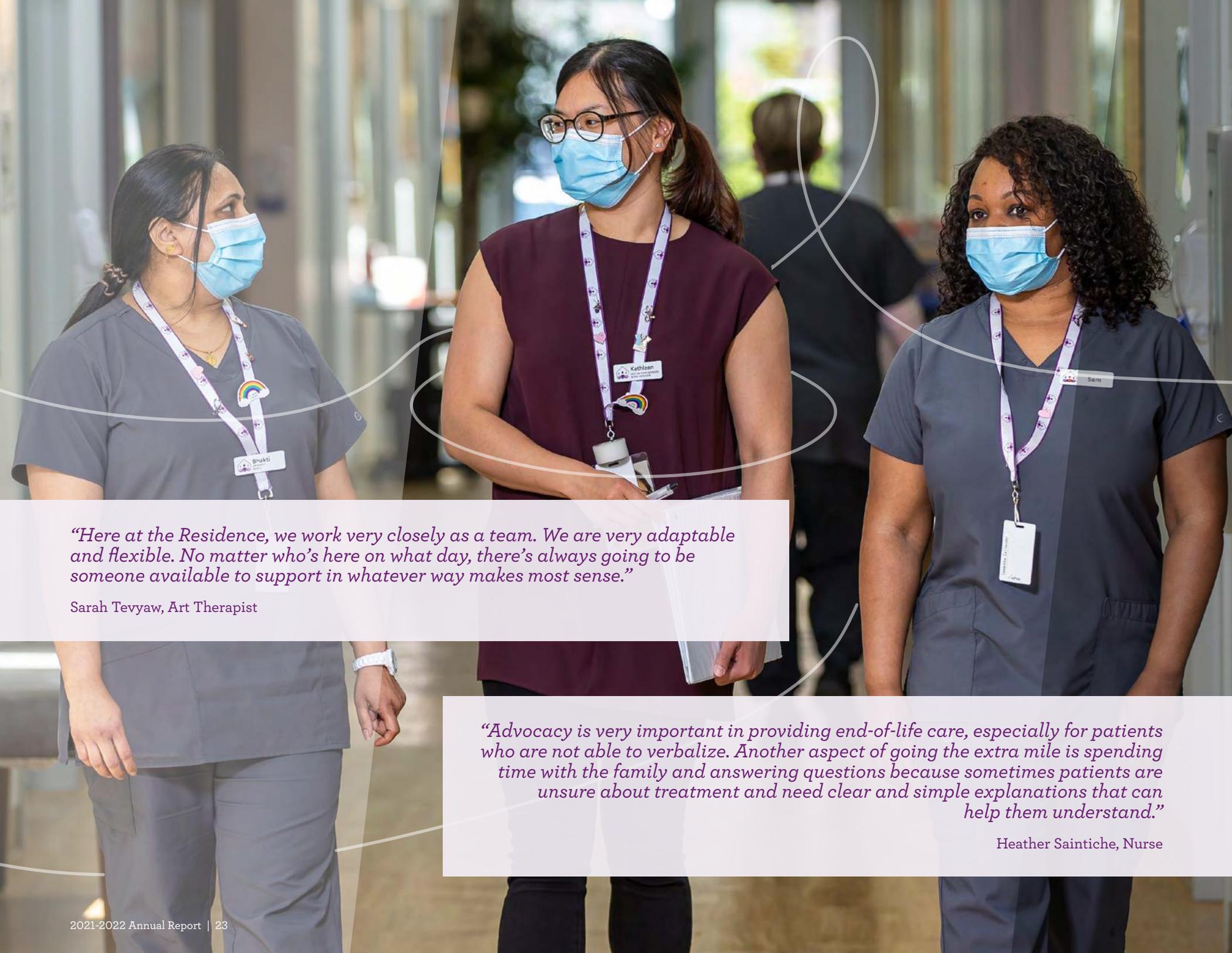
*“When I serve meals, I try to add a little sunshine to the patients’ and families’ lives. I try to provide comfort, peace, and warmth for the moments they have left.”*

