



# **The Path Forward: Living One Kensington Health**

**2023 Year-End Report**



# Table of Contents

• Land acknowledgement	3
• Letter from Board Chair and President and CEO	5
• Welcoming our new Executive Leadership Team	8
• Kensington by the numbers – 2022/23	10
• Our hospice expansion has finally opened!	12
• We opened a 6th operating room!	15
• Sight-saving experiences shared by our patients	18
• Kensington Health enables first-in-Canada eye tissue transplant	20
• Thank you Dr. El-Defrawy!	23
• The Gardens grooves to the beat of music and community!	26
• Nursing award-winner credits success to strong relationships with colleagues, residents and families	29
• Improving access to palliative care in long-term care	32
• Providing the right care to those who need it most - Kensington's community palliative care program	34
• Building intergenerational connections, one haunted house at a time	37
• Community-based and system-focused	40
• Taking the provincial stage – Kensington Health invited to speak to MPPs	43
• Thank you, Bill O'Neill!	45
• Shaping the future as one Kensington Health	48



# Land acknowledgement

Kensington Health acknowledges that we are on the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. Kensington Health also acknowledges that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit, and the Williams Treaties signed with multiple Mississaugas and Chippewa bands.

Kensington Health appreciates this land shared with us and we appreciate the healthier relationships we are developing with Indigenous people.





# Letter from Board Chair and President and CEO

**To the Kensington Health community,**

The global pandemic tested our resilience and determination in ways we never anticipated. It also bore witness to our unbreakable spirit as we dedicated ourselves to rebuilding and stabilizing Kensington Health. In the face of adversity, we set our sights on a bold vision – to begin transforming Kensington into a single, cohesive campus of care where patients, clients, and residents can access the best possible care in an integrated environment. Our theme for this year-end report, *The Path Forward: Living One Kensington*, is a reminder of the hopeful journey of recovery we are on, and the exciting places we hope to go together.

Amidst the turbulence, we celebrated significant milestones that marked our progress towards this vision. The opening of the hospice expansion project stands out as a testament to our longstanding commitment to equitable, accessible and compassionate palliative care. Doubling our capacity to serve the community, the opening ceremony was attended by distinguished guests, including Ontario Premier Doug Ford and Health Minister Sylvia Jones, families, donors, colleagues and many more. We extend our heartfelt gratitude to the countless people who made the expansion possible, including our colleagues at the Kensington Health Foundation who helped enable our bold vision.

Equally noteworthy was the expansion of the Kensington Eye Institute, exemplifying our pursuit of excellence in specialized eye care. The opening of a sixth operating room further solidified our role as leaders in ophthalmology and world-class research. We also saw a transition in leadership from Dr. Sherif El-Defrawy to Dr. Peter Kertes. We extend our heartfelt gratitude to Dr. El-Defrawy for his many years of transformative leadership.

Our new President and CEO, Adil Khalfan, assumed leadership in February and swiftly ignited a new era of cross-functional collaboration. Adil's energy and vision have not only elevated our profile but also paved the way for the development of a comprehensive three-year strategic plan that will serve as our roadmap to success. His passion for excellence is infectious, and under his guidance, we are poised to achieve remarkable milestones ahead.

Amidst the challenges that 2022 brought, the steady hand of Terry Caputo, our interim CEO, was a beacon of stability. His calm leadership was instrumental in steering us through turbulent waters and guiding us to a place of renewed optimism. We extend our deepest appreciation to Terry for his dedicated service.

As we reflect upon all this progress, we also bid a fond farewell for to Bill O'Neill, one of the founding fathers of the Gardens. Bill's legacy is etched in the foundations of Kensington Gardens, our long-term care home that thousands have called home during his 23-year tenure. Bill's vision, leadership, and dedication laid the groundwork for our transformation. We wish him a rewarding retirement and thank him for his countless contributions.

We also owe a debt of gratitude to our community – patients, clients, residents, families, colleagues, donors, partners, and the Kensington Health Foundation – who stand as the heart and soul of Kensington Health. Your unwavering support, trust, and collaboration have been the driving force behind our accomplishments.

As we look ahead to 2024, the future of Kensington Health shines brightly. United as one, we are committed to a path of continuous improvement and innovation, where we will build upon our legacy to create an even stronger, unified Kensington Health.

**With heartfelt appreciation,**



**Jim Nelles**  
Board Chair  
Kensington Health



**Adil Khalfan**  
President and CEO  
Kensington Health





# Welcoming our new Executive Leadership Team

This has been a transformative year for Kensington. We were thrilled to add several new members to our Executive Leadership Team!



**Adil Khalfan**  
President and CEO

Adil assumed leadership of Kensington Health in February 2023. He has a vast background in nursing, public health, international development, and health system strategy in Canada and internationally. He brings with him deep understanding of the relationship between accountability and strategy, planning, quality, performance measurement, best-practice implementation and change management.

**Terry Caputo**  
Performance, Accountability and Vice-President and Chief Financial Officer

Terry joined Kensington in 2021. He is an accomplished business executive with over 20 years of progressive leadership experience across not-for-profit and public sector organizations in Ontario. He brings a diverse range of experience, including strategy, accounting, finance, debt issuance, infrastructure, information management, human resource matters, government relations, and governance.



