

# Report to our community

2015-16



Enhancing Lives. Transforming Care.



## Message from Bruyère Continuing Care



It has been a year of monumental change at Bruyère with new leadership and the launch of a new direction. Bruyère's mission is to provide top quality and evidence-based care to the most vulnerable and medically complex in our community. We are excited to have launched our new strategic plan 2016-21. Looking ahead, the aim over the next five years is to continue to enhance lives and transform care as a bilingual academic health care organization.

We will know that we have achieved this vision when Bruyère is recognized for its unique role in subacute and rehabilitation, integrated seniors health, and geriatrics and palliative care. By 2021, Bruyère will have demonstrated its commitment and leadership in building clinical, academic and research expertise to address the needs of the people it serves. Bruyère will be redefining the experience of aging and geriatrics by creating an integrated seniors health program, in collaboration with its partners, focused on keeping older adults healthy, well and independent for as long as possible. It will have created a hub for memory care and brain health. It will be bringing care closer to people's homes.

Finally, it will have plans for enhancing supports, space and services to be able to provide the best possible care to its patients and residents.

Bruyère values its staff members as they are a major piece that makes Bruyère work. Bruyère is also grateful for the strong partnerships in working with stakeholders who have a shared understanding and common interests to meet the needs of the vulnerable and medically complex in our community. Significant progress has been made over the last year in strengthening linkages with key partners including the Champlain Local Health Integration Network and our sponsor, the Catholic Health Sponsors of Ontario.

We take this opportunity to thank all staff, physicians, volunteers and board members who have helped move strategies forward this year and we look forward to 2016-17. We are honoured to be able to provide care and services to our patients and families, and we commit to continued engagement every step of the way. The future is clear. Lives will be enhanced and care will be transformed through Bruyère.



*Amipal Manchanda*

**Amipal Manchanda**  
Chair of the board of directors  
Bruyère Continuing Care



*Daniel Levac*

**Daniel Levac**  
President and CEO  
Bruyère Continuing Care

## Message from Bruyère Research Institute



Bruyère Research Institute (BRI) is pleased to partner with Bruyère Continuing Care, the University of Ottawa and others to provide solutions to improve the health and health care of aging and frail Canadians. Our research contributes to a better, more responsive health care system that delivers the best care to patients and families so they can recover better, return to work earlier and have more productive, higher quality lives.

BRI's research aligns with Bruyère's clinical needs and focuses primarily on evidence, health system evaluation, brain health, geriatrics and rehabilitation, and primary care. Our local, national and international reach is growing, thanks to the dedication of our investigators and teams. This year, our Best Evidence Review Group (BERG) completed several reviews, providing evidence for Bruyère's top clinical questions. Implementation of recommendations has already shown significant impact (e.g., reduced falls in three care settings at Bruyère). We also developed proposals for two new research-oriented initiatives in brain health/dementia and integrated senior health at Bruyère, and will continue to develop these platforms in 2016-17. There are many more highlights from the past year; we describe these in more detail in the BRI 2015-16 annual report.

## Quick facts

**43**  
Active investigators

**104**  
Staff members

**76**  
Students



*Graham Green*

**Graham Green**  
Chair of the board of directors  
Bruyère Research Institute



*Peter Walker*

**Peter Walker**  
President and CEO  
Bruyère Research Institute

“ In October 2016, I will be stepping down as the president and CEO of the BRI. I am very proud to have led such an outstanding organization over the past five years, and would like to sincerely thank each of our investigators, staff and students for their continued commitment to our research. I am confident that BRI, under its next leader, will maintain and grow its contributions to improving patient care and health outcomes for Canadians and others around the world. ”

—Peter Walker, president and CEO, Bruyère Research Institute



## Strategic direction 1 Commitment to excellence in care



We have worked diligently to transform the patient experience by changing the way we provide care. We have introduced Nursing Always Practices, which include the use of care boards for communication, bedside shift reports, hourly rounding, priority huddles and priority list development. Other important elements include the introduction of the Volunteer Ambassador Program, the Path to Home Passport and the Bruyère Patient and Family Advisory Council.



