



# Report to our community 2020-21

# Messages from our leadership

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## Bruyère

This year we want to begin by saying thank you. Thank you to our dedicated and compassionate teams at Bruyère, our health care partners in the region, and the businesses and community-based organizations who have supported us during the changing face of the pandemic. The acts of selfless courage, commitment to work together and tremendous generosity have been a beacon for all of us during the pandemic.

In the past year, we witnessed how our teams can rise to the challenge in a time of crisis to best serve our community. Our teams rallied together to open vaccination clinics for those we serve and still, they wanted to do more. So, through partnerships with the AIDS Committee of Ottawa and local settlement agencies, in order to reduce the barriers for high-risk populations to access vaccines, we mobilized to support thousands more in our community.

Our teams have been challenged in ways that they could never have imagined when they started their careers in health care. The burden of wearing PPE, all the added measures and workload, fear and stress, truly tested everyone. Still, our teams rose to the challenge because they place those we serve at the centre of what we do. It is all so humbling.

We also saw how quickly we could innovate together by leveraging technology and partnerships. For example, through our work with the CAN Health Network and CANImmunize, we were the first to pilot the CANImmunize app and Clinic Flow tool to make it easier for staff to book their flu shots and alleviate the paper and administrative burden on our clinic teams. This Bruyère-led innovation is now being deployed throughout the health care system.

As a partner in the regional system, we continue to build capacity and plan for the future of specialized care and supportive housing in our community. In response to bed shortages in the region, Bruyère has opened 200 beds since the start of the pandemic, including a 120-bed transitional care unit at Greystone Village Retirement in November 2020.

While adapting quickly to a new reality, we also started putting proposals forward so that Bruyère will be there to meet the needs of our aging population. This includes plans for replicating the success of our Bruyère Village model, offering a full continuum of housing, from independent to supportive living and long-term care, on one site. We have also embarked on a Hospital Redevelopment Project to modernize our hospital campuses over the next seven to ten years.

These initiatives will help us offer care in state-of-the-art facilities, enhance research and education at the bedside, and provide housing options centred around livable communities that help older adults age in place. As we look to the future of health care, these programs, services, and housing options are crucial to meet the needs of Canadians. Additionally, incorporating the lessons learned from our COVID-19 response into our work continues to be paramount.

We are honoured to serve this community and thank you for your generous support. We move toward the future with an unwavering commitment to serve you as we build the next generation of care for the people in our region and beyond.



**John Hoyles**  
Board Chair



**Guy Chartrand**  
President and CEO

FONDATION



As we navigated the many unknowns over the past year, our community rallied around us, and our Foundation saw the continuation of our donors' remarkable support.

Your generosity has made an enormous impact. From donating personal protective equipment that helped our staff, to making significant financial contributions that helped us address our most pressing health care needs, we thank you for making a difference in the lives of so many.

As our response to the pandemic evolved, we saw the resilience of our frontline, and the many sacrifices they made over the past 18 months. Foundation staff were there to support them, managing Bruyère's COVID-19 testing centres and our vaccination call centre, stepping up to help run screening, and even being at the bedside, feeding some of our most vulnerable patients in the early days of the pandemic.

As we think ahead to what a new normal may look like, we take the lessons learned throughout the pandemic and apply them as we plan for the future—a future where we step up to meet the needs of an aging population by conducting research and providing care designed to improve and maintain their health.

Under the leadership of Bruyère's President, changes to our organizational structure rolled out this year in anticipation of the work we need to do to build the next generation of care at Bruyère. Part of this change saw Peggy Taillon move into a new leadership role within the hospital. As a result, we welcome Tom Hewitt, a well-respected community builder and fundraiser, as our new Foundation President.

Mr. Hewitt joins us as we get ready to launch the most extensive fundraising campaign in Bruyère's history, for our Hospital Redevelopment Project. With the support of our community, this project will see us modernize our hospitals to help keep the next generation of older adults healthier than the last.