**Justine Humphries**  
Vice-President, Strategy and Partnerships, & Lead, Mid-West Toronto Ontario Health Team Secretariat

Justine was promoted to Vice President, Strategy & Partnerships in August 2023. Throughout her career, she has held a number of planning, implementation, operations and leadership roles at the health system and organization levels. Justine joined Kensington in 2014 and has led and supported a number of key projects, including the hospice expansion, integration of programs like SMC, Diagnostic Imaging and the Eye Bank, and implementation of the Mid-West Toronto Ontario Health Team Secretariat.





## **Christina Nemeth**

### **Governance and Executive Office Liaison**

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Christina has over 25 years of experience supporting Boards of Directors and executive management teams, primarily in the non-for-profit and health sectors. She rejoined Kensington Health in 2021 after a previous time at Kensington in 2015 and 2016. Christina's deep lived experience also makes her very passionate about her role.

## **Steve Scott**

### **Vice-President, Ambulatory Care and Digital Services**

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We were pleased to welcome Steve in his role as Vice-President of Ambulatory Care and Digital Services in November. With over two decades of leadership expertise in healthcare and information management, Steve brings a broad understanding of Ontario's healthcare landscape and a proven ability to drive improved patient outcomes with him to Kensington.



## **Andrea Thompson**

### **Vice-President, Long-Term Care, Community and Hospice**

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Andrea began her role as our new Vice-President of Long-Term Care, Community, and Hospice in November. Andrea is a strategic and person-centred leader with proven success in relationship building, change management, and strategic execution. She has an extensive history as a trusted advisor in leading teams through complex change including implementing models of care, stabilizing operations, and improving the experience for residents, families, clients and teams.

# Kensington by the numbers 2022-2023



**Kensington Volunteers**  
14,602 volunteer hours



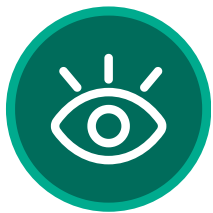
**Kensington Gardens**  
432 residents served



**Kensington Hospice**  
123 hospice residents served



**Second Mile Club**  
632 clients served  
3,943 community support hours



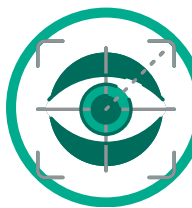
**Eye Bank of Canada**  
2,209 ocular tissue released for transplantation



**Kensington Screening Clinic**  
4,800 screening visits  
1,906 infusion visits



**Kensington Research Institute**  
57 active research studies and clinical trials



**Kensington Vision and Research Centre**  
56,667 eye care visits  
15,402 eye surgeries performed

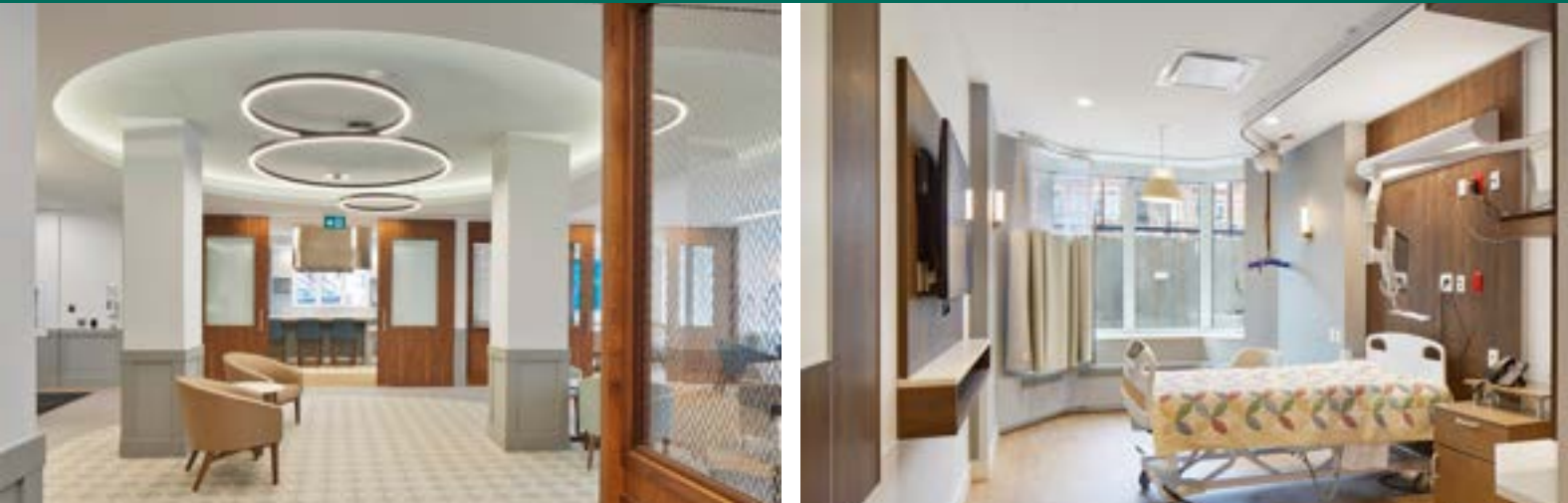


**Kensington Diagnostic Imaging Centre**  
29,608 diagnostic imaging tests  
16,109 diagnostic imaging visits





# Our hospice expansion finally opened!



## We're starting a new chapter – together.

When Kensington Hospice opened its doors in 2011, in the former Chapel of St. John the Divine, the vision was clear: to create a beautiful space in downtown Toronto for people to receive end-of-life care. This means so many things, from easing the physical and psychological pain of residents, to supporting family members and friends during the final stage of their loved one's illness, and for up to a year after death. It also means providing resources to celebrate and commemorate lives lived, which is to say, in many ways, that the very heartbeat of the hospice is not death, but life.

