



# Report to our community 2019-2020

# A message from our leadership

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## Bruyère

This year, we marked an incredible milestone: the 175th anniversary of Mother Élisabeth Bruyère's arrival to Bytown and the establishment of Ottawa's first general hospital.

Mother Bruyère made an immediate and lasting impact on our city. Between treating patients during the typhus outbreak of 1847 and the cholera pandemic in 1854, she continued to forge ahead, caring for the most vulnerable community members with courage and determination.

Although times have changed, we see parallels with the challenges Mother Bruyère faced and those we are experiencing today with the advent of COVID-19. We have seen the pandemic's impact on our own campuses and around the world, transforming health care in the process.

As the pandemic amplified Canada's health care vulnerabilities for the elderly, it is readily apparent that improvements are needed across the country. As a multi-site academic health care organization, Bruyère is uniquely positioned to help provide solutions by developing products and service models for our rapidly aging population.

We have seen much kindness, courage and innovation this year. Thank you does not begin to express our gratitude to frontline workers and support staff for their continued dedication and compassion, and to our community for their tremendous support.

In the past year, we partnered with Connected Canadians to deliver digital literacy-focused workshops and one-on-one sessions to our patients and residents, education that helped patients and residents connect with their loved ones during these unprecedented times.

Bruyère has also made great strides and has increased industry partnerships. We were among the first partners in the CAN Health Network, an integrated market that will allow companies to work directly with health care organizations to understand their needs and commercialize health technologies.

In our research institute, our investigators are generating the knowledge that will help us optimize care delivery through virtual reality. They are working to improve access to services for residents in long-term care through eConsult, and delivering positive impacts on quality of life through LifeView.

Looking ahead, we'll continue to focus on providing care that promotes independence and maximizes the quality of life of the people we serve. As a partner in the regional ecosystem, we are also actively re-envisioning health care and building transitional capacity for a better system.

And as we continue to learn from and embed our response to COVID-19 in all that we do, we move towards the future with an unwavering commitment to building the next generation of care and discovery.



**Louis Savoie**  
Board Chair



**Guy Chartrand**  
President and CEO

The Bruyère Research Institute continues to advance Bruyère’s mission by supporting investigators who are conducting world-class research and to test and implement technologies that support independence and mobility. In the last five years, the Institute has managed over \$50 million in research funding at Bruyère and has recruited 25 additional researchers and partners whose work directly relates to the people we serve in our hospitals and communities. Research and innovation at Bruyère impacts care and systems locally, across Canada and around the world.

As we continue to navigate our pandemic response as an international community, health research is increasingly critical. Researchers are uniquely positioned to help us treat and navigate the spread of viruses like COVID-19 as well as understand and respond to the broader social, financial and emotional impacts of such health crises.

Our investigators pivoted to meet the needs born by the pandemic, turning their research focus to shed light on its effect. Such work included research into the pandemic’s impact on residents of long-term care homes in the country, work that is informing current and future policies and decision-making. Our researchers are also looking towards the future to prepare for mass vaccination and immunization tracking.

Improving the health of aging and vulnerable Canadians is what we do. From our advancement in virtual care to improving residential care by reducing social isolation, our investigators continue to be leaders and problem solvers, transforming lives and contributing to our aging population’s health, independence and mobility.

In 2019–2020, we saw the development of algorithms paired with sensors installed in Ottawa retirement and long-term care homes. This work is helping staff identify residents who may have fallen, had a change in activity levels or who are showing signs of depression. These markers have never been more important with the challenges faced in residential care due to COVID-19.

We also saw the integration of artificial intelligence algorithms from Bruyère research being used by physicians as part of the tools used to make clinical decisions. At Bruyère, our investigators don’t stop with the creation of knowledge: the key is to put this knowledge into practice for the benefit of our patients, residents, families, staff and the broader community.

Next year, and in the years that follow, we are committed to growing our industry partnerships to develop innovations and technologies and bring them to market. This will further improve the health outcomes for those Bruyère serves and beyond. Building on this growth, we are well positioned to create new revenue streams that will build more sustainable programs as well as contribute to the advancement of Bruyère’s goals.

