



ANNUAL REPORT

2023-24



Pallium Canada

Advancing Palliative Care

Message from the Chair and CEO

We are honoured to present our 2023-24 Annual Report, which shows the significant progress we have made this year towards achieving our goal of advancing palliative care for all Canadians.

As we complete the final year of our ambitious three-year strategic plan, it is a testament to the hard work and dedication of our team, facilitators, and partners that 2023-24 was another record-breaking year for Pallium Canada. This success has enabled us to reach major milestones, welcome exciting new opportunities, and expand impact across Canada, bringing us closer to a future where everyone in Canada has access to high-quality and compassionate palliative care.

Over the past year, we have continued working to find new and meaningful ways to improve palliative care education in Canada. Through collective efforts and dedication, we have achieved record-breaking growth as an organization, reaching over 20,000 learners and hosting more than 660 courses and webinars across the country through LEAP and the Palliative Care ECHO Project.

The heart of our success lies not only in the numbers—though they are impressive—but in the stories of transformation we encounter every day. From health care providers inspired to drive change within their organizations to communities coming together to support their most vulnerable members, our impact resonates far beyond the numbers.

Behind these remarkable stories lie countless hours of hard work leveraging emerging technologies and innovative approaches. Our commitment to embracing new technologies and advancements, such as the implementation of a state-of-the-art AI chatbot and extensive work improving our back-end systems, have empowered us to forge new partnerships, expand our reach, and pioneer groundbreaking initiatives that redefine what is possible in palliative care education.


As we get closer to Pallium's 25th year anniversary and launch our new three-year strategic plan, we have much to be proud of. None of this would be possible without the dedication of our staff, the guidance of our Board, the expertise of our facilitators, the engagement of our learners, and the support of our partners.

Together, we are transforming palliative care in Canada—one life, one family, one community at a time.

Sincerely,



Louise Bradley
Chair



Jeffrey B. Moat
Chief Executive Officer



Louise Bradley



Jeffrey B. Moat

Message from the Scientific Advisor

This year has demonstrated the transformative power of research and evaluation in shaping our path forward. Our commitment to evaluation drives the continuous improvement of our programs and provides the evidence necessary to advocate for support and implement best practices. The insights we have gained over the past year are not just data points; they are the foundation for our next steps, fuelling our commitment to improve palliative care and drive progress.

A notable achievement in our evaluation work over the past year was the completion of the initial evaluation of the first two years of the Palliative Care ECHO Project, conducted in collaboration with the Dr. Joshua Shadd – Pallium Canada Research Hub at McMaster University. Guided by the Evaluation and Research Framework, the evaluation revealed several key strengths of the project, including its ability to enhance partner organization mandates, offer flexible content, and foster meaningful connections among participants. Additionally, the project's emphasis on connection has facilitated valuable networking opportunities and collaborative efforts, enhancing the overall learning experience.

Building on the partnership with the Dr. Joshua Shadd – Pallium Canada Research Hub, I am pleased to report on a major milestone—the release of the first pilot study results of the Canadian Palliative Care Atlas. The pilot study mapped the current state of palliative care in the Central East subregion in Ontario, uncovering significant variations in palliative care services, highlighting areas with round-the-clock access to specialist clinicians and contrasting them with regions where such access is partial or non-existent. It also indicated the stark urban-rural divide – most urban family physicians do not provide home visits or after-hours coverage for palliative care, while their rural counterparts frequently do.

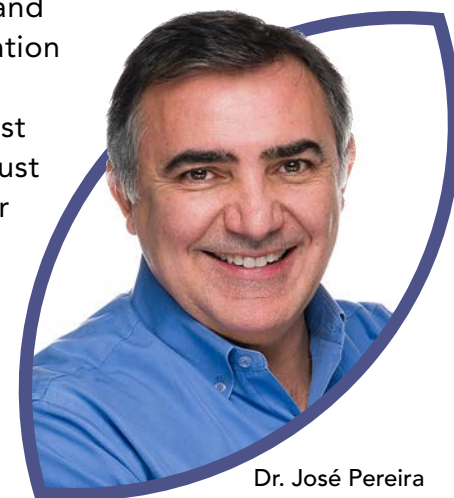
In addition to these initiatives, Pallium has made significant contributions to the scientific literature on palliative care. This year, several articles and reports were published, including a study on the impact of LEAP training in long-term care homes. The research demonstrated that the benefits of palliative care training extend several years beyond completion, and equipped staff with essential skills to provide a palliative approach to care. Ongoing staff education remains a critical to improve the integration of palliative care in long-term care.