Accreditation Canada surveyors visited us in April 2015. Being a recognized accredited health organization signifies that we are committed to improving quality and safety, reducing risk, increasing efficiency, decreasing costs and implementing best practices. We are proudly accredited for four years, from April 2015 to April 2019.



Recognized as Leading Practices, Accreditation Canada added our Nursing Always Practices and Volunteer Ambassador Program to their database, an international resource that harvests innovative and effective ideas to improve quality across the health care continuum.



## Strategic direction 1 Commitment to excellence in care



Along with six other CHAMP hospitals, we were involved in the implementation of a shared electronic patient record at both the Élisabeth Bruyère Hospital and Saint-Vincent Hospital. At the Élisabeth Bruyère Residence and Saint-Louis Residence, we successfully launched the PointClickCare application, which brings all documentation, care planning and medication management to the bedside. This is the preferred model for long-term care documentation across Ontario.



Saint-Louis Residence was selected as one of the Long-Term Care Best Practice Spotlight Organizations by the Registered Nurses' Association of Ontario, who provided coaching and worked with our staff to implement three best practice initiatives on falls prevention, wound care and oral health.



We were proud to bring the Music and Memory program to our patients and residents. Research shows that music helps reduce negative emotions and increase life satisfaction. Over one hundred iPods are now in circulation and a personalized playlist is developed for each patient and resident.





## Strategic direction 2 Commitment to our people



As part of our Leadership Legacy program, we proudly build on our employees' strengths by supporting their professional development, which will in turn ensure our leadership capacity to reach future strategic goals and objectives.



One of the ways we invest in our people is by providing them with opportunities to share their opinions. The Employee Feedback Survey allows staff to identify what is most important to them, which helps us improve their quality of life at work.



We are committed to providing our staff, patients, residents and visitors with healthy food options. By increasing availability of healthy snacks, meals and beverages in our cafeterias, boutiques and vending machines, we have been awarded a bronze-level certification as part of the Champlain Local Health Integration Networks' Healthy Foods initiative.



## Strategic direction 3 Commitment to education, research and innovation



As a new concept in 2015-16, the Bruyère Research Institute provided 11 rapid reviews designed to perform a review of the evidence that exists around clinical questions and provide recommendations. As a result of the work performed on falls prevention, the number of falls decreased across the organization.



Bruyère has had a year of unprecedented requests to share our innovations. We presented at provincial, Canadian and international conferences and forums, among them McGill University Institute for Strategic Analysis and Innovation Conference and the Rotman Research Institute Conference on Healthy Brains. Several of our poster presentations were also featured at key regional forums.



Over 300 delegates attended the Bruyère Centre for Learning, Research and Innovation in Long-Term Care conference, which was a unique opportunity for health providers, researchers and leaders from across North America to connect, learn and share as they work together to improve long-term care and plan for its future.



### Strategic direction 3 Commitment to education, research and innovation



Prescribing guidelines research provides a framework for implementing deprescribing into frontline clinical practices by using a comprehensive approach to synthesize evidence about the effects of reducing or stopping a medication.



To raise awareness about oral health for professionals, the Bruyère Centre for Learning, Research and Innovation in Long-Term Care, in partnership with La Cité, created a short animation that highlights how the health of the mouth impacts the body and how it can be a telltale sign of other health issues.



### Strategic direction 4 Commitment to partnerships

We have been working with The Ottawa Hospital, Queensway-Carleton Hospital and Hôpital Montfort to improve transitions and reduce alternate level of care beds. In particular, changes were made to increase the number of ventilated care beds to meet the demand at Saint-Vincent Hospital. We have also been an active planning partner for the Orléans Family Health Hub, which is expected to be in operation by 2020.