Thank you for the many ways you continue to support us. We look forward to bringing you updates on our redevelopment campaign so that, together, we can usher in the future of care delivery, education, and research at Bruyère.



**Daniel Fernandes**  
Board Chair



**Peggy Taillon**  
Outgoing President



**Tom Hewitt**  
Incoming President

Every year the Bruyère Research Institute pushes forward, seeking to broaden our knowledge and uncover solutions to health challenges—locally, nationally, and globally—in an effort to improve care at Bruyère and beyond. This past year was a year like no other, and we could not be prouder of all the ways our investigators and teams responded.

Advancing the ways we provide care, enhancing quality of life, and transforming our health care system are each dependent on a cycle: continuously identifying the unique needs and problems of today so we may research, learn, and innovate for a better tomorrow. This year, we want to give our thanks to everyone who continued to be a part of that cycle in the face of change and uncertainty.

As we continued to face the effects of the pandemic, we saw an incredible response from researchers and research participants alike. Many of our investigators spent the year addressing COVID-19 and its effects, from the nature of immunity in long-term care, to the ethical and policy implications of vaccination passports, to the changing needs of care delivery and equitable access.

We have seen record achievements and ambitious undertakings, including the launch of a multi-province study of COVID-19 immunity in long-term care residents, staff, and family. The Pan-Canadian Palliative Care Research Collaborative is now fostering multiple projects to support palliative care, focusing on high-impact applied health services research, end-of-life care during and after the pandemic, and the pursuit of novel therapeutics. Numerous researchers have pivoted their work to study and assess how we responded to the pandemic, and how we can improve the long-term care experience, support isolated older adults, and implement and improve virtual care at Bruyère.

Without wavering, so many more adapted their research to accommodate the necessary health and safety measures we implemented to keep teams and participants safe. Whether taking interviews virtually or adhering to distancing and PPE guidelines onsite, our teams pulled through, keeping vital projects and programs alive. We also owe thanks to the countless research participants who continued to invest their time in research and were accommodating with those changes.

We were also proud to respond to the provincial and national call to action to strengthen our long-term care sector by training more people in health care needs. With the support of the Ontario Centres for Learning, Research and Innovation in Long-Term Care, Bruyère's partnership with La Cité to launch the Living Classroom connected Personal Support Worker students with our experienced staff at Saint-Louis Residence. We saw more of this dedication to meaningful educational experiences through the students and trainees who undertook their placements remotely, yet remained engaged with teams and mentors at Bruyère.

Together, we are celebrating the tremendous work and dedication of everyone at the Research Institute. As we reflect on how our students, staff, researchers, and trainees all stepped up, we move into the next year knowing our commitment to advancing health care remains strong, bringing us into a better tomorrow.



**Sally Douglas**  
Board Chair



**Heidi Sveistrup, PhD**  
CEO & Chief Scientific Officer, Bruyère Research Institute, VP Research and Academic Affairs, Bruyère



A year  
in review

*\*Note: This document is a digital report. The descriptions in this section accompany videos that can be viewed at [bruyere.org](http://bruyere.org).*

## The Dr. Carol Wiebe Artist-in-Residence program: integrating art in care

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Bruyère's Artist-in-Residence program is enhancing the patient experience through art projects that engage our patients and residents while beautifying our campuses. This video features Dr. Carol Wiebe, who spearheaded the program, and cj fleury, the Artist-in-Residence. It highlights the interactive projects that were done pre-COVID as well as those completed in response to the pandemic, and presents research on the impact of the program for patients. In addition, participants speak about what this program means to them and the positive impact it has had on our campuses.