Reflecting on a busy and productive year, I am excited for what lies ahead. I would like to express my gratitude and deepest appreciation to the Pallium community—our facilitators, team members, and partners. Thank you for being part of the palliative care community.

Sincerely,



Dr. José Pereira
Scientific Advisor



Dr. José Pereira

Our impact by the numbers

2023-2024



Palliative care education

22,722
learners reached

510
LEAP courses held

166
ECHO webinars

324
new facilitators trained

93%
of learners would recommend LEAP

295
Quality Improvement toolkits downloaded



Research

3
ongoing provincial editions of the Canadian Palliative Care Atlas

3,600
Palliative Care Journal Watch podcast downloads



Community

756
Care Connections resources accessed

1,195
Compassionate Community toolkit downloads



Partnerships

13
Palliative Care ECHO Project Hub Partners

150+
health system partners

Supporting health care providers from coast to coast

Over the past year, we have reached thousands of frontline health care providers through our courses and national Palliative Care ECHO Project webinars.





Strengthening palliative care capacity

Pallium has achieved remarkable strides in advancing professional and community palliative care capacity.

Learning Essential Approaches to Palliative Care (LEAP) Courses

There is an increasing recognition across the Canadian health care system that palliative care initiated earlier and alongside treatments to control life-limiting illnesses, results in better quality of life for patients and families.

To meet this growing demand, Pallium launched several new specialized LEAP courses, including **LEAP Home Care**, **LEAP Paediatric** and **LEAP Oncology** (online).

These new courses are driving significant growth and engagement across diverse health care settings. We are excited about the strong uptake in these courses, which reflects the success of our large-scale licensing agreements and strategic partnerships.

LEAP
HOME CARE

LEAP
PAEDIATRIC

LEAP
ONCOLOGY

Canadian Serious Illness Conversations Course

To meet the diverse and evolving needs of patients and health care providers, we introduced our first non-LEAP course, the **Canadian Serious Illness Conversations (CSIC) course**. This online or hybrid course provides health care professionals with the tools and knowledge needed to have compassionate and effective conversations with patients and their families dealing with serious illnesses.



LEAP Facilitators Tracey Human, Amy Archer and Anita Roopani

“ This course included a well-rounded group of professionals from many walks of experience which made for a great discussion and plentiful questions that offered many different perspectives. ”

– Nurse (RN), Clinical Nurse Educator, LEAP Paediatric learner

The Palliative Care ECHO Project

The Palliative Care ECHO Project continues to drive knowledge sharing and collaboration in palliative care across Canada. This platform for continuous learning fosters vibrant communities of practice where healthcare professionals engage in shared learning experiences and build a national network dedicated to advancing palliative care.

Over the past year, the Palliative Care ECHO Project has:

- launched new communities of practice to support health care providers, including the **Lung Community of Practice**, in collaboration with the Lung Health Foundation, and the **Spiritual Care Community of Practice**, in collaboration with the Canadian Spiritual Care Association.
- developed a **Quality Improvement Condensed Toolkit** in collaboration with the **Long-Term Care Quality Improvement Community of Practice**, to support health care professionals working in long-term care improve essential conversations.
- onboarded three new Hub Partners: the Canadian Gerontological Association, Nova Scotia Health, and Michel-Sarrazin.
- completed the initial evaluation of the first two years of the Palliative Care ECHO Project. The second phase of the evaluation will take place over the coming year.

“

As an educator, the Palliative Care ECHO Project webinars have been extremely valuable to me, and I attend everyone I possibly can and share the information with my course registrants. Thank you!

