



# 2023 | 2024 ANNUAL GENERAL REPORT

A YEAR OF TRANSFORMATION IN ACTION



## *Transformation message from our CEO & Chair of the Board of Directors*



*Image: Danielle Zucchet, CEO, KCN (Left),  
Diane Murray, Chair of the Board of  
Directors (Right)*

Since 1992, when Dr. Bob Kemp and his wife Mildred embarked on their mission to transform palliative care in the Hamilton area, our organization has been on an extraordinary journey. What began as a deeply personal commitment has blossomed into a movement, fueled by the compassion and dedication of our community. Together, we have made life better for those facing their final days, ensuring that no one is left behind. The power of small groups of caring individuals to spark remarkable change is truly inspiring. Looking back at our journey, we see the profound impact this organization has had on the lives lived, lost, and remembered. Death is one of life's great mysteries, but hospice care is about ensuring the quality of that final chapter. For 32 years, we have been unwavering in our commitment to provide comprehensive end-of-life care that addresses the physical, emotional, social, and spiritual needs of our patients.

Not a day has passed without the desire to improve, grow, and reach further being at the forefront of our minds. This relentless pursuit of excellence is evident when you follow our journey, seeing how we've evolved and expanded to meet the needs of our community.

In last year's report, we shared that our organization had embarked on a significant transformation journey, marking the beginning of a three-year period of monumental change. Today, we are proud to update you on this journey as we reflect on a year of Transformation in Action (2023-2024), the focus of this Annual General Report.

You'll notice that this document has a fresh look and feel. Guided by our 2023-2026 Strategic Plan, we've ensured that our reporting is aligned with our mission, vision, values, and priorities. Each year, our planning and reporting process will continue to strengthen, becoming more effective as we grow.

Perhaps the most noticeable change is our rebranding. One of the first major steps in our transformation was to refresh how we present ourselves to the community. We wanted to convey that while we remain the trusted organization you've come to know, we are also evolving—growing responsibly, collaborating cleverly, and addressing critical needs. Dr. Bob Kemp Hospice Foundation Inc. is now operating as Kemp Care Network (KCN).

The name "Kemp" honors a legacy of excellence, while "Care" reflects our deep passion for what we do, and "Network" symbolizes our expanding reach, as we strive to care more widely, deeply, and inclusively.

Our new logo is rich with meaning, representing:

- Our Three Pillars: Planning, Caring, and Remembering
- The Journey of Life: From living, to dying, to leaving a legacy
- Interconnected Care: Spanning home, community, hospital, and hospice

We are also excited to share that our future pediatric hospice has been named Keaton's House – Paul Paletta Children's Hospice, our adult hospice is now Dr. Kemp's House, and our psychosocial supports have been formalized as the Kemp Centre of Excellence for Grief and Bereavement.

This year's report details how our transformation is unfolding, including:

- The expansion of our grief, bereavement, and volunteer programs
- Progress toward opening a pediatric hospice in 2026 and preparing our organization for this growth
- The foundational improvements that continue to make our organization one we all cherish



While we gave you a glimpse of our new strategic plan last year, we are incredibly proud to formally introduce our new mission, vision, values, and priorities in this report. These guiding principles will shape our plans, inform our reporting, and ensure that the community can continue to place their trust in Kemp Care Network every day.

Lastly, we want to extend our deepest gratitude to our staff, volunteers, donors, and families. Your unwavering support and trust make our “network” one of the most special and celebrated in our community and beyond. We look forward to many more moments of gratitude and celebration together.

Here’s to a year of groundbreaking achievements, deepened relationships, and continued excellence in care and support.

CEO

Chair

2007



2018



2023



*Pictured left: the journey of logos that have represented our organization.*

*Pictured right: Dr. Bob Kemp and Premier of Ontario (2007) Dalton McGuinty at the opening of Dr. Kemp's House.*