The hospice quickly became an integral part of the care offered at Kensington Health. The number of beds available to those in need – 10 at the time – was an unfortunate limitation. There were people who we simply didn't have space for.

To help meet this dire community need, we set out on an ambitious journey to expand the Kensington Hospice in 2020. Kensington Health received \$1.8M in provincial funding support for the expansion, and the government has also committed an operational funding increase. Working in close partnership with our friends at the Kensington Health Foundation, the community came together to raise a staggering \$9.1 million dollars to cover the rest of the cost of the construction of a beautiful new space with nine additional beds.

The generous support of our donors, families and health care system partners made the dream of expanding Kensington Hospice a reality.



**On May 23, we were fortunate to have Premier Doug Ford, Minister of Health Sylvia Jones and MPP Robin Martin join us as guests of honour, as we officially cut the ribbon to open the expansion.**

In a heartwarming opening that brought the community together to toast this collective achievement, we celebrated the long-awaited completion of the expansion at 45 Brunswick and the renovation of 38 Major Street to bring all Kensington Hospice care under the same umbrella of excellence.

While we're so pleased to have completed construction on the project, we're not done yet! We will continue to work with the Ministry and other sector partners to advocate that end-of-life care gets the same support as it does at the beginning.

Thank you for being a part of this important journey – the road towards compassionate and equitable hospice care for all is smoother with you by our side.









# We opened a 6th operating room!

## Growing to help give the gift of sight.

As a natural part of the aging process, many of us will notice our vision getting blurrier and everyday tasks becoming harder. At first, this change can be easily adapted to but eventually can reach a point where once-simple activities become impossible. For many of us, this signifies the need for cataract surgery, a simple and painless procedure that restores vision, fosters independence, and allows us to enjoy life to the fullest.

Although the procedure is straightforward, long wait times can mean months of progressively worsening vision and dependence on others. Kensington Health sought to help alleviate this strain on the system and help our patients get the care they need.

After an intensive six months of planning, consultations, and construction, in July we were thrilled to announce the opening of a sixth operating room (OR 6) at Kensington Eye Institute. This milestone is a testament to the incredible progress possible when we work toward a common goal.

Our not-for-profit eye surgery centre offers cataract, glaucoma and retina surgery, as well as corneal transplants. The OR 6 project, which commenced in December 2022, demonstrates our commitment to providing excellent care and improving the lives of our patients. With approximately 15,000 eye surgeries performed annually, we seek to improve the quality of life for those suffering from eye conditions.

This investment increased our capacity by 3000 procedures, enabling us to address the surgical backlog, expedite sight-restoring procedures, and facilitate the training of more ophthalmologists through our partnerships with the Temerty Faculty of Medicine, University of Toronto, Department of Ophthalmology and Vision Sciences. We are pleased that the government is not only providing funding for our current volume of ophthalmology procedures – they have committed to increasing it so that we can make use of OR 6's full capacity next year!

At the core of this achievement lies the support of the community and the dedication of talented front-line healthcare professionals. Together, we have demonstrated the power of collaboration and how it can lead to tangible results. With this expanded capacity, we look forward to continuing our journey toward a brighter future for eye care.

**Thank you for being part of our story and continuing to help us provide community care!**







# Sight-saving experiences shared by our patients



“I had cataract surgery in my right eye this morning and will have the left eye done on August 23. I would like to thank Dr. J.Calafati for the excellence of her services, the entire staff for the care they provided me with and Sofia for her kindness.”

– Daniel A.  
August 16, 2023

“Thank you for all your help in arranging my cataract op on Saturday. I just wanted to send my sincere thanks and appreciation to the amazing Dr. El-Defrawy, who radiates kindness, and all the staff for making the whole procedure so professional and painless. All patients were made to feel comfortable.

My experiences at the Eye Institute since 2019 have all been excellent, thanks to the professionalism of all who work there.”

– Dorothy D.  
April 10, 2023



“I just wanted to say thank you to the Eye Institute staff. You guys were so lovely. Each staff member was kind and adjusted the way they spoke to my pops as soon as I pointed out his hearing aids. Honestly, I loved our experience.”

– Rahul.  
August 15, 2023









# Kensington Health enables first-in Canada eye tissue transplant

In September, Kensington Health's Eye Bank of Canada (Ontario Division) achieved an exciting technological advancement in cornea processing. The Eye Bank, which has been processing donated eye tissue to be used in sight-restoring transplant procedures since 1955, prepared Canada's first-ever pre-loaded DMEK cornea, which was then successfully transplanted at the Kensington Eye Institute.



A Descemet's membrane endothelial keratoplasty (DMEK) is a corneal transplant best suited for diseases that affect the innermost layer of the cornea, such as Fuchs' dystrophy, an eye disease in which cells lining the inner surface of the cornea slowly start to die off. During this surgery, a single, thin layer of damaged corneal cells is replaced with donor tissue. This precise technique decreases rates of tissue rejection and increases the speed of visual recovery.