As a member of the Champlain Subacute Capacity Planning Steering Committee, we have been involved in overseeing a needs assessment and data review to develop projections and modeling of needs. Our people were extensively engaged in this very important regional project. The final report will guide the Champlain Local Health Integration Network in planning for subacute care going forward, which will influence Bruyère's role and capacity in subacute care provision within our region.



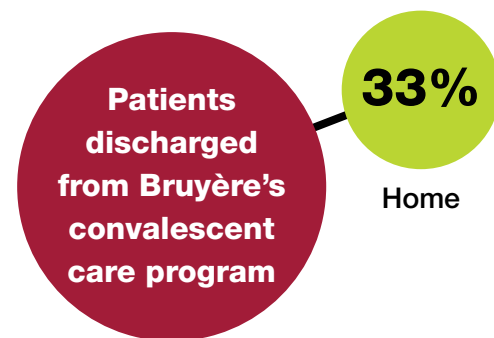
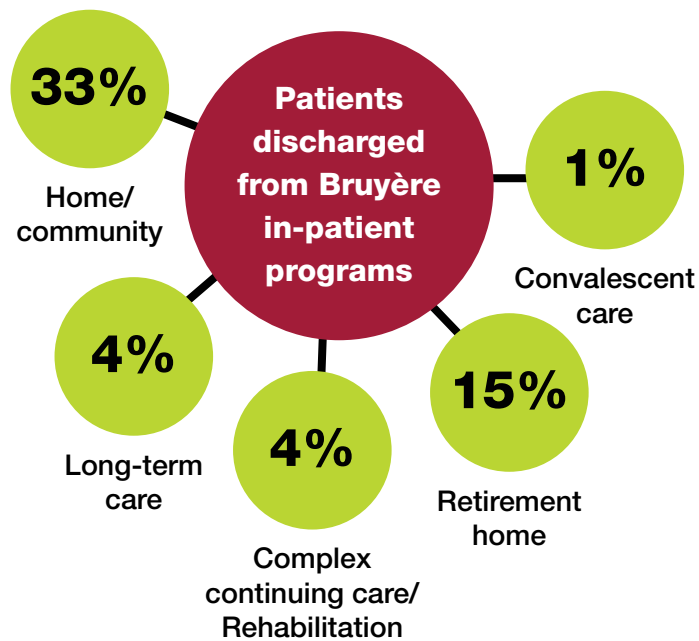
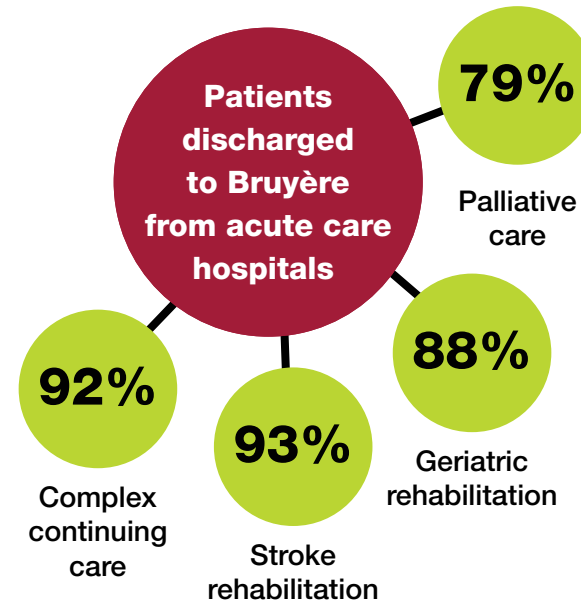
Together with our dedicated web champions, we revamped our corporate website, improving the user experience and increasing our online presence.



As a Catholic organization, we are sponsored by the Catholic Health Sponsors of Ontario. We have worked closely with this important partner to ensure alignment with our strategy, mission and vision.