## The journey of Rob Cairns: one year later

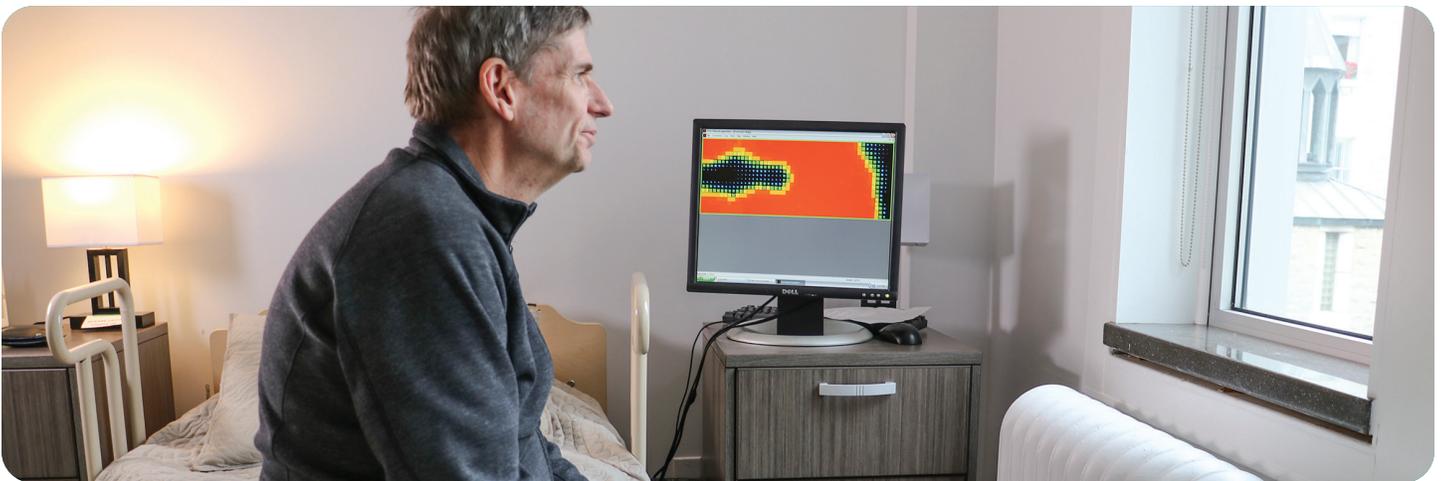
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Rob came to our specialized hospital because of his need for long-term ventilator care. Through great determination and a dedicated rehabilitation and complex care team, he was able to be taken off the ventilator and return to independent living. One year after his discharge, we follow Rob as he gives an update on where he is now.

## How sensors can help community members and their families face memory loss

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This segment explores how technology can support people with memory loss and dementia, and help their families and loved ones. We take you through the evolution of the Wandering Detection and Diversion kit from research settings to our Élisabeth Bruyère Hospital, as well as to residential and community homes.

# Partnerships in education: a Living Classroom to train our future workforce

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In 2020 the Ministry of Long-Term Care launched a call to prioritize the education and recruitment of health care workers to strengthen long-term care and invest in a better future for the sector's workers and residents. In response, we launched a Living Classroom designed to accelerate training for new personal support workers in our community.

The partnership between Bruyère's Saint-Louis Residence and La Cité, with the support of the Ontario Centres for Learning, Research and Innovation in Long-Term Care, integrates practical education sessions directly into the long-term care home to support workforce development in the sector through a culture of shared learning and real-life experience.



This video provides a glimpse of the learning environment and includes interviews with mentors and mentees.