Together, making each life better.



**Sally Douglas**  
Board Chair



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



FONDATION



As Bruyère begins to look ahead, we want to take a moment to thank you for your incredible support over the past year.

We know many worthy causes frequently approach you, and we greatly appreciate your choosing Bruyère.

In doing so, you put your trust in us. We want to assure you that your generosity continues to make a significant impact, offering better care options for generations of patients.

Bruyère is many things to our community; it is a hospital, a provider of residential services, and a provider of a wide range of outpatient services.

We are here to help restore and maintain the aging population's quality of life by promoting healthy aging and independent living. In 2019–2020, thanks to our community's generous support, the Bruyère Foundation was able to distribute over \$1.7M in support of the Bruyère Research Institute, Bruyère Continuing Care, and the Hospice Ottawa West Campaign.

At the end of 2019, COVID-19 started shaking the world, and it has been a pivotal time for Bruyère. We continue to face challenges due to underlying issues in our health care system, which have been amplified by the pandemic. But with challenges also come opportunities. Now is the time for us to rise to the occasion and innovate to provide tangible solutions that will transform health care in our region.

The next generation of research, innovation, and teaching strengthens everything we do. The importance of this has never been more evident as we continue to navigate our new reality in the face of COVID-19 and look ahead at the challenges of tomorrow.

We are inspired by the community builders and innovators who are willing to take an active role in improving the quality of life of those we serve.

Thank you for making a difference in the lives of so many in our community and our region.



**Daniel Fernandes**  
Board Chair



**Peggy Taillon**  
President





A year  
in review

# Finding comfort, friends and a home at Bruyère

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Meet  
**Donald Richer**

Donald Richer was an active, healthy, hard-working father of two. Growing up with two sisters, he was known to be a bit of a prankster. He was a great hockey player, always captain of his team, and was nearly drafted to the Ontario Hockey League when he was 16 years old.

Donald worked in construction for most of his life and was known to contractors across the city as "Don The Legend King." With a twinkle in his eye and his whole life ahead of him, the sky was the limit for Donald.

At age 45, Donald started losing his footing. His leg would give out, or his foot would go sideways. He started experiencing numbness and falls became more and more frequent.

After numerous consultations, he was diagnosed with plantar fasciitis. However, the symptoms started travelling to the other leg and he noticed a change in his skin colour and temperature, all of which are not characteristic of the condition.

Donald went for an MRI, where experts discovered he had crushed discs in his neck. Fortunately, surgery could be performed and the outlook was mostly positive. When he woke up, he was once again able to move his toes. He and his family thought he was cured and they were overjoyed. After some rehabilitation, he was using his legs again, standing, and slowly working towards walking again.

But he never really got better. Some days, he just couldn't move his legs and couldn't get up. After more scans and tests, Donald was diagnosed with amyotrophic lateral sclerosis (ALS). ALS gradually causes paralysis as the brain can no longer communicate with the muscles we are typically able to move at will. Over time, as the muscles of the body break down, someone living with ALS will lose the ability to walk, talk, eat, swallow, and, eventually, breathe. There is no cure for ALS and few treatment options exist for those living with the disease.

Despite there being some very dark moments as the symptoms worsened, Donald never lost his courage or his will to live. To this day, he proudly sports his million dollar smile every chance he gets.



Bruyère's assistive communication technology team provides tailor-made technologies and tools to help patients stay connected to their families and the outside world.

Bruyère has been part of Donald's journey since 2017, when he moved into the Saint-Vincent Hospital campus. While he is unable to speak, Donald is able to communicate through an assistive communicative device which he controls through eye movements. This technology is supported by Bruyère's assistive communication technology team, who provides tailor-made technologies and tools to help patients stay connected to their families and the outside world.

Bruyère's Saint-Vincent Hospital is the sole provider of complex continuing care in Ottawa, with the next closest option for our region in Toronto. The team specializes in supporting those living with progressive diseases and multiple medical conditions.