Martine Rouleau, Meal Service Volunteer



*“What I’ve come to learn is that no matter who you are or what you do, little things can make a big difference and have a big impact on other people and their experience. What I think is very important is to remember people’s names. I think acknowledging someone by name allows you to have a real connection. And not just the patients, but their family members as well.”*

Cori-Ann Surette, Housekeeper



*“Here at the Residence, we work very closely as a team. We are very adaptable and flexible. No matter who’s here on what day, there’s always going to be someone available to support in whatever way makes most sense.”*

Sarah Tevyaw, Art Therapist

*“Advocacy is very important in providing end-of-life care, especially for patients who are not able to verbalize. Another aspect of going the extra mile is spending time with the family and answering questions because sometimes patients are unsure about treatment and need clear and simple explanations that can help them understand.”*

Heather Saintiche, Nurse



## Advancing Palliative Care Beyond Our Walls

As a branch of the Residence, the Montreal Institute for Palliative Care\* (the “Institute”) ensures that more people benefit from palliative care. It is accountable for an important part of our mission: **to increase awareness for and continuously improve palliative care quality, access and capacity through education, knowledge exchange, research and advocacy for the benefit of Canadians.**

More specifically, the Institute’s priorities are centered on:

- **Educational programs** for students, healthcare professionals (internal and external) and the general public,
- **Knowledge exchange** with customized programs for organizations and communities,
- **Research** to continuously improve the patient/family experience.



## Progress Despite COVID

While some initiatives had to be put on hold due to COVID-related challenges, the Institute successfully managed a variety of projects this past year. Below is an overview of some accomplishments.

\*While the Montreal Institute for Palliative Care is a branch of the Teresa Dellar Palliative Care Residence, its funding is completely independent from the Foundation.



## Education & Knowledge Exchange

### Academic Support

Supporting academic development is a very important component of the Institute's educational activities. As such, we partner with McGill University and Université de Montréal to maintain our commitment to the academic cohort. This year, we served as a "clinical rotation" site for 5 nursing internships and hosted over 25 medical students and residents and one Masters in social work student.

### Interprofessional Day: "Diversity & Inclusivity: An Interprofessional Approach in Palliative Care"

The focus of this day was on diversity and inclusivity and explored the theme of culture, all in the context of palliative care. Among the topics covered were the history of Indigenous peoples and the specific values and beliefs important for healthcare providers to be aware of, as well as end-of-life beliefs and rituals in the face of a terminal illness. A multidisciplinary panel of experts presented and discussed various aspects of a case study, with emphasis on the importance of an interdisciplinary approach to ensure optimal end of life care.

*"As a result of this day, I will be more aware of the importance of supporting different cultures. I will educate myself to become more sensitive to cultural diversity."*

### Serious Illness Conversations Workshop

End-of-life care conversations can be challenging for healthcare providers and are usually delayed. Unfortunately, this becomes a barrier that limits the ability of terminally ill patients to participate in decision-making. Two of the Residence's four trained facilitators moderated this session intended for external healthcare professionals. The workshop explored areas such as timing, content, and compassion for end-of-life conversations. We are now ready to collaborate with general practitioners, oncologists and others in the healthcare system to help identify people who would benefit from and carry out a conversations about quality of life and palliative care.

*"The entire presentation was helpful, but it was the structure that stuck the most with me and I will be using it whenever I need to have a serious/difficult conversation with patients/families."*

### ECHO - Pallium Partnership as a Hub

This year, the Institute expanded its existing partnership with [Pallium Canada](#) to become a leading national ECHO Hub partner. The ECHO (Extension for Community Healthcare Outcomes)<sup>™</sup> model creates virtual knowledge-sharing networks by bringing together healthcare providers and subject matter experts, fostering an "all learn, all teach" approach. ECHO meets our objective of building community practice workshops to assist our many stakeholders and enhance their approach to palliative care in their respective environments. We particularly target community organizations, long-term care facilities, and home care groups.