# Long-haul COVID-19: a story of hope and resilience

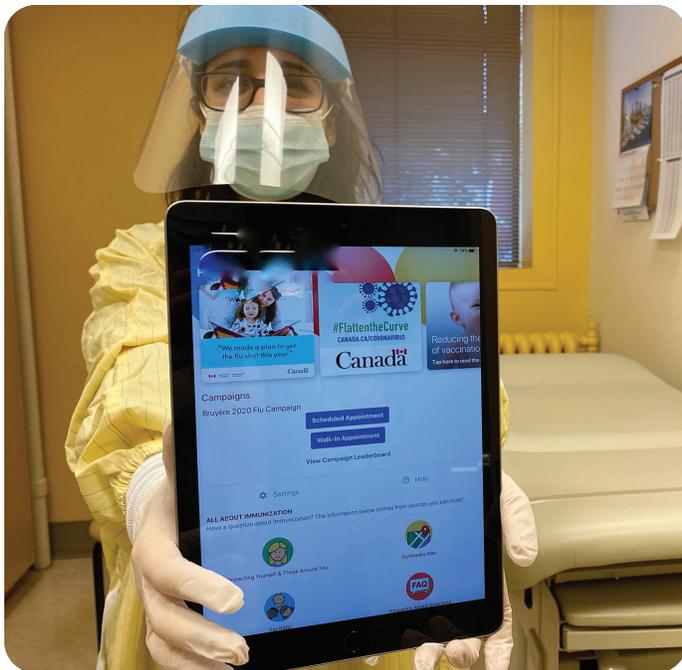
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Follow Karen Lemaire's story as a COVID long-hauler and the long-term impact this has had on her life. Karen worked at Bruyère for 31 years and decided it was time to retire due to this diagnosis. As a health care organization that serves some of our most vulnerable and marginalized community members, we strive to understand the equity impacts long-haul COVID is having in our community. Bruyère will be here to support people in our community, like Karen, who are recovering from long COVID-19 through specialized care and research.

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2020-21  
Highlights



## A leader in innovation: piloting a digital vaccine booking and tracking tool

With flu shots being more crucial than ever in the fall of 2020, Bruyère was the first to pilot a new technology developed by CANImmunize as a part of our annual flu vaccine clinics. Through our partnership with CANImmunize and the CAN Health Network, we deployed an app to help staff book appointments faster and fill out paperwork digitally. The CANImmunize Clinic Flow tool also alleviated the administrative and paper burden for our clinic teams.



## Transforming long-term care, during and beyond COVID-19

The Bruyère Research Institute is working to change the future of long-term care through a number of projects that ensure research findings are incorporated into care. In response to the challenges faced during COVID-19, our researchers are exploring changes to industrial design to improve infection prevention and control in residential spaces, they are also evaluating how to safely bring family and caregivers into homes as designated care partners. Other teams supported challenges to palliative care, quality of life for residents at end-of-life, and medication management.



## New fundraising initiatives: Catch the Ace and 50-50 Staff Lottery making a big impact at Bruyère

In late 2020, the Bruyère Foundation launched two lotteries that are helping fund patient care and advance research and innovation at Bruyère. With combined ticket sales approaching \$1-million, these two programs allow staff and supporters to win big while giving back to our community at the same time. Catch the Ace is a progressive, multiple-draw raffle. A total of 43 weekly winners collectively won over \$165k, and one lucky jackpot winner received over \$265,000! The 50/50 staff lottery continues to spur engagement and excitement among employees. A total of 26 prizes have been won, and, every pay day, participants have a chance to win while giving back to our mission. A win-win!



## Serving the community through our COVID-19 vaccination clinics

In April 2021, Bruyère opened its COVID-19 vaccination clinic in collaboration with Ottawa Public Health. To reduce barriers for high-risk populations to access vaccines, we also partnered with the AIDS Committee of Ottawa and local settlement agencies to offer vaccination clinics for members of their communities. A few special guests even showed up: Ottawa's Medical Officer of Health, Dr. Vera Etches, and Member of Parliament, Mona Fortier.



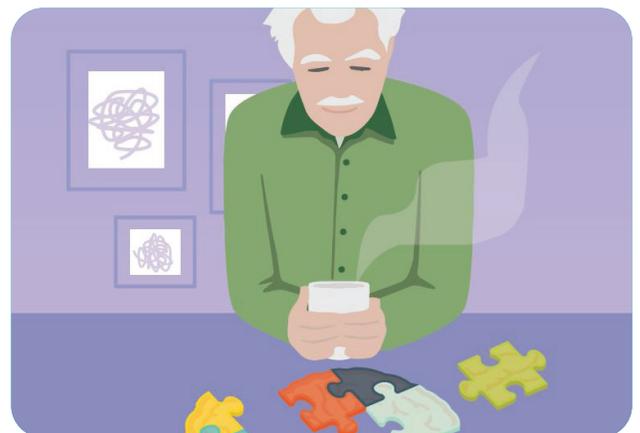
## Creating the DCP program and working with Connected Canadians to help overcome isolation

In August 2020, we created the Designated Care Partner program to help patients and residents overcome isolation due to COVID-19 restrictions. Bruyère was one of the first to institute a program that trained caregivers to allow them to be on campus at all times, recognizing the important role family members play in the health and well-being of patients and residents. Our ongoing partnership with Connected Canadians also helped patients and residents virtually connect with their loved ones at the height of the pandemic when they needed it most.