Donald calls it "home sweet home", and his family is grateful for the great care that he receives.

"We know that he's well taken care of, and we knew that it was not possible for him to stay home, that we would not be able to take care of him 24 hours a day. When we leave here—we come every day to put him to bed and take care of him— we know he's in good hands. Even when we arrive, he's always got a big smile on his face, so we know he's good."

When asked where he finds his strength Donald says, "My father always told me life was beautiful and to always make the most of it. And the team at Bruyère, they have become my friends."

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# Care is within your community: Connecting patients with health and social resources

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The ARC Navigation stakeholder group gathers in 2019, representing researchers, patients, community resource representatives, and health care providers.

The Bruyère community extends far beyond the walls of our hospitals and residences. Our research provides evidence for clinical care across all our programs, supporting our patients so they can go home stronger and more independent.

Our patients' journey through care doesn't stop at the door, so neither does our research. Though there are many community-based resources and programs that can help address an individual's health and social needs, many patients are unaware they exist. Even then, wading through these services and programs can be daunting and social challenges can quickly impede access.

What if there was someone to help guide you to (and through) those resources?

Building upon a \$5 million, five-year international research program to increase access to primary health care for vulnerable populations, from 2015 to 2018, Bruyère researcher Simone Dahrouge, PhD launched a regional initiative. Her work within the Champlain Local Health Integration Network dove into the local community to better understand the barriers patients face and how they could be overcome.

The Access to Resources in the Community (ARC) intervention was built off the collective input of patients with rich lived experience, physicians, resource providers, and health planners. ARC was implemented in primary care practices where providers would refer patients in need of assistance to ARC's navigator: a dedicated bilingual individual whose role is to remove all possible barriers to services that may benefit a patient.

Over the past four years, the ARC navigation was studied in over 400 individuals across Ontario and has helped many access services and programs to help them achieve better health and wellbeing. Over the course of 2019, ARC went through its first randomized control trial, and today, these services are being deployed to help assist individuals in two communities, Merrickville-Wolford and North Dundas, to address needs related to the pandemic.

Help comes in many forms. Can't afford to pay for services? The navigator will find free services for individuals of low income. Can't get to an appointment because you have kids at home? The navigator can find you childcare. Can't find a therapist because explaining your needs is traumatizing? The navigator will call and vet mental health providers first. Afraid to try a service alone for the first time? The navigator can accompany you.

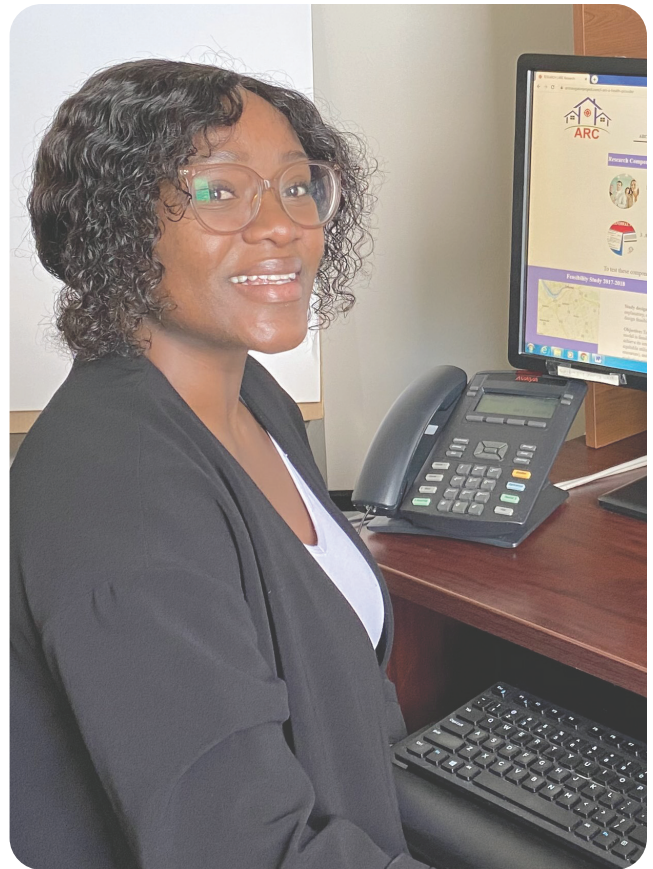
Whether it is language, time, finances, transportation, or even fear, ARC navigators seek ways to overcome individual and systemic barriers to care and optimize access to community resources for primary care patients.