Pre-loaded DMEK tissue transplants are an excellent example of innovation at Kensington Health. After the donated eyes were recovered by and received from Trillium Gift of Life Network, the tissue was prepared at the Eye Bank and simply taken upstairs to the Kensington Eye Institute, where the surgery was performed. This is also an example of a benefit of Kensington Health being a fully integrated campus of care.

Previously, donated tissue was partially prepared for transplantation in advance, but the process had to be completed in the operating room. Now, the Eye Bank can fully prepare the tissue – all a surgeon needs to do is inject the graft into the patient's eye. Pre-loading donor tissue eliminates the risk of tissue being damaged in the operating room and cuts the time required to perform the surgery in half.

This technique delivers great results for patients, allows the surgeon to focus on the delicate steps of the cornea transplant surgery, and frees up precious operating room resources so that more corneal transplants can be performed.

“I feel fortunate to be a cornea surgeon in Ontario and the first to experience this wonderful advancement in corneal transplantation technology,” said Dr. Clara Chan, Medical Director at the Eye Bank and the surgeon who performed the surgery.

The Eye Bank worked in collaboration with Dr. Stephan Ong Tone, a corneal specialist and researcher at the University of Toronto, to rigorously study and validate this new process prior to its first use.

This delicate tissue is carefully prepared by Jenny Chai, Technical Coordinator and Certified Eye Bank Technologist. Dr. Chan credits Jenny with making this advancement possible. “Her fingers do ballet,” she says. “It’s beautiful to watch.”

“From research, to testing, to tissue collection, preparation and transplantation, collaboration was key to making this happen,” says Christine Humphreys, Director of the Eye Bank. “I’m grateful to everyone for their contributions.”

Additional staff are currently being trained, to increase the number of pre-loaded DMEK grafts the Eye Bank can prepare each day.

This technology has the potential to reduce wait times for corneal transplant, but that will only be possible if enough donated tissue is available.

Ontarians can transform the life of someone suffering from eye disease and restore sight in those suffering from corneal blindness by registering to be a donor at [beadonor.ca](https://beadonor.ca).





# Thank you Dr. El-Defrawy!



After 11 remarkable years of leadership as Ophthalmologist-in-Chief at the Kensington Eye Institute, Dr. Sherif El-Defrawy ended his term in June.

Dr. El-Defrawy has set the gold standard in eye care – both nationally and internationally. During his tenure, he had an immense impact on the lives of countless patients and their families.

Through his compassionate approach and expert guidance, he has brought light to the lives of those suffering from complex eye conditions, restoring vision and allowing patients to remain independent longer. His tireless efforts have not only transformed individual lives, but have also contributed to the advancement of eye care on a global scale.

In close partnership with Kensington Health Leadership, Dr. El-Defrawy helped lead to the growth of the Kensington Eye Institute from being the centre for cataract surgeries to one that performs highly specialized procedures including retina, glaucoma, cornea transplant and crosslinking.

As a strategic leader, Dr. El-Defrawy recognized the shortages surrounding ophthalmic technicians, and was instrumental in establishing the first Certified Ophthalmic Medical Technician program at Kensington. Furthermore, he understood the nursing challenges and enabled KEI as the training center for ophthalmic OR nurses. He has been instrumental in building a strong supportive allied health and administrative team to provide the best patient care and overall experience possible.



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His recognition for patient needs also led to the growth of the Kensington Vision and Research Centre. Dr. El-Defrawy's efforts resulted in Kensington now providing ophthalmic consultations and diagnostic assessments to more than 50,000 patients annually and excellence in research.

Dr. El-Defrawy has been a remarkable role model for the future generation of ophthalmologists as the Chair of the Department of Ophthalmology and Vision Sciences at the Temerty Faculty of Medicine, University of Toronto. He has generously shared his knowledge and experience, nurturing the growth of young talents, and shaping the next wave of leaders in the field. His mentorship has fostered a culture of continuous learning and advancement, ensuring that Kensington remains at the forefront of cutting-edge research and patient care.

We are fortunate that Dr. El-Defrawy will continue his clinical, surgical, and research initiatives at Kensington Health as he steps down from his leadership position. We know that he will continue to support important advancement initiatives in the future.





# The Gardens grooves to the beat of music and community!

It's a warm day in the neighbourhood, and within the Gardens, our long-term care home, the sound of bouncy hand drums, joyful singing, jingly tambourines and maracas fills the air. The residents are gathered in the communal TV room, anticipating their bi-weekly music therapy group session, led by the talented music therapist duo, Sarah and Josh.

Sarah has long been the Gardens' music therapist who residents come to for their psychosocial needs. Once Josh joined Kensington in 2022, the two began working together, using music as a powerful tool to help residents relieve and reduce physical and emotional stress.



“Before we begin, we usually start with a song to warm up our voices,” explained Sarah. “We love to start off with our ‘Hello’ song to greet each other before handing out different instruments for the residents to play.”



As the musical session progresses, Sarah and Josh move on to another favourite song: Take Me Home, Country Roads. The residents are happily engaged with the music and their instruments. Some are drumming while others shake their tambourines away. A smaller chorus sings along peacefully, and others are simply relaxed, eyes closed and smiling, taking the atmosphere in and getting lost in the music.

“A great benefit of our group session is that everyone really engages with the music, and it brings a lot of joy to the residents,” says Josh. “It gives them the opportunity to socialize with one another, in their own way, and enjoy engaging in something familiar or new.”