”

– Palliative Care ECHO Project learner

Program highlights

13

Hub Partners across Canada

166

Webinars held

10,675

Learner encounters

3,600

Journal Watch podcast downloads

95%

of participants reported that the webinars offer valuable learning experiences



Jeffrey Moat (Pallium Canada) presenting on Compassionate Workplaces at Excellence Canada's Performance Excellence Summit

Building community leadership capacity in palliative care



Access to compassionate palliative care for people with life-limiting illnesses experiencing homelessness or vulnerable housing is essential to ensure their comfort and well-being.

When Yetunde Owolabi, Manager of the Diane Morrison Hospice at the Ottawa Mission was provided with the opportunity to enroll in **LEAP Leaders**, a course for health care leaders that provides health care leaders at all levels of leadership with the knowledge, insights, and resources to improve the palliative care aspects of their services, she jumped at the chance.

Pallium's research has identified that a lack of support from leadership is a barrier to implementing a palliative approach to care across organizations. Initiatives like LEAP Leaders are instrumental in addressing this challenge by equipping leaders like Yetunde with essential knowledge and skills.

"I loved the interactive roundtable discussions and hearing from other health

care leaders on how they are shaping policies to improve the palliative care approach in their various organizations," Yetunde reflects gratefully.

"I appreciated learning about the vital role we play as leaders to ensure that all Canadians have access to compassionate palliative care," she emphasizes.

"As a leader," Yetunde concludes, "I now feel more empowered to drive meaningful change and ensure that palliative care remains a priority in our community." Yetunde's journey underscores the critical importance of supporting leaders who can drive change within their organizations and communities.

Strengthening community support

When it comes to the palliative care approach, the health care system is only part of the equation. Pallium continues working to catalyze people and organizations to take part in the palliative care movement.

Together, with the support of our partners, we:

- launched the **Compassionate Communities Evaluation Guide**, in collaboration with the BC Centre for Palliative Care and Hospice Palliative Care Ontario to empower Compassionate Communities with the tools and knowledge they need to measure and amplify the impact of their initiatives.
- expanded the reach of our **Care Connections Program** into communities across the country with the generous support of the Arbor Memorial Foundation and the Joan and Regis Duffy Foundation.
- continued to evolve the **Compassionate Workplace Campaign** to meet the changing needs of workplaces across the country.



Students at Brock University participating in an Atlas CareMap Workshop.



“

The facilitators were wonderful - knowledgeable, professional, and kind. Role play is awkward and can be very intimidating and the facilitators created a space where it felt safe to really engage and learn. I also appreciated that we had an opportunity to learn the course material ahead of time through the online modules.

”

– Canadian Serious Illness Conversations Participant, Ontario Health East



The power of partnerships

The future of palliative care is bright.

At Pallium Canada, we believe in joining forces, sharing knowledge, and building palliative care capacity by collaborating with other key organizations.

Health system partners

Pallium's large-scale licensing agreements have made essential palliative care education available to thousands more health care workers to better meet the care needs of the patients and families that they are caring for:

- **Ontario:** Together with Ontario Health, over the course of six months we rapidly rolled out one of the most significant training initiatives ever in palliative care in Ontario, bringing much needed palliative care education to almost 3,000 health care professionals across Ontario.
- **Alberta:** Alberta Health Services leveraged LEAP training to standardize palliative care education across the province. As a result, Alberta has seen a remarkable 47% increase in LEAP learners over the past year. In 2023 alone, over 1,200 learners were equipped with the skills to provide a high-quality palliative approach to care.
- **New Brunswick:** We are excited to see continued growth with new provincial partners and are looking forward to working with the government of New Brunswick to implement a large-scale licensing initiative to train thousands of health care professionals in their province.

Strategic partnerships

Our strategic partnerships with leading organizations are laying the foundation for systemwide palliative care capacity building:

- Together with the support of Boehringer-Ingelheim, we have trained hundreds of respiratory and cardiology team members in the palliative care approach through LEAP Lung and LEAP Heart, and the **Lung Health Community of Practice** and the **Heart Disease Community of Practice** from the Palliative Care ECHO Project.
- Our collaboration with the Caisse de dépôt et placement du Québec played a pivotal role in building palliative care knowledge in Quebec, with over 2,880 learners from over 200 rural, remote and urban communities throughout Quebec participating in a series of live webinars.
- Sienna Senior Living have made LEAP Long-Term Care and LEAP Personal Support Worker available to their long-term care teams across their organization as part of their ongoing efforts to improve palliative care in their communities equipping their staff with the skills, knowledge, and confidence to elevate their palliative care approach and strengthen supports for residents and their families.