## Predictive risk calculators support health and care planning

In the past year, our researchers released two predictive risk tools for dementia and elder-life, focused on an older adult's risk of dementia and how long those who are frail may live. Risk calculators, developed through big data research, are valuable tools in understanding brain health or end-of-life trajectories, helping patients and families make preventative changes or adjustments to their care plans.





## Elves for Elders bringing magic to our campus

As our response to the pandemic evolved, we knew that the 2020 holiday season would be challenging for many in our community. To help bring magic to our campuses over the holiday season, the Bruyère Foundation launched the Elves for Elders program. For each \$25 donation made, a gift was delivered to someone in need. Thanks to our generous community and our sponsors, Phoenix Homes and Corporate Furniture Group, close to 400 gifts were delivered to patients, residents, and tenants across our campuses.



## Building health care capacity at Greystone Village Retirement and the Orleans Health Hub

To better serve our community and build more capacity in the health care system, we added close to 50 beds in our hospitals in 2020. Then, in response to COVID-19, we opened an additional 120 transitional care beds at Greystone Village Retirement in November 2020. With the opening of the Orleans Health Hub in July 2021, we expanded our Geriatric Assessment Outreach and Brain and Memory programs to provide better access for our patients in the city's East End.

## Tenants creating beauty at Bruyère Village

Over the summer, tenants at The Village beautified the grounds, all while fostering a sense of community and maintaining their well-being. Outside both the Villas and Besserer Place, tenants look after flowers and butterfly gardens and have built a large garden where vegetables are grown in garden boxes. So impressive is their endeavour that CTV News covered it on the news!



## Going digital: virtual events to raise funds, mark milestones, and celebrate accomplishments

- **Virtual Life Changing Breakfast and Bruyère Month**

In November 2020, we hosted our Life Changing Breakfast virtually for the first time. This signature fundraising event was one of our best, raising \$880,000 to help support patient care and research across our campuses. Bruyère Ambassador Henry Burriss hosted the event, offering powerful insight into how Bruyère rose to the challenges of the pandemic and how we are re-envisioning health care in the region. With our first ever Bruyère Month taking place in September 2021, we are rethinking how to engage with our community while raising awareness and funds. Local landmarks and businesses will be Tinting the Town Teal throughout the month in support of Bruyère, culminating in our virtual Yesteryears Breakfast.

- **Marking National Indigenous Peoples Day**

On June 21, 2021, we held a Summer Solstice event to welcome the sun's blessing and celebrate the heritage, culture and contributions of First Nations, Inuit and Métis peoples. This virtual ceremony also acknowledged the tragic findings of remains near former residential schools and honoured the life of Joyce Echaquan, an Atikamekw woman who died in a Joliette hospital shortly after being mistreated by staff members.

- **Marking International Women's Day**

In March 2021, we hosted a virtual event highlighting the important role women play within our health care system. Our virtual panel featured leaders in their fields; Amy Hsu, PhD, Bruyère Research Institute investigator; Dr. Elizabeth Muggah of the Bruyère Family Health Team and the President of the Ontario College of Family Physicians; and Anne-Laure Grenier, Quality, Resident and Family-Centred Experience head for long-term care.





## Our research response to COVID-19

Dr. Kumanan Wilson, Innovation Advisor at Bruyère, received COVID-19 Immunity Task Force funding to explore existing immunity tracking solutions and evaluate the ethical, legal, and policy implications of vaccine passports in Canada. Amy Hsu, PhD, is spearheading a Pan-Canadian study of the immune response of workers and residents in long-term care homes. The project, supported by \$3.5-million from the COVID-19 Immunity Task Force, is a critical step in understanding the long-term immunity outcomes in the sector.