# OUR JOURNEY

**1980 - 1994** Dr. Kemp and the East Hamilton-Stoney Creek Health Association advocated for palliative care

**1992**  
Dr. Bob Kemp Foundation opens, serving the community with local volunteers

**1998**  
Volunteer Home Visiting Program established

Dr. Bob and Mildred Kemp donated their family home for hospice programs

**2001**  
Bereavement programs established

**2004**  
Iris Berryman donated her land to build the adult residential hospice building

**2004**  
Music Therapy Program established



**2007**  
The adult residential hospice opened its doors

**2021**  
Launch of capital campaign for the pediatric hospice

**2018**  
Children & family bereavement support established



**2012**  
Camp Erin (now Camp Keaton) established

**2022**  
Established joint venture with McMaster Children's Hospital for the pediatric hospice project

**2022**  
Compassionate Listeners Program established

**2022**  
Grief Coaching program established

**2023**  
Land approved for pediatric hospice project

**2023**  
Dedicated residential bereavement support

**2026**  
Expected opening of Keaton's House - Paul Paletta Children's Hospice

**2024**  
Ground breaking ceremony for Keaton's House - Paul Paletta Children's Hospice

**2023**  
Launched new identity as Kemp Care Network



**2,076**  
residents since opening



# MESSAGE OF GRATITUDE TO STAFF AND VOLUNTEERS



Canadian singer-songwriter, comedian, talk show host and inspiration from coast to coast to coast - **Jann Arden**

## Iconic Canadian Celebrity Delivers a Special Message of Gratitude to Staff and Volunteers of Kemp Care Network



Scan the QR code to watch the video



# IMPACT IN ACTION

## Residential

**154**

residents served

**56%**

Female,  
44% Male

**91%**

Cancer,  
9% Non-Cancer

**22%**

under age 64,  
78% over age 65

## Residential Grief

**200**

Memorial Service Attendees

**150**

quilts gifted

**120**

leaving ceremonies

**50**

legacy projects

## Grief & Bereavement

**1,191**

Adults

**84**

Children & Youth (C&Y)

**90**

C&Y Grief Kits (Burger Boxes)

**45**

Camp Keaton campers, & 30 volunteers

**126**

participants in 11 C&Y groups

**506**

participants in 8 adult groups

*1:1 counselling sessions*

*Grief Groups*

## Events & Programs

**\$290,000**

raised across 3 signature events

**> 750**

total attendees in events

**14**

Day Program clients

**12**

Volunteer Visiting clients

**7**

Clinical lunch-n-learns held

## Volunteers

**13,520**

hours gifted by 140 volunteers

**23**

New volunteers trained

# LEADERSHIP & STRATEGY

## SENIOR STAFF

**Danielle Zucchet**, CEO  
**Dr. Cara Grosset**, Director of Psychosocial, Grief & Bereavement  
**Debbie Robinson**, Director of Nursing Services  
**Doug Mattina**, Sr. Director Corporate Strategy & Pediatric Hospice  
**Norma Luison**, Director of Finance & Facilities  
**Robyn Knickle**, Sr. Director of Development

## MEDICAL DIRECTORS

**Dr. David Chan**  
**Dr. Phil Drijber**  
**Dr. Sumeet Khanna**  
**Dr. Jane Dobson**  
**Dr. Dave Lysecki**, Pediatric

## BOARD OF DIRECTORS

<b>Diane Murray</b> , Chair	<b>Joe Mercanti</b> , Board Member
<b>Janice Shearer</b> , Vice Chair	<b>Lisa Burnside</b> , Board Member
<b>Anna Filice</b> , Board Member	<b>Rick Coker</b> , Board Member
<b>Gerry Cox</b> , Board Member	<b>Lynne Norman</b> , Board Member
<b>Joe Khan</b> , Board Member	<b>Jeffrey Cabral</b> , Board Member
<b>Emma Dalziel</b> , Board Member	<b>David Vainer</b> , Board Member

**“I slept and I dreamed that life is all joy. I woke and saw that life is all service. I served and saw that service is joy”. -R. Tagore**

## VISION

To establish Kemp Care Network as a world-class leader in regional palliative-care in alignment with our founding values while evolving to best serve our community.

To care for every individual and their loved ones with dignity, compassion, and attention to their physical, social and psychological well-being during times of serious, life-limiting illness and loss.

We lead, collaborate, and drive meaningful improvement to palliative care services with partners across our community.