Technologies,
research and
innovations

We are committed to embracing emerging technologies, cutting edge research and innovative approaches.

On our quest to improve the quality and impact of education and the effectiveness of palliative care services, we're leveraging new and exciting technologies, research, advanced tools and methods and innovative approaches to improve education and palliative care system performance.

Innovative approaches

Pallium has worked hard to respond to changing partner needs and find creative and flexible solutions to support palliative care education needs. Together with Ontario Health, we transformed our approach and embraced innovation to rapidly rolled out one of the most significant training initiatives in palliative care.

We achieved this by:

- leveraging our extensive experience to develop and implement a large-scale training plan, plan and ultimately deliver over **150 courses** in **six months** across **five Ontario Health regions**.
- managing a comprehensive backfill funding program to ensure health care professionals could participate in training without disrupting their regular duties.
- developing and executing an integrated communication and registration management strategy, which guided learners through registration, provide timely reminders, ensured all courses were filled, maximizing the reach and impact of the training.
- coordinating and managing all facilitators and course logistics to ensure efficient course delivery.

Our ability to innovate and adapt under pressure has laid a strong foundation for future growth, and we are now prepared to extend these successful strategies across the country.



**Ontario
Health**

Partnership highlights

5

Ontario Health regions

156

Courses held

2,036

Learners reached

Adopting emerging technology

We have leveraged new and innovative technologies over the past year to expand our reach and support our mission. These advancements have made it possible to connect with more health care professionals and support our partners:

- A new AI chatbot on our website provides immediate and timely support and guidance to learners and facilitators.
- Pallium completed a comprehensive upgrade of our learning management system, Pallium Central, and other IT systems. This upgrade laid the foundation for new and exciting functionalities in the coming year that will enhance the user experience and better track the impact of our courseware and resources.
- Pallium leveraged our instructional design and program delivery capabilities to support the development of the Black Health Education Collaborative's **Black Health Primer Course** - this is an exciting step forward for Pallium to support other organizations in making meaningful contributions to the broader improvement of the health care system.



Pallium Canada team



Jon Allen (Chair of the Board of Project Rozana Canada), Jeffrey Moat and Helen Loftin (Executive Director of Project Rozana Canada)

An unexpected beacon of peace – partner spotlight

Imagine this: Israeli and Palestinian medical professionals, separated by a long history of conflict, coming together to learn about palliative care. Even more surprising, imagine this happening amid war.

When Project Rozana reached out to gauge Pallium's interest in making this scenario a reality, Pallium leaped at the opportunity.

Together, they launched a groundbreaking initiative that brought together over 50 Israeli and Palestinian health care providers for LEAP training, fostering peacebuilding through a shared approach to care.

Unlike in Canada, this unique virtual gathering of diverse health care professionals wasn't just about learning new skills. This was about making the choice to find common ground amid the most challenging possible circumstances.

The participants' determination to support each other, in what Dr. Humaira Saeed,

a palliative care physician with Greater Toronto's William Osler Health System, describes as a resource-challenged setting filled with barriers, is a testament to the resilience of the human spirit, and, she says, "humbling to witness."

For Palestinian physiotherapist and member of the palliative care team at AVH Hospital, Jihad Alawneh, this training has been transformative, and he was able to hone essential skills to provide improved care to patients and their families. "By integrating the latest evidence-based practices and educational strategies, we can elevate the standard of care. I am so grateful."

[Learn more about this exciting initiative.](#)

Cutting-edge research

Pallium’s research initiatives are contributing to a deeper understanding of the status of palliative care service availability in Canada and are catalysts for change, identifying opportunities for improvement.

Mapping the present – shaping the future

In 2023, we made major advancements in understanding the status of palliative care service availability in Canada with our ongoing work to develop the Canadian Palliative Care Atlas, the first of its kind in Canada.