Dahrouge's team recently completed the trial, and the preliminary results are already showing the positive impact this program is having on addressing patient needs and patient experiences. ARC navigation is a valuable connection between Bruyère, primary care, and our patients.

"We received positive feedback from both patients and providers," said Natacha Ndiokubwayo, Ottawa's ARC navigator. "Patients felt reassured in receiving information about services that can address their health and wellbeing needs in their community, but also in having someone that could help them throughout the process of accessing those resources and be an advocate on their behalf. Patients appreciated not only the practical help, but the emotional support provided by the navigator."

Transforming care for our community within our community can be as simple as connecting the dots. Ottawa is a rich hub of resources that we're proud to be a part of as we navigate patient health together.

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Natacha Ndiokubwayo, the ARC project's lay navigator, is the connection between primary care and community resources for referred patients.

# The sound of innovative care—piloting new auditory screening tools at Bruyère

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Whether listening to the birds singing on a morning walk or enjoying a heartfelt conversation with a friend, the ability to hear can have a profound impact on our quality of life—yet many people are unaware that they are experiencing hearing loss. In fact, more than half of Canadians aged 40 to 79 have measurable hearing loss, and a staggering 93% of Canadians aged 70 to 79 have hearing loss.<sup>1</sup>

In order to bring better and faster auditory screening to our patients, Bruyère has launched a pilot program with its industry partner, SHOEBOX Ltd. Due to the slowly progressing nature of hearing loss, the majority of patients weren't even aware that they had a reduced auditory experience.

This pilot was made possible by a research partnership with the CAN Health Network. This network supports health care organizations to collaborate with Canadian health technology companies by bridging the research-innovation-implementation cycle.

In this case, by researching and studying the feasibility of the SHOEBOX QuickTest in our Bruyère Memory Program, we were able to then scale the product into our Geriatric Rehabilitation Program using funds supported by the Network.

The SHOEBOX QuickTest, a first of its kind evidence-based iPad auditory screening tool, provides patients with an accurate hearing score in under two minutes. Screening results are shared with the patient and their care team within days of admission, equipping patients to take the next steps in their auditory care and informing Bruyère on how to optimize communication with the patient.

**77%**  
of Canadians  
aged 70-79 with  
hearing loss weren't  
aware they have  
hearing loss

<sup>1</sup> Statistics Canada. *Hearing loss of Canadians, 2012-2015. Health Fact Sheets (2016).*



Dr. Anne Harley, who works at the Geriatric Rehabilitation Program at Bruyère, immediately saw the role SHOEBOX QuickTest could play in improving patient care and is excited about Bruyère's early adoption of the tool.

"A patient's ability to hear and understand the care team is a crucial part of implementing our care plans," Harley explained. "I'm pleased to be a part of a team at Bruyère that is piloting innovative tools that can have a positive impact on the health care system as a whole."

An early recipient of the SHOEBOX QuickTest shared, "I really like this test." After going 25 years without an assessment, and despite being used to traditional audiologist assessments from his days as an airplane technician with the Canadian Air Force, he said, "It was easy to use; I didn't have to wait long and my hearing results were right there."