## MISSION



# VALUES & PRIORITIES

## OUR VALUES

### Dignity

We focus on quality of living and ensuring the experience of our clients and their families is based in dignity and respect

### Compassion

Our care for clients and their families is based in compassion, empathy, and kindness

### Collaboration

We actively build relationships and work with partners and our community as part of a continuum of care

### Inclusivity

We welcome a diversity of our clients and deliver care in an inclusive manner that considers their unique needs

### Excellence

We are dedicated to a high quality of care, and strive to continually improve and contribute to the advancement of our field

## OUR PRIORITIES

1

### EVOLVE BRAND POSITIONING AND EXPAND AWARENESS

We will align, refine and amplify the reputational awareness of Dr. Bob Kemp Hospice as a regional leader delivering the highest quality hospice palliative care adults, children and the bereaved. We will align, refine and amplify the reputational awareness of Dr. Bob Kemp Hospice as a regional leader delivering the highest quality hospice palliative care adults, children and the bereaved.

2

### STRENGTHEN OUR PARTNERSHIP AND COLLABORATION FRAMEWORK

Through the development of strategic partnerships and collaborations, our mission will be bolstered through innovation, synergies and systemic cost efficiencies. Our relationships will provide more choice, breadth of support and alignment of care for those we serve.

3

### TRANSFORM OUR ORGANIZATION WHILE CONTINUING TO DELIVER EXCELLENCE IN CARE

We will undertake a transformation initiative to ensure an effective evolution to our next phase, inclusive of our pediatric hospice. We will measure, assess, and improve our quality of care to continually pursue excellence for those we serve.

4

### ENSURE FINANCIAL SUSTAINABILITY

We will modernize our approach to pursuing fundraising, grants, and diverse funding streams to ensure a sustainable and robust financial framework. This will be accomplished through greater internal capacity and strengthened collaboration with our partners, supporters, stakeholders, and community.

# PRIORITY 1: EVOLVE BRAND POSITIONING AND EXPAND AWARENESS

**Our Commitment:** We will align, refine and amplify the reputational awareness of Kemp Care Network as a regional leader delivering the highest quality hospice palliative care for adults, children and the bereaved.

## Key Results

- In early 2023, Kemp Care Network (formerly Dr. Bob Kemp Hospice) embarked on a journey to redefine its brand identity, ensuring it accurately reflects our role as a regional leader in hospice palliative care for adults, children, and the bereaved.
- Jan Kelley Marketing selected Dr. Bob Kemp Hospice as the recipient of their prestigious Humanology Award, giving us a once-in-a-lifetime opportunity to collaborate with their exceptional team.
- The outcome of this rebranding initiative resulted in the generation of four artistic and symbolic logos representing both the organization and its three business lines, ( adult, child and bereavement) as well as a more modern, useful and easily navigated website.
- Congratulations to Jan Kelley for earning a highly coveted international award for their outstanding work on this project.
- A special acknowledgment is reserved for Paul Paletta, whose transformative gift not only contributed significantly but also led to the unveiling of the beautifully named Keaton's House - Paul Paletta Children's Hospice.
- Since the unveiling of a fresh and holistic brand package, KCN has been noted around town at networking events, fairs and workshops. Slowly and receptively the community has embraced the new look and feel. A remarkable example includes an interactive grief project during Bereavement Month in November where the results were as beautiful as they were moving - garnering thousands of interactions as the new Kemp Care Network and the Centre of Excellence for Grief and Bereavement.
- Towards this priority, we have aligned, refined, and expanded awareness of Kemp Care Network, positioning ourselves as a trusted and leading provider of the highest quality hospice palliative care in the region. This renewed brand identity not only honours our legacy but also signals our unwavering commitment to growth and excellence in care.



*Unveiling of the new logo*



Scan QR code to see  
our new website



# PRIORITY 2: STRENGTHEN OUR PARTNERSHIP AND COLLABORATION FRAMEWORK

**Our Commitment:** *Through the development of strategic partnerships and collaborations, our mission will be bolstered through innovation, synergies and systemic cost efficiencies. Our relationships will provide more choice, breadth of support and alignment of care for those we serve.*