To date, we have:

- released the **first pilot study results** of the Canadian Palliative Care Atlas for the Central East subregion in Ontario.
- launched the **Ontario Palliative Care Atlas** with support from the PSI Foundation and ESRI Canada.
- continued work on the British Columbia Atlas with support from the Y.P. Heung Foundation and the Sovereign Order of St. John of Jerusalem Knights Hospitaller (Vancouver).
- made significant advancements on the Albert Atlas, with support from the Alberta Government.

Evaluating the impact of palliative care education

- The Dr. Joshua Shadd—Pallium Canada Research Hub completed the initial evaluation of the first two years of the Palliative Care ECHO Project. Researchers found that learners from both Hub Partners’ and national sessions reported positive impacts and value added, with over 85% of respondents finding the webinars beneficial. The complete results of the evaluation will be shared this year.
- We launched the inaugural **Education Evaluation Research Grant** to support the development of fresh evidence related to palliative care educational programs in Canada and their impact. You can **learn about the selected project** in the Grey Bruce region of Ontario, now underway.
- A **qualitative study**, with support from our Scientific Advisor, explored the impact of LEAP Long-Term Care on physicians and nurses working in long-term care homes, and found that palliative care training had long-term benefits, increased the skills and confidence of providers to provide a palliative care approach and enhanced sense of work satisfaction and fulfillment.

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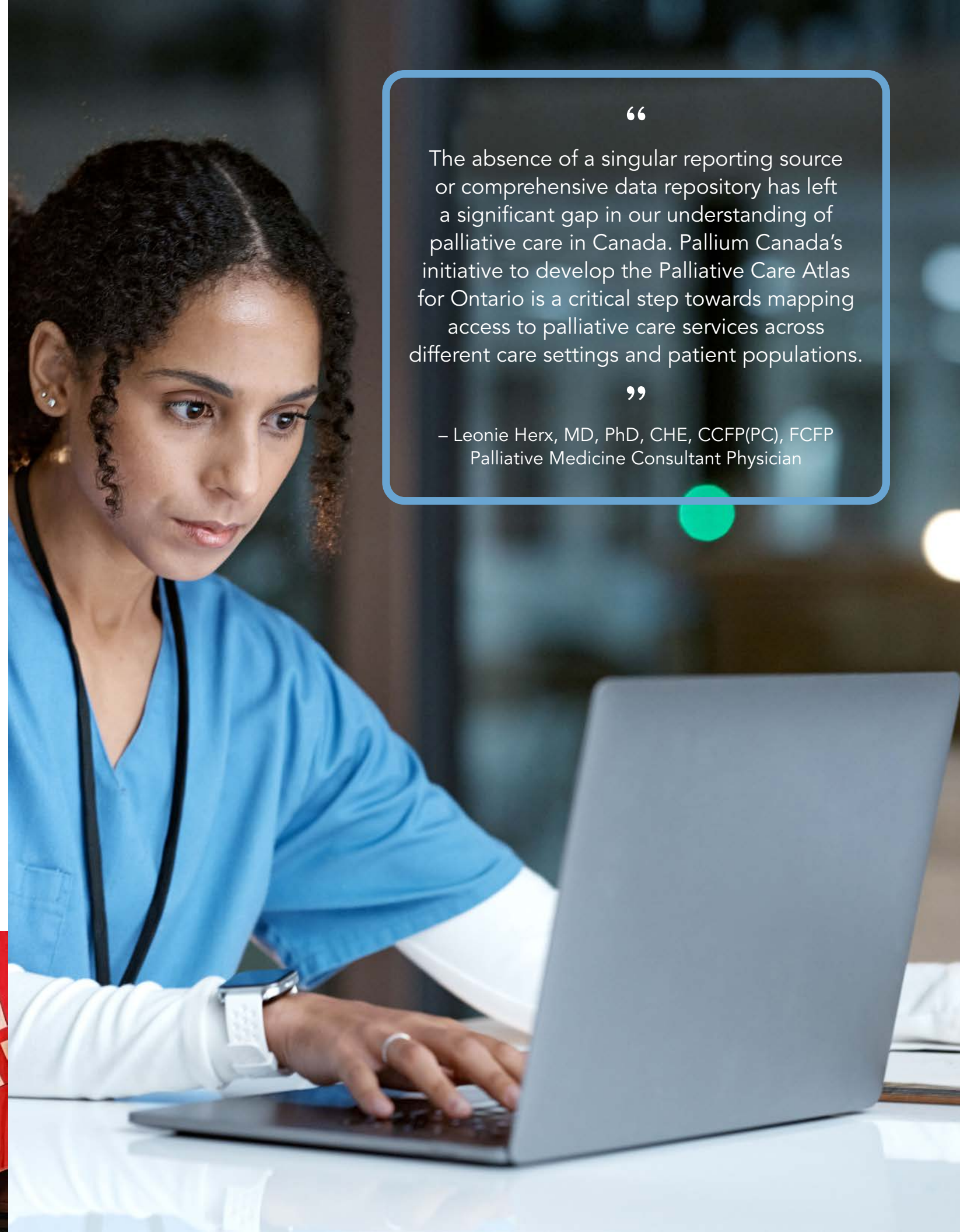
The absence of a singular reporting source or comprehensive data repository has left a significant gap in our understanding of palliative care in Canada. Pallium Canada’s initiative to develop the Palliative Care Atlas for Ontario is a critical step towards mapping access to palliative care services across different care settings and patient populations.