## Family Caregiver Series

An ongoing 6-part online interactive series intended for family caregivers who are looking after someone with a chronic illness. Topics include advance care planning, caring for self when caring for others, symptom management and supportive care, family member grief and bereavement and helping children cope. Each session is led by members of the Institute's professional team.

*“A well-done informative session. It is wonderful to have a forum where both my wife and I were able to discuss the care giving of my 99-year-old mother.”*

*“Thank you so much for this work. It was a very needed and hopeful webinar.”*

## Reflective Practice and Retreat Day

This retreat day was created to recognize the value and contributions of our own healthcare professionals over the past two challenging years. There was an educational component focusing on reflective practice in palliative care, as well as activities based on connection, sharing and having fun. Most Residence's healthcare professionals attended, and the hope is to hold a reflective practice and retreat day each year.

*“Continue this activity once a year, using the same ‘weekend’ format. Great location, off campus.”*

*“I want to say thank you to everyone involved in organizing the day for us. I really appreciate it!”*

*“Great day. A good way to get to know our colleagues better outside of work.”*

## Research

The Institute has a multi-disciplinary research committee whose role is to evaluate research ideas. Whether we are a collaborator/site for a project led elsewhere, or designing and leading our own research through our research leader, all research projects must fulfil the criteria of being relevant to the practice, potential to improve patient and/or family experience, taking an interdisciplinary approach, and being able to share into the practice.

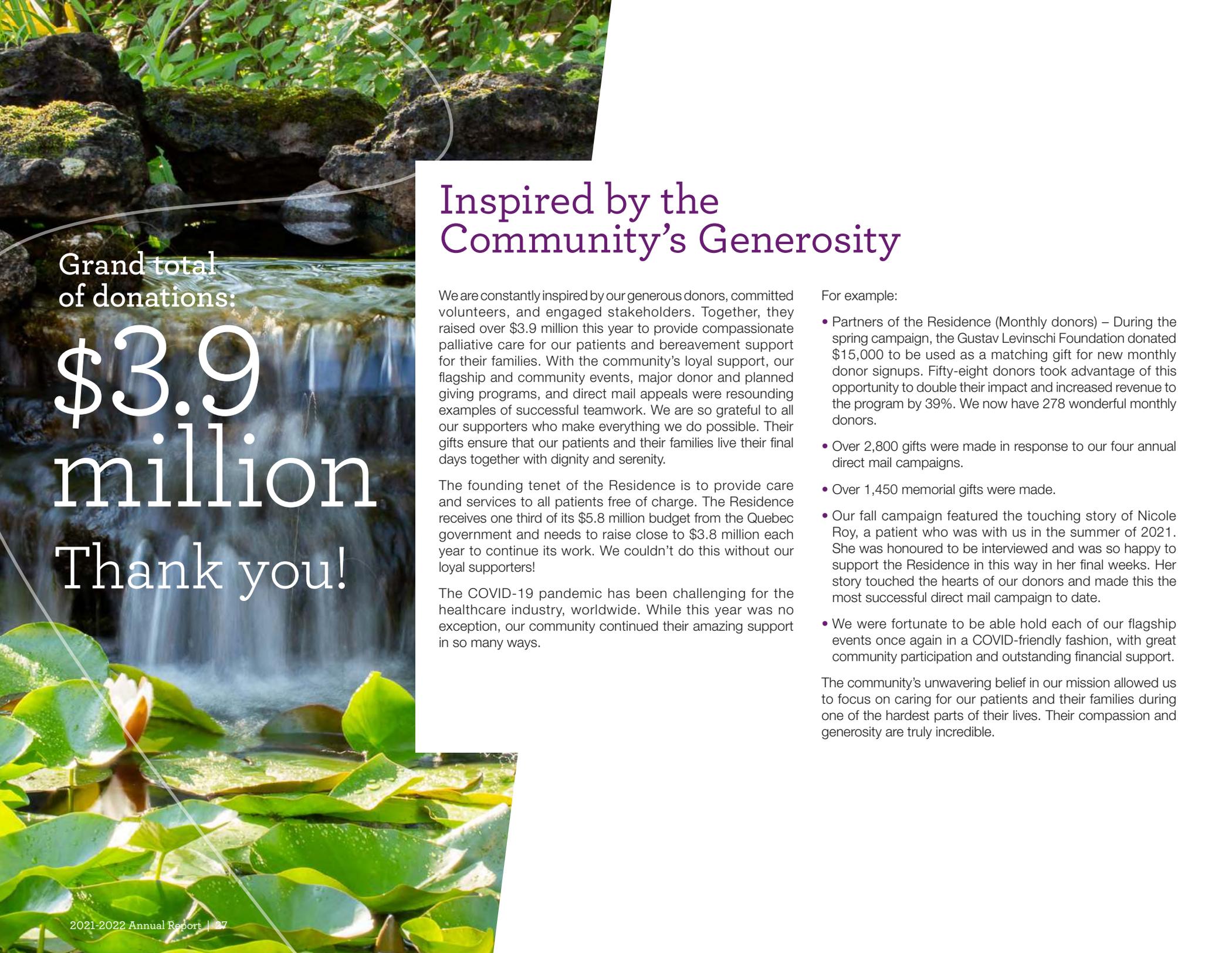
## Continued Expansion of “Compassionate Communities” Research Demonstration Project