## Key Results

- July 2023 saw a significant move forward solidifying a partnership with KCN and the City of Hamilton - a partnership towards housing the children's hospice on a piece of city owned land through lease or sale. Council, through the General Issues Committee, moved unanimously to accept the Master Plan Proposal put forward and officially allocated the land to the hospice. An additional meeting in February 2024 reaffirmed that partnership.
- September 2023 realized a significant milestone, where Ontario Health, the primary platform for the delivery and funding of health services in Ontario, approved and endorsed the pediatric hospice, now known as Keaton's House - Paul Paletta Children's Hospice. This date marked a significant milestone towards the Province of Ontario approving and funding the children's hospice.
- An important component of any build includes engaging the current neighbours. KCN, in concert with the City of Hamilton and Ward 13 Councillor, Alex Wilson, committed to four public consultations in Dundas at the pediatric site, with the last official taking place hopefully in Spring 2024. No significant challenges have arisen and sentiments from neighbours generally highlighted good-fit and support. KCN reaffirmed the low density build and desire to be a good neighbour.
- With the growth of the organization, something as small as parking can become a challenge. Thinking outside-of-the-box, our neighbours at Cornerstone Canadian Reformed Church offered parking to our staff- resulting in a significant assurance that there is always parking for our volunteers and guests on-site at 277 Stone Church Rd. East. Thank you to our neighbours.
- Reaching out, seeking seats at tables and having an influence has continued to be a priority for the organization. This includes active engagement in the provincial Collaborative Planning Table and the Hospice Palliative Care Organization, locally through the Greater Hamilton Health Network and other like-minded circles. KCN has growing influence and participation on trendsetting, trailblazing and transformative tables and fora.
- Ideas continued to be explored that collaborate with partners to enhance continuum of care for patients and families, including IT platforms like EPIC. This work will ultimately enhance the ability of patients to move from community to hospital to hospice with ease- allowing electronic records to be available to all requisite staff. This translates to enhanced safety, reduced storytelling and nimbleness throughout the system.

**Like any organization that is growing, seeking advice and counsel is prudent. This year has proven that so many individuals and organizations are interested in contributing. The year was filled with input from friends and experts alike through informal and formalized working groups such as:**

1. **Executive Steering Committee (chaired by KCN and McMaster Children's Hospital)**
2. **Grief and Bereavement Working Group**
3. **Public and Government Relations Working Group**
4. **Family Circle Working Group (lived-experience)**
5. **Capital Build Working Group (new build experts)**
6. **Community Working Group (professionals and non-professionals that touch populations daily)**





# PRIORITY 3: TRANSFORM OUR ORGANIZATION WHILE CONTINUING TO DELIVER EXCELLENCE IN CARE

**Our Commitment:** *We will undertake a transformation initiative to ensure an effective evolution to our next phase, inclusive of our pediatric hospice. We will measure, assess, and improve our quality of care to continually pursue excellence for those we serve.*

## Key Results

- Post-covid means that we can invite more and more people into the building. The hospice as a hub for community has always been a principle. Through inspirational day programming, group sessions, 1:1 counselling and general gatherings, Dr. Kemp's House has returned to a special and transformative gathering place.
- More robust and collaborative professional education was offered internally and community-wide through KCN's clinical nurse specialist programming and included 7 learning sessions.
- While psychosocial services have always been present on the residential floor, a formalization of those services with a dedicated support worker has been implemented. This gives individuals and families direct, on-demand access to supports leading up to a loss and planning for post-loss needs.
- Each residential suite, with its own unique view, is made special by the décor and personal items brought in by residents. Suites were made more useable, modern and comforting, based on feedback from families. No matter the time of year, residents are treated to a bucolic view, thanks in major part to volunteers tending gardens and dedicated staff ensuring accessibility and cozy features such as the pond.
- With kitchen-as-heart-of-home being a principle at KCN, equipment was upgraded to ensure a modern, effective and efficient way of delivering food not only to residents but also to loved-ones. The soup program has made a full post-covid come-back, delivering warmth and comfort to guests throughout the day. Among some of the most important feedback, is the smell, taste and feel of home the central kitchen affords. The kitchen is staffed by a manager, 2 employees and up to 15 volunteers weekly.
- Three new senior management positions were added and formalized with a view to bolster the foundation for an enhanced leadership team. The goal was to provide cross-cutting CEO and Board advice and manage results and transformation. Two excellent candidates were selected to join the leadership team, with both subject matter knowledge and principles of transformation and leadership.



# PRIORITY 4: ENSURE FINANCIAL SUSTAINABILITY

**Our Commitment:** We will modernize our approach to pursuing fundraising, grants, and diverse funding streams to ensure a sustainable and robust financial framework. This will be accomplished through greater internal capacity and strengthened collaboration with our partners, supporters, stakeholders, and community.