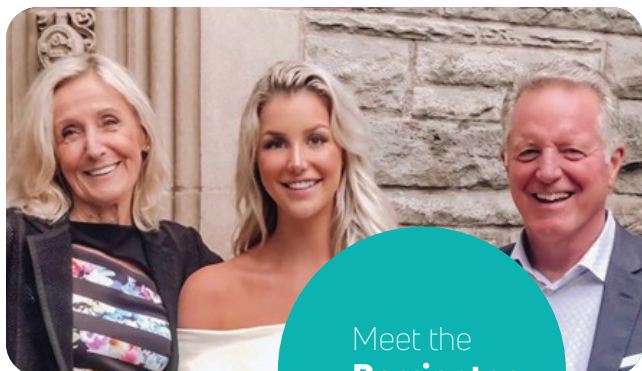
The impact goes beyond the individual, there are system-wide costs for every patient that goes with untreated hearing loss. In an American study, compared to individuals without hearing loss, those with untreated hearing loss were associated with a 46% increase in additional health care costs to the system over a ten-year period. They also experienced, on average, 1.47 more inpatient stays, were at greater risk for 30-day post-discharge hospital readmission, and had 52.2 more outpatient visit days, taxing patients as well as the health care systems that support them..

Early data already suggests that Bruyère's adoption of SHOEBOX QuickTest is successful at identifying undiagnosed hearing loss in patients. It is providing physicians with an objective auditory screening tool that is impacting patient care, showing promise in helping the overall health care system, and, most importantly, helping patients return home with the highest quality of life possible.



# A story of love, strength and hope

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Meet the  
**Barrington  
-Whites**

Mark and Crystal have been happily married for over 30 years. They met through mutual friends and hit it off immediately. And the rest, as they say, is history. They enjoyed a wonderful, full life together: they have a beautiful daughter, Makena, and each had remarkable careers, living life to the fullest.

Towards the end of Crystal's career, her loved ones began noticing changes in her cognitive capabilities. In her executive sales role, she had always been required to learn new technologies. Suddenly, she was no longer able to absorb all the new knowledge, often staying up late into the night in an attempt to take in new information. It became increasingly difficult for Crystal complete tasks that she previously accomplished easily and she decided to retire. Everyday tasks were also proving to be more and more challenging.

In March 2018, Crystal suffered two minor strokes with devastating cognitive implications. In the spring of 2018, Crystal came to Bruyère as an outpatient for occupational and speech therapy. She worked with the team at Bruyère over the ensuing two months. The emotional support and the expertise of the caring teams provided comfort to the Barrington-White family as they navigated this new and challenging situation.

Crystal was referred by her general practitioner to the Bruyère Memory Program and was monitored for 18 months before she was diagnosed with Alzheimer's disease. Although there is currently no known cure for Alzheimer's, both Mark and Crystal firmly believe the research being conducted today at the Bruyère Research Institute will lead to its discovery.

The Bruyère Memory Program is still a part of the Barrington-White family's lives. They are working together to maintain Crystal's quality of life, investigating clinical trials and working to help slow the progress of the disease.

Thanks to this support, Crystal is able to continue living at home with her husband, Mark and their daughter, Makena. She still enjoys many outdoor activities at home and at their cottage. Her two beautiful dogs Nelly and Fergie provide a constant comfort to her and help get her out to enjoy the fresh air every day.



Mark has been a board member of the Bruyère Foundation since 2017—never imagining the important role Bruyère would play in his family’s life. Everything he, Crystal and Makena have been through with Bruyère has reinforced what Mark believed to be true when he joined Board: the work that Bruyère does in our community is absolutely vital.

The Bruyère Memory Program is the only dedicated service of its kind in the region, providing diagnosis and treatments for patients with memory challenges.

Over 500,000 Canadians are suffering from Alzheimer’s disease and other forms of dementia. In less than 20 years, the number of Canadians living with dementia will almost triple to reach 1.4 million, putting an enormous strain on the health care system.



# Virtual and remote rehabilitation keeps care on track

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Meeting the needs of our patients means providing best-evidence practices every step of the way. Bruyère is the region's largest single-site academic provider of inpatient and outpatient rehabilitation, and our research and innovation in this area is strong. Over the last few years, we have looked at the feasibility and impact of virtual rehabilitation and tele-rehabilitation, which has significantly contributed to Bruyère's ability to quickly pivot to virtual and remote program delivery.