This year, in the Montreal Centre-Sud area, we contacted close to 40 community organizations, held multiple virtual discussion forums and actively pursued projects with several of the organizations who showed the commitment and capabilities to co-create programs to benefit vulnerable populations. In the West Island area, we focused on developing the Nav-CARE program (see the Volunteer section on page 19). The Residence was named as one of 5 centres of excellence across Canada to participate in the Health Canada Nav-CARE initiative in partnership with UBC and University of Alberta.

## Progress on New Research Projects

We designed and received ethics approval from McGill University to conduct our own 300-patient study on survival prediction to help identify the best predictors to assist healthcare professionals provide a better patient/family experience. A second retrospective study focused on optimal use of certain therapies.





Grand total  
of donations:

\$3.9  
million  
Thank you!

## Inspired by the Community's Generosity

We are constantly inspired by our generous donors, committed volunteers, and engaged stakeholders. Together, they raised over \$3.9 million this year to provide compassionate palliative care for our patients and bereavement support for their families. With the community's loyal support, our flagship and community events, major donor and planned giving programs, and direct mail appeals were resounding examples of successful teamwork. We are so grateful to all our supporters who make everything we do possible. Their gifts ensure that our patients and their families live their final days together with dignity and serenity.

The founding tenet of the Residence is to provide care and services to all patients free of charge. The Residence receives one third of its \$5.8 million budget from the Quebec government and needs to raise close to \$3.8 million each year to continue its work. We couldn't do this without our loyal supporters!

The COVID-19 pandemic has been challenging for the healthcare industry, worldwide. While this year was no exception, our community continued their amazing support in so many ways.

For example:

- Partners of the Residence (Monthly donors) – During the spring campaign, the Gustav Levinschi Foundation donated \$15,000 to be used as a matching gift for new monthly donor signups. Fifty-eight donors took advantage of this opportunity to double their impact and increased revenue to the program by 39%. We now have 278 wonderful monthly donors.
- Over 2,800 gifts were made in response to our four annual direct mail campaigns.
- Over 1,450 memorial gifts were made.
- Our fall campaign featured the touching story of Nicole Roy, a patient who was with us in the summer of 2021. She was honoured to be interviewed and was so happy to support the Residence in this way in her final weeks. Her story touched the hearts of our donors and made this the most successful direct mail campaign to date.
- We were fortunate to be able hold each of our flagship events once again in a COVID-friendly fashion, with great community participation and outstanding financial support.