Residents can use a number of music therapy tools within the session. While they vary, Sarah and Josh use specific techniques such as relaxation, music and movement, group drumming, instrumental improvisation, music and imagery, music-based discussions and many more!

As the warmups come to an end, it's time to get down to the main song: Music Brings Us Together. This song was written by North 3-West residents, who were greatly involved in its creation process.

“The songwriting process was a collaborative effort with the residents. We asked them a series of questions like ‘what does music therapy mean to you? And ‘how does music make you feel?’” Sarah explained. “Once we gathered their responses, we used them to create a meaningful song that reflects the positive experiences they’ve had participating in music therapy.”

The song is so moving that it's worth watching the grand performance to get the full experience. It's clear that the residents and our amazing music therapists poured their hearts into the song they created. Please take a look at The Gardens residents performing their amazing song, “Music Brings us Together!”

Special thanks to Sarah and Josh for their continued dedication to the residents' well-being and for providing a compassionate and safe space for them to express themselves through music!

**Click on the photo to watch the performance!**

## 🎵 Music Brings us Together 🎵









# Nursing award-winner credits success to strong relationships with colleagues, residents and families

At the Gardens, our long-term care home, supporting residents means more than just providing care – it's about building meaningful relationships and continuous learning from colleagues, residents and families.



WeRPN, the association representing registered practical nurses in the province, established its Excellence in the Care of Older Ontarians award to celebrate the dedication of a registered nurse practitioner who provides exceptional care to seniors in a manner that is respectful, compassionate, professional, and exemplifies nursing excellence.

Nominated by Kensington staff and resident families, Sharon Medina, team lead of 1-East of the South Gardens, was presented with this honour at the WeRPN general meeting in October.

Sharon has over a decade of nursing experience in both Saudi Arabia and Canada. She is proud to receive the award and considers it not only a personal accomplishment, but a celebration of her entire team. Sharon has found working at the Gardens to be more than just a job.

“It’s an opportunity to work with a specialized that team goes above and beyond,” she says.

Even amidst the hectic days, she has built genuine connections that help create a positive work environment.

Sharon also deeply values the unique opportunity working in long-term care offers to develop relationships with residents and families.

“You get to know the residents well,” she explains.

These relationships open up new opportunities to enhance the quality of life of the people she cares for, and to meet their needs with empathy.

But beyond those tasks, being a nurse in long-term care means experiencing the joy of connection.



“I have found some of the funniest jokesters around working here,” Sharon says. She’s enjoyed that witty banter, and learning life lessons woven through the stories residents share with her. Sharon thrives not just as a nurse, but as a keeper of stories, and an enthusiastic student of the wisdom passed on by residents.

Kensington is grateful to have her as part of our team – we are lucky to have the chance to learn from her, too!



**Cares**   
A Breakfast Fundraiser  
in support of Caregiving

**WEDNESDAY FEB 7, 2024 |  
THE EGLINTON GRAND**

**Kensington Health in conversation  
with Lisa LaFlamme on the  
importance of caregiving.**

**[www.kensingtoncares.ca](http://www.kensingtoncares.ca)**







# Improving access to palliative care in long-term care

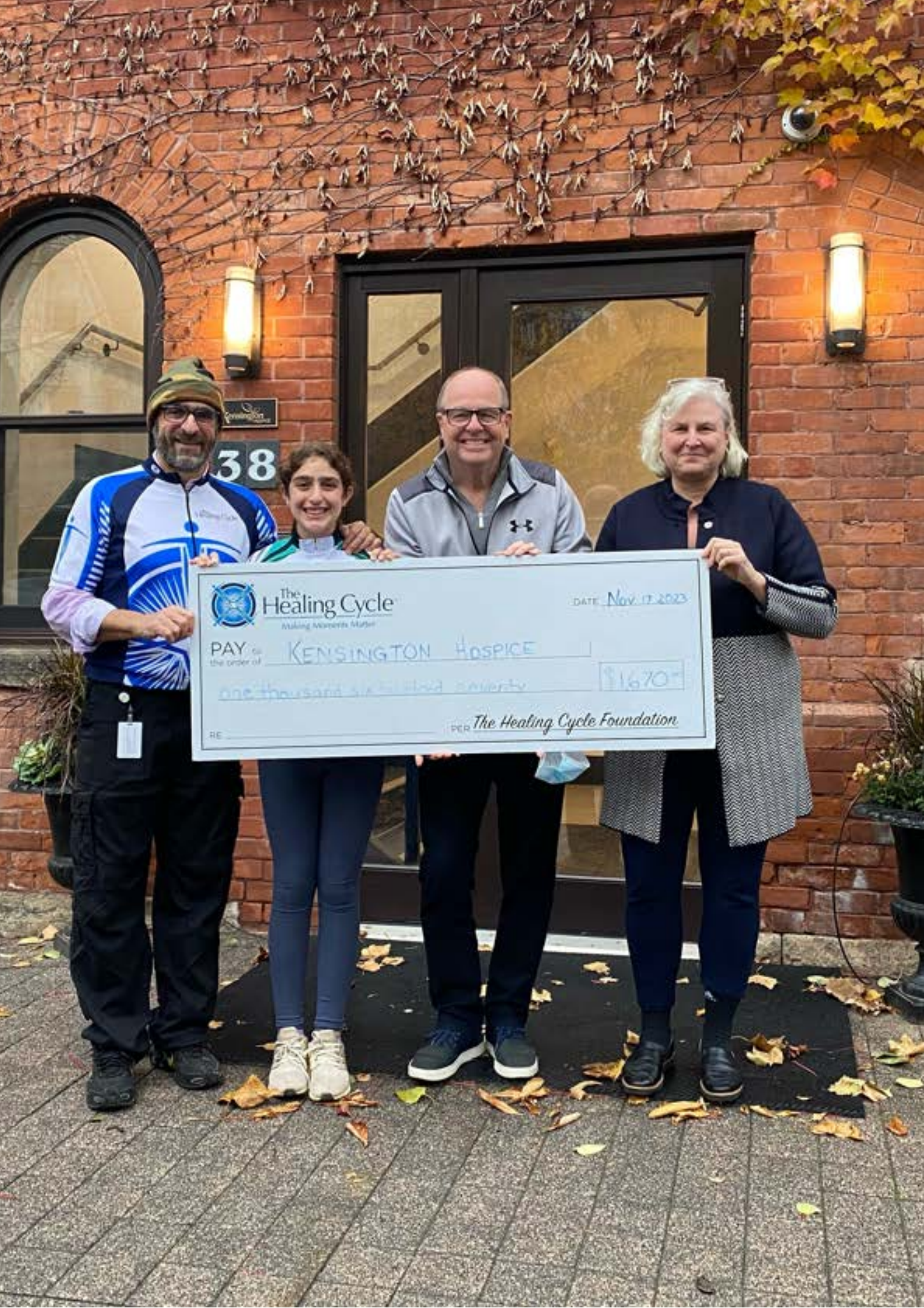
In spite of the fact that long-term care (LTC) is the last home for almost all residents, there is a significant gap in providing palliative care. According to the Canadian Institute of Health Information, the average life expectancy in LTC is just two years; however only 19% of residents receive palliative care in their last year of life.