Physiotherapist and researcher Jennifer O'Neil, alongside clinical investigator Dr. Shawn Marshall, supports Bruyère's goals of improving accessibility of rehabilitative care for patients, both as inpatients and outpatients. Her work, funded by CABHI and CIMHVR-True Patriot Love, which has examined the use of remote supervision of exercise programs for individuals in rural communities, moves Bruyère forward in our ability to offer home-based rehabilitation and extend our reach to vulnerable populations.

The care we continuously advance through research, innovation, and implementation of best practices at Bruyère happens onsite every day. With the spread of COVID-19, we have been well positioned to pivot this work to support our outpatient populations, using our knowledge of virtual and remote rehabilitation programs. Our research geared toward understanding the feasibility and success of using remotely supervised programs to improve health, mobility, and physical activity in aging adults has quickly transitioned to innovative virtual care practices during the pandemic.

Lisa Sheehy, PhD, physiotherapist and investigator, and Dr. Hillel Finestone, physician and investigator at Bruyère have also continued the pursuit of virtual reality experiences in both inpatient and outpatient rehabilitation. As the co-lead of the Healthy Seniors Pilot Project, a \$75 million three-year initiative launched in New Brunswick during the summer of 2019, Sheehy has been working on the evaluation of non-immersive virtual reality exercises to seniors' rehabilitation programs, both in home settings and in long-term care facilities.

Her work has been instrumental in adapting to rehabilitation needs during the pandemic. Quick to identify the challenges the virus created in care delivery, Sheehy delved into how rehabilitation programs would need to adapt for patients who had become ill. On top of leveraging her previous work in virtual rehabilitation tools and programs, within a few months of the outbreak she published work on the considerations for post-acute rehabilitation of COVID-19 survivors, outlining key recommendations in the future of design for rehabilitation units and considerations with respect to recovery of the respiratory system in conjunction with mobility and function.

We continue to transfer research and innovation into care, as we help patients transfer from hospital to home. The implications of COVID-19 on delivering care have been numerous. Bruyère's long-standing dedication to care and research and innovation in rehabilitation has given us an advantage in adapting to our patients' needs; keeping them healthy and engaged in their recovery with us, either in our spaces or theirs.



Lisa Sheehy, physiotherapist and PhD, with Hon. Dorothy Shephard (Minister of Social Development, New Brunswick) and Matt DeCoursey (MP, Fredericton) at the launch of the second project in the Healthy Seniors Pilot Project initiative.

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2019-20  
Highlights





## #HIP613 Hackathon: Highlighting Bruyère researchers

Bruyère clinicians, researchers and staff teamed up with innovators to tackle health care challenges during the #HIP613 Hackathon at Shopify in May 2019 under the theme of preventing social isolation among Canadians. Six teams with Bruyère representatives went on to win prizes at the event.



## Running races and raising funds

Bruyère Life Changers and former patients participated in Tamarack Ottawa Race Weekend, from May 25 to 26, 2019. Through the races, our athletes raised funds to support patient care and research at Bruyère.



## Bruyère launches Artist-in-Residence Program

Bruyère launched its Artist-in-Residence Program in May 2019. The program aims to improve the quality of life for our patients and caregivers by giving them the opportunity to express themselves creatively. Made possible by the Ontario Trillium Foundation, artists work with patients, residents and caregivers, finding ways for people of all levels of ability to participate in the creative process.



## Bruyère collaboration supports the development of digital literacy skills for seniors

With a grant from the Ottawa Community Foundation, Connected Canadians began rolling out programs at Bruyère in August 2019, offering residents the opportunity to enhance their technology skills, enabling greater connection and reducing social isolation.



## Bruyère joins the CAN Health Network

In July 2019, the Government of Canada announced its support of a \$20-million project proposal to scale up companies in health and biosciences, done initially through a \$7-million investment to support the establishment of the CAN Health Network. Bruyère joined the CAN Health Network as one of its first partners, supporting the network as an integrated market that allows companies to work directly with health care organizations to understand their needs and commercialize health technologies.