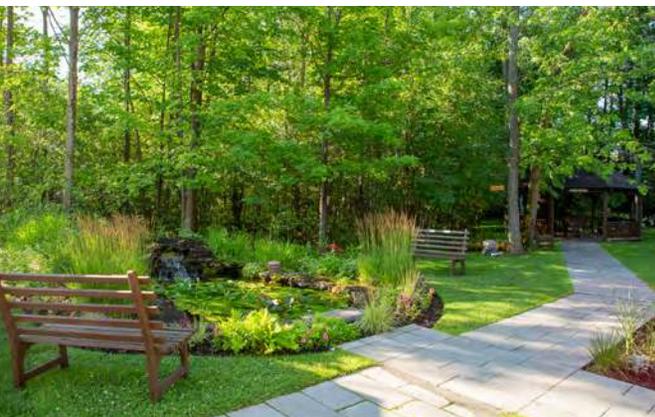
The community's unwavering belief in our mission allowed us to focus on caring for our patients and their families during one of the hardest parts of their lives. Their compassion and generosity are truly incredible.

*“From the delicious meals (daily ice cream), the cheerfulness and laughter of the nurses, to the smiles and chatter from the cleaning staff, Monique felt special and loved during her stay. My family feels incredibly fortunate to have been a part of your family.”*

Suzanne, Monique’s daughter

*“Words cannot begin to express my gratitude nor that of my family for the tremendous support and care which my uncle, Michael McBean, received during his short stay with you. I will never be able to thank you all for the kindness, patience and love you showed towards him. Even though he went sooner than we all expected, it warms my heart to know that you all made his last days full of happiness, laughter and joy. You are all truly angels on this earth.”*

Tracey McBean & family



## The Future Starts Now

Our Young Ambassadors Committee showed their support again this year in a variety of ways. With a mandate to educate their young adult peer group about the importance of palliative care, they organize community events that raise both funds and awareness for us in the community.

Their Virtual Halloween Quiz raised \$5,410 for the Residence. They volunteered to help decorate the Residence at Halloween and Christmas and provided virtual technical support to our guests for the Valentine’s Ball.

Our future is in good hands!

You can find our Young Ambassadors on social media (Instagram or Facebook) @tdpccr.ya.



*“Our parents, who became members of the Montreal community in 1955, instilled in us to cherish and support family and friends, and we’ve carried these values throughout the years. By having experienced the care that the Residence has offered to our own family and friends, we continue to be inspired by the Residence and the togetherness it brings to the community during some very difficult times. Families look to the Residence for comfort and peace which gives strength to those in need by offering care to its patients. A time of loss is a very difficult time, and the Residence provides invaluable support and compassion to our community.”*

Mark, Tom and Rolf Hagen



# Thank you

## 5<sup>th</sup> Annual Course pour la Compassion

Held virtually on  
September 25, 2021  
250 participants

**\$167,000**

Record net amount raised

## 23<sup>rd</sup> Annual Valentine's Ball Virtual Edition

February 11, 2022  
400 participants

**\$508,000**

Net amount raised

## 11<sup>th</sup> Annual Golf Tournament

Royal Montreal Golf Club  
August 30, 2021  
245 participants

**\$608,000**

Record net amount raised

### Event Sponsors

- Air Canada Foundation
- Anne Myles
- Charles River
- City of Pointe-Claire
- Delmar International
- Goli Nutrition
- Hagen Group
- Len & Nancy McDougall
- Merck Canada

- Mint Green Group
- National Bank
- Pfizer Canada
- Roxboro Excavation
- Sports Experts
- TASK
- The Gustav Levinschi Foundation
- The Oka & Grégoire Foundation
- The Tenaquip Foundation

### Community Events

- Annual Butterfly Release
- Beaconsfield Men's Slo Pitch
- Lord Reading Yacht Club
- Mercedes Benz West Island
- Montreal Rangers Supporters Club
- Royal Canadian Legion, Pointe-Claire, Branch #57
- Ste. Anne's District Poppy Fund Association
- Young Ambassadors

# Financial Report

## Statement of Combined Operations

(Fiscal Years ending March 31<sup>st</sup>)