## USWs stepping up to help during the pandemic

With COVID-19 restrictions preventing volunteers and visitors from coming onsite to provide support to patients and residents, we created the Unit Support Worker (USW) role to address the gap. Over the course of the pandemic, close to 100 dedicated USWs worked on various tasks across our campuses, including setting up virtual visits, helping patients and residents at mealtime, and providing much needed support to staff on the units.

## Recognizing our research talent

We welcomed Sarina Isenberg, PhD, as our new Bruyère Chair in Mixed Methods Palliative Care Research, alongside 18 new investigators with expertise supporting Bruyère's service programs. Several of our investigators were recognized through Clinical Research Chair appointments with the University of Ottawa's Faculty of Medicine as well as a University Research Chair, collectively focusing on palliative care, primary care, health access and equity, and digital health.



## Strengthening local and global partnerships

In the past year, the Bruyère Research Institute formalized partnerships with Carleton University and Best Buy Health to focus on age-tech research initiatives. On a global front, the Bruyère Research Institute announced we would once again house the World Health Organization Collaborating Centre for Knowledge Translation and Health Technology Assessment for Health Equity, supporting multiple contributions to the UN Decade of Healthy Ageing goals.



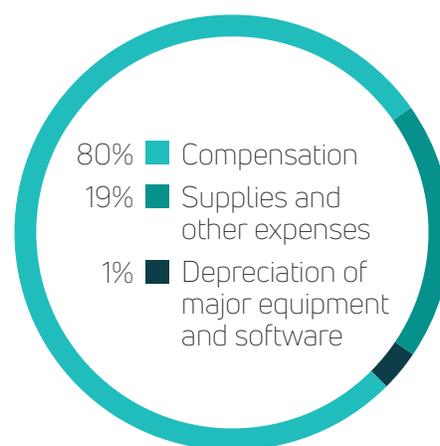
## Life Changing Women supporting philanthropy at Bruyère

In 2020, the Bruyère Foundation launched the Life Changing Women Network, a membership-based group of women who champion innovation to transform health care in the region. The group manages an Annual Grant Program that provides funding to enhance patient care and research across our three campuses, as well as seeding new initiatives that provide innovative solutions to some of our system's greatest challenges.

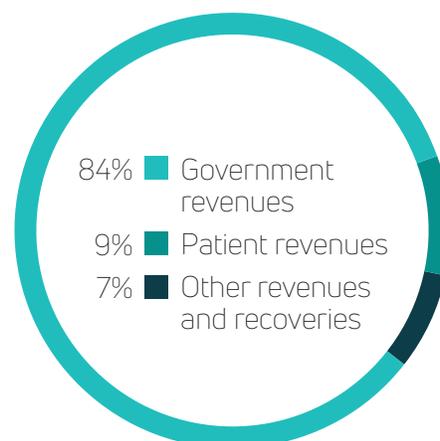
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Financials

Unaudited statement*	March 31, 2021 (in millions)	March 31, 2020 (in millions)
<b>Expenses by categories</b>		
Compensation	\$ 156.52	\$ 127.07
Supplies and other expenses	\$ 37.09	\$ 28.24
Depreciation of major equipment and software	\$ 1.37	\$ 2.43
	<u>\$ 194.98</u>	<u>\$ 157.74</u>



<b>Revenues by source</b>		
Funding from governments	\$ 168.86	\$ 120.58
Patient revenues	\$ 17.58	\$ 23.35
Other revenues and recoveries	\$ 13.97	\$ 15.28
	<u>\$ 200.41</u>	<u>\$ 159.21</u>



\* Audited financial statements are available at [www.bruyere.org](http://www.bruyere.org).