”

– Leonie Herx, MD, PhD, CHE, CCFP(PC), FCFP
Palliative Medicine Consultant Physician



Ray Pennings (Cardus), Jeffrey Moat (Pallium Canada) and Leonie Herx, MD.





Collaborating
with governments
for impact

We are driving system change in palliative care.

Pallium Canada actively engaged parliamentarians, policymakers and health officials in national dialogues to drive system change in palliative care in Canada.

In 2023-24, we:

- continued leading the **Palliative Care Coalition of Canada** in our role as Secretariat.
- convened provincial and territorial palliative care leaders for the inaugural Provincial Territorial Advisory Group (PTAG) in Palliative Care meeting in Halifax and subsequent meetings in Vancouver, focusing on knowledge sharing and collaboration.
- hosted a panel discussion on the state of palliative care in Canada, with participation from the two main federal parties, and over 50 people in attendance including MPs, political staff, and senators.
- engaged in 25 discussions with Parliamentarians, including the Minister of Health and government officials.
- submitted 3 formal submissions to provincial and federal governments.



Provincial Territorial Advisory Group (PTAG) in Palliative Care meeting in Nova Scotia



Impact of our supporters

The future of palliative care is bright.

Thanks to our supporters, our vision and plan to reach more health care providers and community members from coast to coast is achievable.

- Adobe Employee Community Fund
- Arbor Memorial Foundation
- Boehringer Ingelheim LTD.
- Caisse de dépôt et placement du Québec (CDPQ)
- Esri Canada
- Foord Family Foundation
- Harry P. Ward Foundation
- Health Canada
- Hodgson Family Foundation
- J & W Murphy Foundation
- MacMurray Foundation
- The McLean Foundation
- PSI Foundation
- The Robert Campeau Family Foundation
- Saint Mary's Health Foundation of New Westminster
- Samuel W. Stedman Foundation
- Sovereign Order of St. John of Jerusalem Knights Hospitaller (Vancouver)
- The Joan and Regis Duffy Foundation
- Y.P. Heung Foundation
- 100 Women Who Care (Ottawa)

DONOR SPOTLIGHT

The J & W Murphy Foundation

Like so many families, the Murphy family faced challenges in accessing palliative care and were very fortunate to be the beneficiaries of compassionate care for their dad in his home from paramedics trained in Pallium's LEAP Paramedic.

Inspired to make a difference, the J & W Murphy Foundation's transformational gift of \$354,000 is supporting two projects to improve access to palliative care education for health care providers across Nova Scotia, including developing the inaugural LEAP Renewal courses. The J & W Murphy Foundation's gift is not just an investment in education—it's a commitment to improving the quality of life for individuals facing life-limiting illnesses and their families.

[Learn more about this transformative gift.](#)



Karen Spaulding and Lisa Murphy (J & W Murphy Foundation) and Jeffrey Moat (Pallium Canada)



Looking ahead

The coming year marks a significant milestone for Pallium Canada, as we celebrate our 25th anniversary alongside the 50th anniversary of palliative care in Canada.