	2021-2022	2020-2021
<b>Revenues</b>	\$	\$
Government Funding	2,032,068	2,014,740
COVID Government Funding	714,649	759,359
Fundraising Events	1,591,192	1,380,134
Fundraising Campaigns	562,886	614,623
Major Gifts & General Donations	2,264,455	2,364,259
In Memoriams	367,546	256,018
Montreal Institute for Palliative Care	461,252	482,418
Investment Income (incl'g change in mkt value)*		
Realized	489,645	209,699
Unrealized	(354,438)	928,529
	135,207	1,138,228
	8,129,255	9,009,779
<b>Expenditures</b>		
Nursing Care	2,813,492	2,365,276
Building & Amortization	1,312,483	1,337,034
Bereavement & Psychosocial	298,028	202,711
Outreach Programs/Admissions	55,026	34,933
Kitchen - André Brunet	260,527	264,494
Medical Supplies	66,068	108,836
Education & Development	26,966	5,185
Administration & Communications	1,300,844	1,460,542
Montreal Institute for Palliative Care	461,252	482,418
Scholarships and Other Tribute Initiatives	27,131	92,222
Donor Development & Fundraising	827,175	771,041
	7,448,992	7,124,692
<b>Excess of Revenues over Expenditures</b>	680,263	1,885,087

## 2021-2022 Sources of Funds



\*Note: large fluctuation due to unrealized gains/losses as financial statements reflect market values as at March 31<sup>st</sup>.

# Financial Report

## Statement of Combined Financial Position

(as of March 31<sup>st</sup>)

	2021-2022	2020-2021
<b>Assets</b>	\$	\$
Cash & Term Deposits	1,310,942	2,618,936
Mutual Funds at Fair Market Value	9,857,660	6,270,981
Amounts Receivable	43,821	587,783
Prepaid Expenditures	88,883	60,810
Capital Assets	13,850,143	14,530,411
	<hr/>	<hr/>
	25,151,449	24,068,921
<b>Liabilities</b>		
Trade Payables & Other Operating Liabilities	817,274	773,776
Capital Lease	-	50,793
Long-term Debt	3,363,018	3,788,390
Deferred Government Assistance	-	350,610
Deferred Revenue	9,927,859	8,742,317
	<hr/>	<hr/>
	14,108,151	13,705,886
<b>Net Assets</b>		
Endowment Fund	-	-
Capital Fund	2,311,661	2,311,603
Operating Fund (Internally restricted)	-	27,131
Operating Fund (Unrestricted)	8,731,637	8,024,301
	<hr/>	<hr/>
	11,043,298	10,363,035

## Uses of Operating Funds 2020-2021



47%

Direct Patient Care



18%

Administration and Communications



18%

Facilities



11%

Donor Development and Fundraising



6%

Montreal Institute for Palliative Care

# 2021-2022 Governance

We are grateful to our Board members who volunteer and dedicate their time and knowledge to ensure the Residence successfully continues to operate and evolve.

## Operations Board

### President

#### **Dawn Svoronos**

Retired Pharmaceutical Executive and Board Member for a number of Life Sciences Companies

### Past President

#### **Allen Van der Wee**

Consulting Advisor, Commercial effectiveness in health care

### Vice-President

#### **Geoffrey Kelley**

### Treasurer

#### **Phillip Gattola, CPA, CA**

Chief Financial Officer, I-D Foods Corporation/ Tantrum Corporation

### Secretary

#### **Jennifer Zerczy**

Senior Vice-President, Legal and Regulatory Affairs, McKesson Canada

### Foundation Board

#### **President**

#### **Kerri Elkas**

Senior Manager, Patient Advocacy, Pfizer Canada

#### **Executive Director**

#### **Dale Weil**

### Honorary Member

#### **and Co-Founder**

#### **Russell Williams**

Senior Vice-President, Diabetes Canada

### Directors

#### **Jean-Marc Brousseau**

President, Laboxy Inc.

#### **Karine Grand'Maison,**

#### **LL.L., LL. B**

Senior Legal Counsel, Pfizer Canada

#### **Dickson Jay**

President, PaymentFlo Inc.