## Ontario's Minister of Health Christine Elliott visits Bruyère

On July 3, 2019, Bruyère welcomed Ontario's Minister of Health, Christine Elliott, at our Élisabeth Bruyère campus for a tour and meeting with our leadership team. Bruyère took the opportunity to profile its programs, services and innovations.





## Construction of the Orléans Health Hub begins

August 20, 2019 marked the beginning of the construction of the Orléans Health Hub (The Hub). A new facility located at the corner of Mer-Bleue Road and Brian Coburn Boulevard, it will offer a wide range of integrated programs and services, in both official languages.



## Broadway for Bruyère's Come From Away gala

On August 29, 2019, the Bruyère family was moved by the incredible support received as Ottawa's movers and shakers participated in the Broadway for Bruyère Come From Away gala. This electrifying signature event was built around Broadway hit musical Come From Away, the remarkable true story of the small town in Newfoundland that welcomed the world.



## Ontario's Minister of Long-Term Care Merrilee Fullerton visits Bruyère

On September 4, 2019, Bruyère welcomed Merrilee Fullerton, Minister of Long-Term Care, to Bruyère Village and Saint-Louis Residence. Throughout the visit, Bruyère was able to share our vision and showcase some of our research and innovation that aim to maximize quality of life in home care and long-term care.





## Bruyère Village tenants sweep the global Road Worlds for Seniors Competition

In September 2019, tenants from the Bruyère Village placed among the top ten in each competition category of the Road Worlds for Seniors Competition, virtually traveling incredible distances using a technology called Motiview.



## A Life Changing Bruyère Day

Thanks to the help of our generous community, corporate partners, and sponsors, we raised \$618,859 through Bruyère's Life Changing Day on September 19, 2019. These funds will support Bruyère's life-changing care and research.



## A Bruyère Life Changing Breakfast for the books

On November 14, 2019, Bruyère welcomed over 500 guests to the Infinity Convention Centre for our Life Changing Breakfast. The morning was filled with inspiring testimonials from patients who bravely shared their personal stories, which resulted in over \$280,000 raised by our generous community.



## A very special visitor spices up lives at Bruyère

In November 2019, Bruyère's hallways were graced by Pepper the robot, who delighted and wowed patients and staff alike. Bruyère continues to explore such innovations as we work to modernize our facilities.



## Bruyère celebrates award-winning engagement in clinical research

The Consortium of Canadian Centres for Clinical Cognitive Research (C5R) awarded Bruyère the Site Award of Excellence for its outstanding recruitment to clinical trials in 2019. The people who participate in Bruyère's studies provide an invaluable contribution to the fight against Alzheimer's and other dementias.



## Bruyère celebrates its 175th anniversary

On February 25, 2020, Bruyère launched the celebrations marking the 175th anniversary of Mother Élisabeth Bruyère's arrival to Bytown. We were honoured to have among us at our inaugural celebration event the Sisters of Charity of Ottawa as well as Mayor Jim Watson and councillors Catherine McKenney and Mathieu Fleury.

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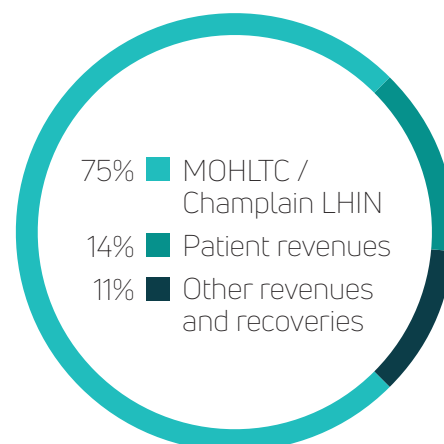
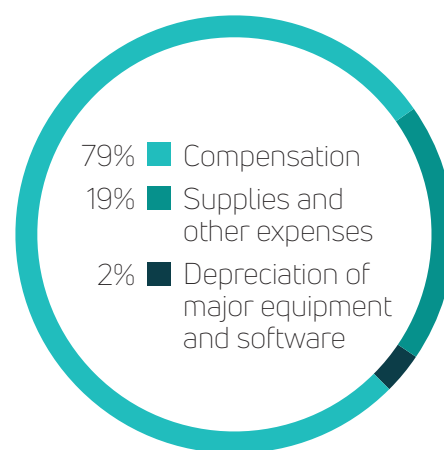
# Financials