FONDATION



Unaudited statement*	March 31, 2021 (in millions)	March 31, 2020 (in millions)
<b>Source of revenue</b>		
Donations	\$ 3.863	\$ 8.256
Fundraising activities	\$ 0.506	\$ 0.414
Interest	\$ 0.049	\$ 0.052
Total revenue	\$ 4.419	\$ 8.722



**Statement of revenue and expenses**

Total revenue	\$ 4.418	\$ 8.722
Total operating expenses	\$ 2.174	\$ 2.410
Excess of revenue over expenses before transfers	\$ 2.244	\$ 6.312

**Funds and gifts in-kind transferred**

Bruyère Research Institute	\$ 1.031	\$ 0.543
Bruyère Continuing Care	\$ 1.246	\$ 1.166
Other distributions	\$ 0.176	\$ 0.008
Total funds transferred	\$ 2.453	\$ 1.717

\* Audited financial statements are available at [www.bruyere.org](http://www.bruyere.org).

INSTITUT DE RECHERCHE

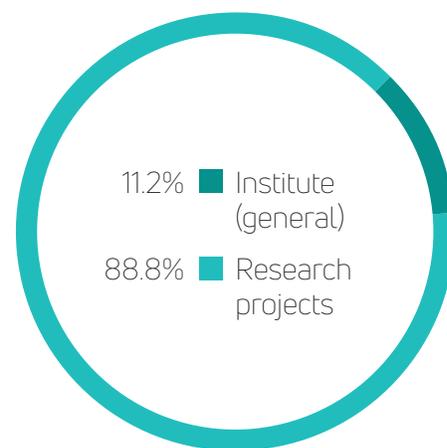


Unaudited statement\*

March 31, 2021  
(in millions)

Revenue

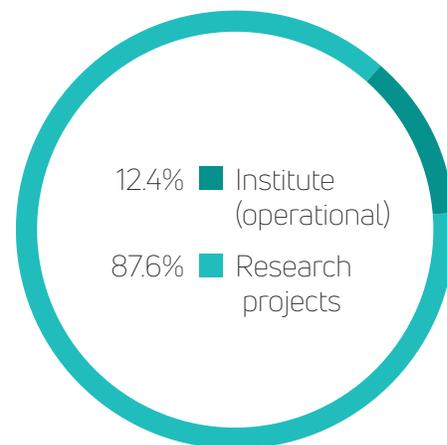
Institute (general)	\$	1.005
Research projects	\$	7.991



March 31, 2021  
(in millions)

Expenses

Institute (operational)	\$	1.158
Research projects	\$	8.157



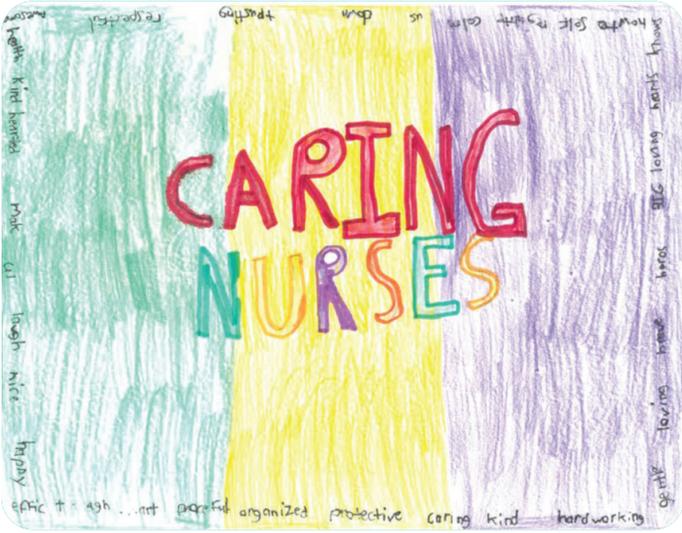
\* Audited financial statements are available at [www.bruyere.org](http://www.bruyere.org).

# Thank you to our community



#DYMONMillionMasks  
Initiative





THANK YOU!

#Droitaucoeur  
Bryère  
#BeMoved

MERCI!



TOGETHER.  
Making each  
life better.

Bruyère   
*#BeMoved*



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