#### **Lorraine La France**

#### **Christian Roy**

Executive Vice-President, Health, Tank Worldwide

#### **Dr. Golda Tradounsky**

Team Leader, Palliative Care Services, Mount Sinai Hospital  
Assistant Professor, Family Medicine Department, McGill University  
Program Director Palliative Care, McGill University

## Foundation Board

### President

#### **Kerri Elkas**

Senior Manager, Patient Advocacy, Pfizer Canada

### Past President

#### **Rob Havill**

Director, Wealth Advisory, Turn8 Partners

### Vice-President

#### **Linda Ward O'Farrell,**

#### **CHRL, SCERP, SCGMP**

President, Ward O'Farrell Consultants Inc.

### Treasurer

#### **Janice Murray, CPA, CA**

### Secretary

#### **Caroline Tison**

Executive Director, Canadian Pension & Benefits Institute

### Operations Board President

#### **Dawn Svoronos**

Retired Pharmaceutical Executive and Board Member for a number of Life Sciences Companies

### Executive Director

#### **Dale Weil**

### Honorary Member

#### **and Co-Founder**

#### **Russell Williams**

Senior Vice-President, Diabetes Canada

### Directors

#### **Cynthia Di Lullo**

Oncology Business Unit Lead, Pfizer Canada

#### **Ted Fletcher**

Founder, Mint Green Group Inc.

#### **James Hindley, CIB**

President, Hindley Financial Services

#### **Yolande James**

Executive Director, Diversity and Inclusion, Radio-Canada

#### **Denis Malo**

Partner, TURN8 Partners

#### **Francis Martel**

Senior Commercial Account Manager, National Bank

#### **Rhonda O'Gallagher**

Vice-President, Strategic Marketing and Communications, Jewish General Hospital Foundation

#### **Rick Pattee**

#### **Michael Singer**

Director, Board of Directors, Aurora Cannabis Inc.

## Montreal Institute for Palliative Care Advisory Committee

### Chair

#### **Bernard J. Lapointe, MD**

Palliative Care, McGill University

Associate Professor, Department of Oncology & Family Medicine, McGill University

Physician for the Division of Supportive Care and Palliative Care, CIUSSS West Central Montreal

### Members

#### **Doris Barwich, MD, CCFP (PC)**

Medical Director, BC Centre for Palliative Care – Vancouver, BC

#### **Maryse Bouvette, RN, BSc. N. MEd, CONC (C), CHPCN (C)**

Retired Palliative Care Nurse – Gatineau, QC

#### **Justine Farley, MD**

General Practitioner in Palliative Care – Montreal, QC

#### **Vratislav Hadrava, MD, PhD**

Vice-President & Medical Director, Pfizer Canada – Montreal, QC

#### **Christopher MacKinnon, PhD**

Psychologist, Co-Founder and Director of Training, Mont Royal Psychology  
Faculty Lecturer, Department of Oncology, McGill University – Montreal, QC

#### **Lynne McVey, RN, MSc**

President and CEO, Centre intégré universitaire de santé et de services sociaux de L'Ouest-de-l'Île-de-Montréal  
Associate Professor, Faculty of Medicine, McGill University – Montreal, QC

#### **Rosemary O'Grady, RN, MN**

Palliative Care Nursing Consultant – Montreal, QC

#### **Jean Pelletier, MD, FCMF**

Professeur agrégé de clinique  
Chef de Département médecine générale du CIUSSS Verdun Hospital – Montreal, QC

#### **David Kenneth Wright, RN, PhD, CHPCN(C)**

Assistant Professor, School of Nursing, Faculty of Health Sciences, University of Ottawa – Ottawa, ON

### Honorary Members

#### **Sharon Baxter**

Retired Executive Director, Canadian Hospice Palliative Care Association Consultant

#### **James Downar, MDCM, MHSc**

Head, Division of Palliative Care, University of Ottawa, Department of Critical Care, The Ottawa Hospital  
Associate Professor, Divisions of Palliative Care and Critical Care, University of Ottawa

#### **Balfour Mount, MD**



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