Kensington Health's Dr. Amit Arya and Dr. Nadine Persaud have developed a model of specialist palliative care working with an interprofessional team at the Gardens. This Specialist Palliative Care Team supports residents to live well through timely symptom management to improve quality of life, as well as psychosocial and spiritual support. A large focus of the program is on care planning to ensure that residents receive appropriate care in line with their wishes.

As we continue to expand our program, we are developing a Mobile Specialist Palliative Care program to support other LTC homes. Stay tuned to hear more about our innovative model of care!







The Healing Cycle  
Making Women's Matter

DATE Nov. 17, 2023

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the order of

KENSINGTON HOSPICE

one thousand six thousand seven hundred

\$16,700

RE

PER The Healing Cycle Foundation



# Providing the right care to those who need it most – Kensington's community palliative care program

While many know about the Kensington hospice, you may not know that we also support people with life-limiting illnesses experiencing homelessness, poverty, mental illness, substance use, and more right in the community, meeting people where they are to help address their needs.

Dr. Naheed Dosani, Clinical Health Equity Lead, and Dr. Nadine Persaud Senior Director, Client Services, saw an unmet need in the community and partnered with the PEACH (Palliative Education and Care for the Homeless) Program at the Inner City Health Associates to create a Health Navigation Program for people who are living with a life-limiting illness, while experiencing homelessness.

The Second Mile Club's Health Navigator, Celina Dycke, who works with the PEACH program through our partnership with the Inner-City Health Associates and Home and Community Care Support Services Toronto Central, provides community-based palliative care. Over the past year, 194 clients have been supported through this program and Celina's contributions. Clients were supported in shelters, supportive housing, rooming houses, parks, encampments and on the streets.

Celina is a strong social justice advocate, working hard to provide case management and psychosocial support to many clients. Through a human rights and trauma-informed approach to palliative care, Celina meets clients where they are at and helps them to overcome systemic challenges which impede their access to care.



This transformative program has led to the development of an innovative continuum of care, that supports people experiencing homelessness and other structural vulnerabilities so they can have access to care right where they need it, in community, right through to our hospice. The outcome has been a model of care that is rooted in human rights, health justice and equity: a truly unique model of equitable hospice palliative care.

Through the development of partnerships to support Celina's role and the PEACH Program, The Second Mile Club continues to demonstrate that we are making an impact through genuine collaboration. It also goes to show how person-centred care can and should be provided, by organizations coming together to meet the needs of society's most vulnerable.





# Building intergenerational connections, one haunted house at a time

It's a few days before the spookiest day of the year – Halloween – and Kensington Health's Second Mile Club is buzzing with activity. Students from the University of Toronto have joined the older adults of the Second Mile Club to engage in an intergenerational activity fit for the season – building haunted houses made of chocolate bars.



The Second Mile Club has been providing community support services to the City of Toronto for more than 80 years. They offer safe, recreational spaces with accessible, welcoming services for older adults and adults living with disabilities.

Becca Buttigieg, Day Program Manager/Program Coordinator, says that the Halloween event is part of a years-long collaboration with the University of Toronto and its Community Action Programs, or CAPs. CAPs are year-long volunteer opportunities where students can meet like-minded peers, gain hands-on skills, and learn about social issues in their communities.