These milestones are not just markers of time; they represent our journey—a journey of progress and a reminder of the challenges that lie ahead.

Despite significant strides, the need for increased palliative care education is undeniable as our aging population grows. Equipping health care professions with the skills and knowledge to meet that demand compassionately is crucial.

Over the years, Pallium Canada has worked tirelessly to bridge this gap, training over 60,000 health care providers on the palliative care approach through LEAP. However, we are far from done.

In the coming year, Pallium will launch our new three-year strategic plan, building on 24 years of lessons learned and achievements. Our experience forms the foundation for our vision of the future—one where every Canadian can access timely, quality palliative care.

Building on this solid foundation, we remain committed to advancing the development of palliative care capacities and capabilities. Through extensive and proactive outreach and engagement efforts, we're amplifying our impact, ensuring that health care systems across Canada have access to best-in-class resources and support they need to meet escalating demands and challenges promptly and effectively.

On our journey to advance palliative care capacities and capabilities, we will incorporate emerging technologies, cutting-edge research and innovative approaches to ensure the delivery of high-quality and efficient palliative care that meets the diverse needs of patients and health care providers.

We invite you to join us on this journey of transformation toward advancing palliative care for all. With unwavering commitment, proactive engagement, and a dedication to leveraging innovative solutions, we are well equipped to transform the quality and impact of palliative care delivery.

Thank you for being a part of our mission to transform palliative care in Canada.



Henry Devlin (CBBC Career College) and Jeffrey Moat (Pallium Canada)

Leadership, governance and financials

Leadership

CEO

Jeffrey B. Moat

EXECUTIVE TEAM

Jonathan Faulkner, Vice-President Operations

Dr. Jose Pereira, Scientific Advisor

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Louise Bradley, C.M., MS, RN, CHE

VICE-CHAIR

Deborah L. Weinstein, LL.B.

TREASURER

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DIRECTORS

Michael Anderson, MD, MSc, FRCSC

Catherine Gaulton, RN (Retired), JD, LL.M, CRM

Donna Kingelin, R.N., ICD.D

Dr. Bernard Lapointe

Yves Lorange

Jeffrey B. Moat, BComm, CM

Dr. José Pereira, MBChB, CCFP (PC), MSc, FCFO

Deirdre Pike, BA, Director

Christine Power, MA

Departing Board Members

Pallium extends its gratitude to our departing board members for their years of dedicated service to Pallium and their remarkable contributions. Thank you for the time, effort, and expertise you have shared with us.



Deborah L. Weinstein, LL.B.
Vice-Chair



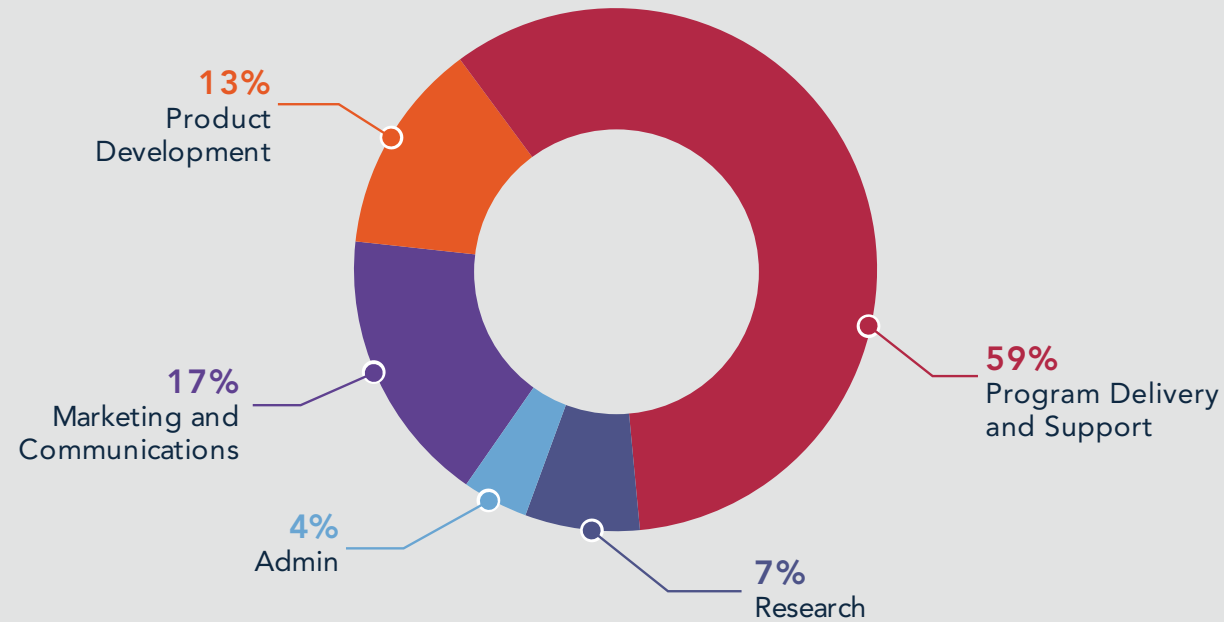
Michael Anderson, MD, MSc, FRCSC
Director