# Enhancing Lives. Transforming Care.



## By the numbers

**2,045** employees  
**67** physicians  
**854** volunteers  
**59,312** volunteer hours  
**1,359** students/trainees  
**706** beds

### Bruyère Academic Family Health Team

**17,068** patients  
**54,377** patient visits

### Outpatient programs/clinics

**37,542** patient visits

### Bruyère Village

**45** affordable housing apartments  
**110** individuals receiving assisted living services for high risk seniors

## Financials: Bruyère Continuing Care



Combined results Unaudited statement*	March 31, 2016 (in millions)	March 31, 2015 (in millions)
Total revenues	\$144.33	\$140.61
Total expenses	\$144.49	\$141.61
Excess (deficiency) of revenues over expenses before net amortization of leasehold improvements	\$(0.16)	\$(1.00)
<b>Net costs per patient day / resident day</b>		
Bruyère Hospitals	\$795.93	\$707.34
Élisabeth Bruyère Residence	\$198.98	\$214.16
Saint-Louis Residence	\$215.25	\$216.65

Expenses by category	March 31, 2016 (in millions)	March 31, 2015 (in millions)
Compensation	\$113.41	\$110.49
Supplies and other expenses	\$26.06	\$26.08
Medical supplies and drugs	\$5.03	\$5.05
<b>Total</b>	<b>\$144.50</b>	<b>\$141.62</b>

Revenues by source	March 31, 2016 (in millions)	March 31, 2015 (in millions)
Ministry of Health and Long-Term Care / Champlain Local Health Integration	\$109.16	\$106.60
Network	\$20.20	\$20.18
Patient revenues	\$14.98	13.73
Other revenues and recoveries	\$144.34	\$140.51

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

## Message from Bruyère Foundation



In September 2015, the Foundation board of directors gave Peggy Taillon the honour of taking the helm of Bruyère Foundation. Peggy has spent many years working within the health care system in the region and possesses a deep appreciation for Bruyère. Similar to me, we both learn something new every day about this very special place.

While the government funds essential services, many game-changing projects can only be realized with support from donors as our key partners. Bruyère Foundation acts as a link to help provide our health care teams with the tools required to be able to provide the best care possible. We are setting out on a life-changing journey.

Bruyère Foundation is embarking on an historic \$30-million fundraising campaign, representing the largest and most transformative appeal in Bruyère's history. This campaign is about ensuring that we have the best minds in the world, teaching the next generation in health care, working towards the next discoveries that will change the lives of our patients and their families, right here in the nation's capital. The Life Changing campaign will also be about responding to the pressures in the health care system through innovation, adapting new approaches and bringing care closer to home.

We would like to not only thank our donors, but our committed board members and our colleagues at Bruyère and Bruyère Research Institute, whom tirelessly devote themselves to making Bruyère a place where lives are transformed every day.



**Fiona Gilfillan**

Chair of the board of directors  
Bruyère Foundation



**Peggy Taillon**

President  
Bruyère Foundation

## Financials: Bruyère Foundation



Unaudited statement*	March 31, 2016 (in millions)		March 31, 2015 (in millions)	
<b>Source of revenue</b>				
Donations	\$3.749	99.7%	\$3.749	99.3%
Special events	\$0.003	0.1%	\$0.001	0.0%
Interest	\$0.007	0.2%	\$0.026	0.7%
<b>Total revenue</b>	<b>\$3.759</b>	<b>100%</b>	<b>\$3.777</b>	<b>100%</b>
<b>Statement of revenue and expenses</b>				
Total revenue	\$3.759		\$3.777	
Total operating expenses	\$1.506		\$1.193	
<b>Excess of revenue over expenses before transfers</b>	<b>\$2.253</b>		<b>\$2.584</b>	
<b>Funds and gift in-kind transferred</b>				
Bruyère Research Institute	\$0.087		\$0.412	
Bruyère Continuing Care	\$2.050		\$3.451	
<b>Total funds transferred</b>	<b>\$2.137</b>		<b>\$3.863</b>	

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

## Quick facts

**↑ 48%**

Online transactions

**↑ 66%**

Employee payroll deductions

**↑ 8%**

Average online donations

**↑ 5%**

Monthly donors

**↑ Online community engagement**  
(Facebook, Twitter and other channels)



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