**“Relationships easily blossom between the students and older adults,” Becca says. “Some of our members are socially isolated due to distance from family, while others have limited opportunities to connect with friends outside of the Second Mile Club. This partnership offers them a wonderful chance to interact with kind, giving students.”**

CAPs fall under the umbrella of the university's Centre for Community Partnerships and aim to promote community-engaged learning and research. Today's event is particularly special because it features domestic and international students from across the globe, representing diverse fields of study.



Mary, a member of the Second Mile Club, learned about the special event when she dropped by. “It’s a creative idea,” she says. Mary has a strong connection to Japan, and particularly valued the opportunity to connect with the Japanese students. “It’s a wonderful experience as everyone is open,” she says. I hope we can continue to exchange opinions, attitudes and promote more diversity.”



Aya, a student who built a haunted house with Mary, came from Japan to study at the University of Toronto, where she majored in social studies and now focuses on studying English.

Aya’s background volunteering in Japan made her excited about joining CAPs. She says that the partnership with Kensington’s Second Mile Club

makes her want to volunteer even more. “When I talk with older adults, I can give new inspiration, share my opinion and even give advice.”

Aya has a message for anyone considering volunteering with older adults.

**“Just join!” she says. “Don’t be shy about trying new things. It’s a good opportunity to connect with others, gain new perspectives and practice your English while helping the community.”**

This partnership between Second Mile Club and the University of Toronto’s CAPs program showcases the spirit of intergenerational bonding and community engagement. Students and older adults alike benefit from coming together to build connections, share experiences and create new memories!





# Community-based and system focused



## Creating a better health care system for all

In 2019, the provincial government introduced Ontario Health Teams (OHTs), with the aim of improving patient experience and making transitions between care providers (from a hospital to rehab, for example) more seamless.

Kensington Health has played a leading role in the development and growth of the Mid-West Toronto Ontario Health Team since 2019.

In 2022-23, the OHT had another successful year on its journey toward implementing programs and services that better connect health care services across our health care system.

**Our mission continues to be guided by a belief that if we design a healthcare system that works for the most structurally vulnerable in our community, we'll be designing a system that works for everyone.**



Together with our partners, some of the most notable achievements this year include the establishment of the Open Door Program, which is a free community healthcare resource with community hub locations in the most vulnerable communities. Our program is a multifunctional resource with the goal of encouraging everyone to learn, empower, advocate for themselves and take charge of their health.

We launched an Enhanced Community Supports Program which provides additional community and home supports to seniors so that they can return home from hospital sooner. We also worked with OHTs across the Toronto region to develop navigation supports for senior both online and by phone.

Though none of this could be possible without the amazing leadership and partnership of our OHT partners, through all of these successes, Kensington Health, as host to the MWT-OHT Secretariat, has acted as the central implementation support, ensuring that all of our programs and services have the supports needed for a successful launch, while upholding the values of equity that are embedded in the ethos of our OHT. Additionally, Adil Khalfan, Kensington's President and CEO, is currently serving as Interim Chair of the Team until a new leader is selected.





# Taking the provincial stage – Kensington Health invited to speak to MPPs

In March, Kensington Health President and CEO Adil Khalfan had the honour of addressing the Standing Committee on Public Policy to share the Kensington perspective on Bill 60, the Your Health Act.

The Committee is a small working group comprised of Members of Provincial Parliament. They meet to consider bills or other specific issues that the House has asked them to review.

The Standing Committee on Public Policy was debating Bill 60, the Your Health Act, which seeks to reduce wait times for surgeries, procedures, and diagnostic imaging by providing more of them outside of hospitals at community health services providers like Kensington Health. Kensington Health is proud to perform high-quality procedures for patients, and to be part of the solution as the province works to reduce surgical backlogs.

As a not-for-profit health services provider, Kensington Health supports a thoughtful implementation of Bill 60. If implemented effectively, Bill 60 can improve access to equitable care in Ontario and has the potential to significantly move the dial in providing the right care, at the right time, in the right place. The changes proposed will help break down parallel systems into a better aligned and integrated approach to augmenting system capacity.

Watch the speech below.

**March 27, 2023**

**Adil Khalfan, President and CEO**  
**Presentation to the Standing**  
**Committee on Social Policy**







Second Mile Club  
is now online!



Second Mile Club  
Garden

# Thank you, Bill O'Neill!



After more than 23 years of leadership, Bill O'Neill, a man who exemplifies Kensington's values of compassion, empathy and collaboration, retired in October.

To say that Bill was a Kensington institution is an understatement. He was our very first employee – number 0001, in fact – and has helped shape the organization into the special place it is today. He joined Kensington in 2000, before construction of the Gardens even began. He was instrumental in the planning, construction, opening and operation of our long-term care home.



His reassuring presence, calm leadership and comforting sense of humour has helped countless residents, their families and loved ones ease the often-difficult transition into long-term care.

In fact, for many, the Gardens is Bill. Over the years, the home has been an industry leader in care services, offering behavioural support programs, caregiver support and music and art therapy to residents, caregivers, and their families.

In 2011, under Bill's leadership, Kensington Health and the Kensington Health Foundation decided to meet a dire community need for end-of-life care by opening a hospice. It was certainly a challenge – there was no government support and renovations on the chapel at 38 Major proved to be a complicated project. But, thanks to his tenacity and vision, Kensington Hospice was created, taking full advantage of stunning architectural elements and history of helping those in need in our community.