## Key Results

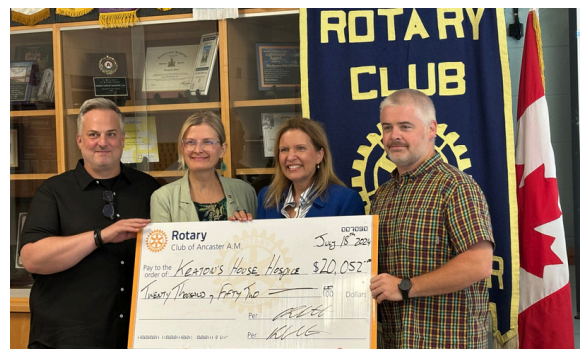
- Our independent auditors (Pettinelli Mastrolusis LLP) proclaimed our business practices and financial well-being as meeting or exceeding expectations. They note that stakeholders should be well assured of solid and robust systems and records with good oversight through governance and council.
- A milestone of approximately halfway to the capital campaign was met. This means that including the expected provincial contribution of 2.5 million, and pledges to date just over 12 million dollars needs to be raised in the coming years.
- Due to rising construction costs and unstable markets, the capital campaign was raised from 20 million dollars to 25 million dollars, to provide assurances that Keaton's House - Paul Palletta Children's Hospice will remain steadfast in its goal to be state-of-the-art and innovative. While this applies added pressure a renewed feasibility outlook looks favorably on the capacity to meet the new target.
- With the recruitment of a new Senior Director of Development and the growth of that team, it is expected that fundraising systems, policies and procedures will grow stronger, bear more fruit and apply global best practices for innovative and strategic methodologies towards sustainability.
- The province has realized in many ways, that hospice may very well act as a hub for seriously ill and palliative children, and so greater collaboration studies and proposals continue to be accepted and encouraged between care at home, hospital, community and hospice. KCN has been engaged academically, practically and with the future hub concept in mind. This realization and concept may very well result in more stable funding for hospice.

### Government Funding

\$2,071,114.44

### Private Donations, Signature Events & Grants

\$1,772,593.56



# FINANCE

	Year ended March 31	
	2024	2023
<b>Revenues</b>		
Grants	\$ 2,290,399	\$ 2,123,474
Donations	1,191,604	1,071,710
Special events	361,705	340,312
	<u>3,843,708</u>	<u>3,535,496</u>
<b>Expenses</b>		
Wages and benefits	3,145,886	2,831,929
Consulting and professional fees	339,301	425,432
Programs and services	141,300	91,430
Special events	114,821	94,091
Office and general	73,563	68,369
Advertising and promotion	68,583	57,090
Repairs and maintenance	67,973	69,391
Utilities	55,136	53,778
Insurance	29,156	28,320
Interest and bank charges	25,602	21,529
Professional development	16,431	23,179
	<u>4,077,752</u>	<u>3,764,538</u>
Deficiency of revenues over expenses from operations	<u>(234,044)</u>	<u>(229,042)</u>
<b>Other income (expenses)</b>		
Unrealized gain (loss) on investments	334,417	(21,507)
Amortization of deferred capital contributions	95,009	93,912
Interest and dividends	77,965	67,851
Realized gain on investments	10,514	3,033
Government assistance	-	212
Loss on disposal of property and equipment	-	(3,094)
Interest on loan payable	(13,311)	(5,014)
Amortization of property and equipment	(140,624)	(147,298)
	<u>363,970</u>	<u>(11,905)</u>
Excess (deficiency) of revenues over expenses for the year	129,926	(240,947)
Net assets at beginning of the year	<u>5,677,069</u>	<u>5,918,016</u>
Net assets at end of the year	<u>\$ 5,806,995</u>	<u>\$ 5,677,069</u>

## GOVERNMENT FUNDERS



Government  
of Canada



Ontario  
Trillium Foundation



Hamilton



# THIS YEAR'S EVENTS



Scan the QR code to see a list of all our wonderful sponsors & corporate partners in 2023/2024





# REFLECTIONS







# Kemp Care Network

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[www.kempcarenetwork.org](http://www.kempcarenetwork.org)

Dr. Bob Kemp Hospice Foundation Inc.  
277 Stone Church Road East, Hamilton  
T 905.387.2448 | TF 888.449.3440  
Charitable Registration  
#134922392RR0001



**DONATE** 