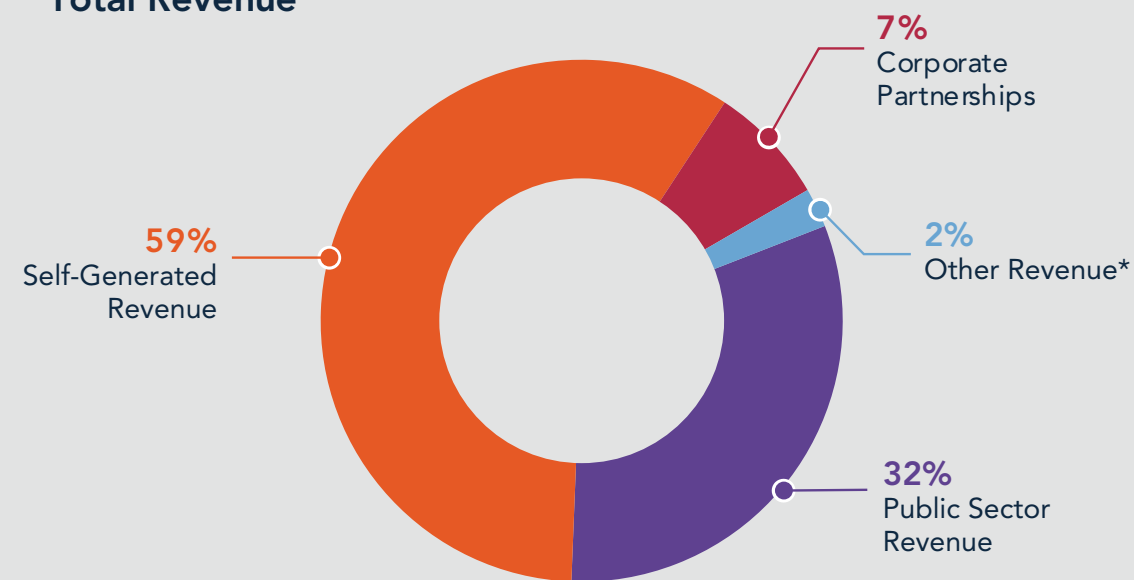
Dr. Bernard Lapointe
Director

Financials

Total Expenses



Total Revenue



Vision and goals

About Pallium Canada

Pallium Canada is a national registered charitable organization focused on building professional and community capacity to help improve the quality and accessibility of palliative care in Canada.

Our Values

Palliative care is everyone's business.

Our Goals

Pallium's goal is to strengthen Canada's ability to provide home and community-based palliative care through education and support to health care professionals and family and neighbourhood carers, so that every Canadian who requires palliative care will receive it early, effectively, and compassionately.



Pallium Canada

Advancing Palliative Care

342 Richmond Road, Unit B,
Ottawa, ON K2A 0E8
www.pallium.ca
info@pallium.ca
1-833-888-LEAP (5327)

Canada Revenue Agency Charitable
Registration Number: 801479825RR001