Recognizing a need to support older adults living in the community, Bill brought the Second Mile Club (SMC) to Kensington in 2015. SMC is a community support service that promotes activities for older adults and has since become a vibrant cornerstone for our organization. On any given day, SMC is buzzing with engaging activities like art classes, line dancing, board games and social dining. SMC also provides critical caregiver support and has a community day hospice program.

More recently, Bill led the Kensington Hospice expansion project – a labour of love as he calls it – which nearly doubles our capacity to serve the community. Kensington Hospice is now Toronto's most comprehensive single-site hospice and one of the largest in the country.

It's impossible to list all of Bill's accomplishments over his more than two decades with us. We will continue to build on the solid foundation he has laid at Kensington. On behalf of the entire Kensington Health community, we congratulate Bill on an incredible career, deep impact and lifelong friendships created along the way.

**Thank you, Bill, for everything.**

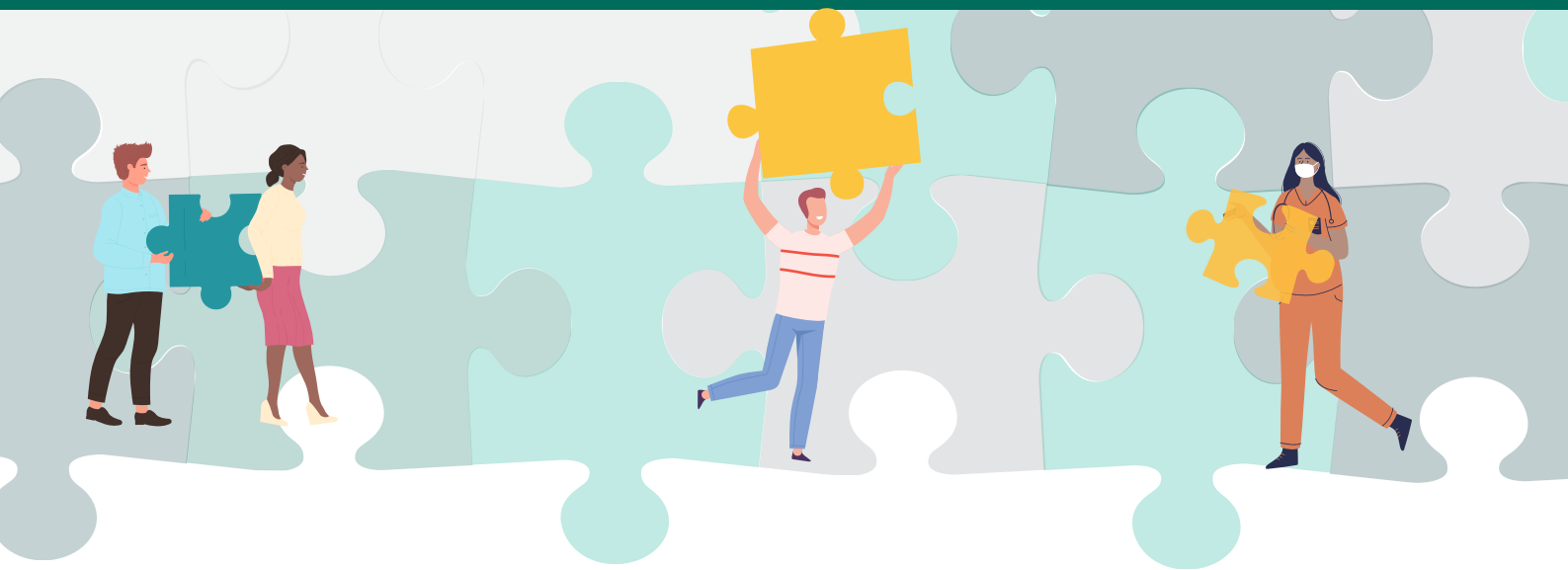








# Shaping the future as one Kensington Health



## Developing our first strategic plan as a united organization

Deeply rooted in the community, Kensington Health has been a pioneer in ambulatory, residential and community care for more than half a century. Over the years, we have expanded and evolved to fill gaps in the health care system and better meet the needs of the people we serve.

In 2020, we began an exciting new chapter in Kensington Health's story as a not-for-profit, community-based model of specialized healthcare services by amalgamating the programs we offer into a single organization. By combining our strengths, skills, and successes, we knew we could serve the community in an even more effective and efficient way.

We were excited to launch the next phase of that evolution this year, as we underwent our first-ever strategic planning process as one team, one Kensington Health! A strategic plan is a roadmap for an organization. It helps us know where we're going, why, and how we'll get there – together. And it helps us focus on the things that matter most.

As we considered our path forward, it was important we heard from the people at the heart of everything we do. Throughout the fall, we connected with staff, volunteers, residents, patients and clients, as well as with family caregivers, subject matter experts and neighbours in the community.

We learned a great deal hearing from you directly – about your experiences, concerns about the health care system, what you think makes Kensington special, and what we can do even better in the future. Thank you to those who participated in one of our engagement opportunities!



Now, we are using all of that amazing input to finalize inspiring new vision, mission, and value statements that will shape our path forward, as well as strategic directions that will transform ideas into action. Every member of the Kensington Health community plays a crucial role in our story, and we are grateful for your support as we begin an exciting new chapter together.

We're confident the plan will make Kensington Health an even better place to live, receive care, work and volunteer.

**We look forward to sharing it with you in 2024!**