# Bruyère

Unaudited statement*	March 31, 2020 (in millions)	March 31, 2019 (in millions)
<b>Expenses by categories</b>		
Compensation	\$ 127.38	\$ 121.73
Supplies and other expenses	\$ 29.74	\$ 29.73
Depreciation of major equipment and software	\$ 2.43	\$ 2.45
	<u>\$ 159.55</u>	<u>\$ 153.91</u>

## Revenues by source

Ministry of Health and Long-Term Care (MOHLTC) / Champlain Local Health Integration Network (LHIN)	\$ 120.58	\$ 117.94
Patient revenues	\$ 23.35	\$ 23.88
Other revenues and recoveries	\$ 17.17	\$ 17.18
	<u>\$ 161.10</u>	<u>\$ 159.00</u>



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



INSTITUT DE RECHERCHE

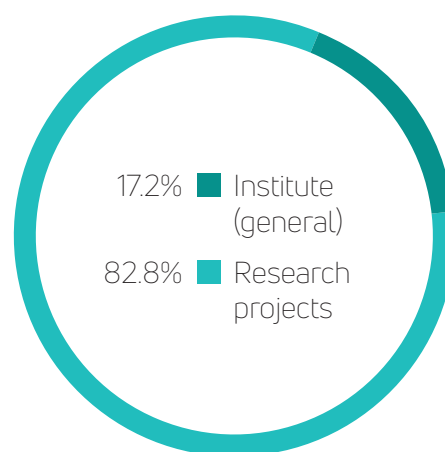


Unaudited statement\*

March 31, 2020  
(in millions)

### Revenue

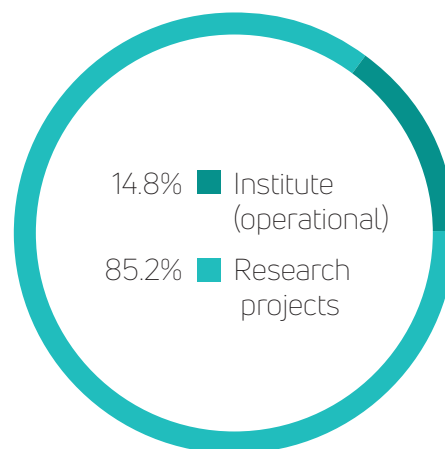
Institute (general)	\$	1.609
Research projects	\$	7.762



March 31, 2020  
(in millions)

### Expenses

Institute (operational)	\$	1.387
Research projects	\$	7.992



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

FONDATION



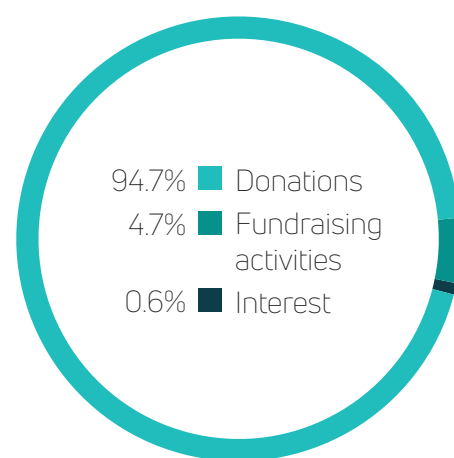
Unaudited statement\*

March 31, 2020  
(in millions)

March 31, 2019  
(in millions)

### Source of revenue

Donations	\$ 8.256	\$ 4.437
Fundraising activities	\$ 0.414	\$ 0.401
Interest	\$ 0.052	\$ 0.019
Total revenue	\$ 8.722	\$ 4.858



### Statement of revenue and expenses

Total revenue	\$ 8.722	\$ 4.858
Total operating expenses	\$ 2.410	\$ 1.788
Excess of revenue over expenses before transfers	\$ 6.312	\$ 3.070

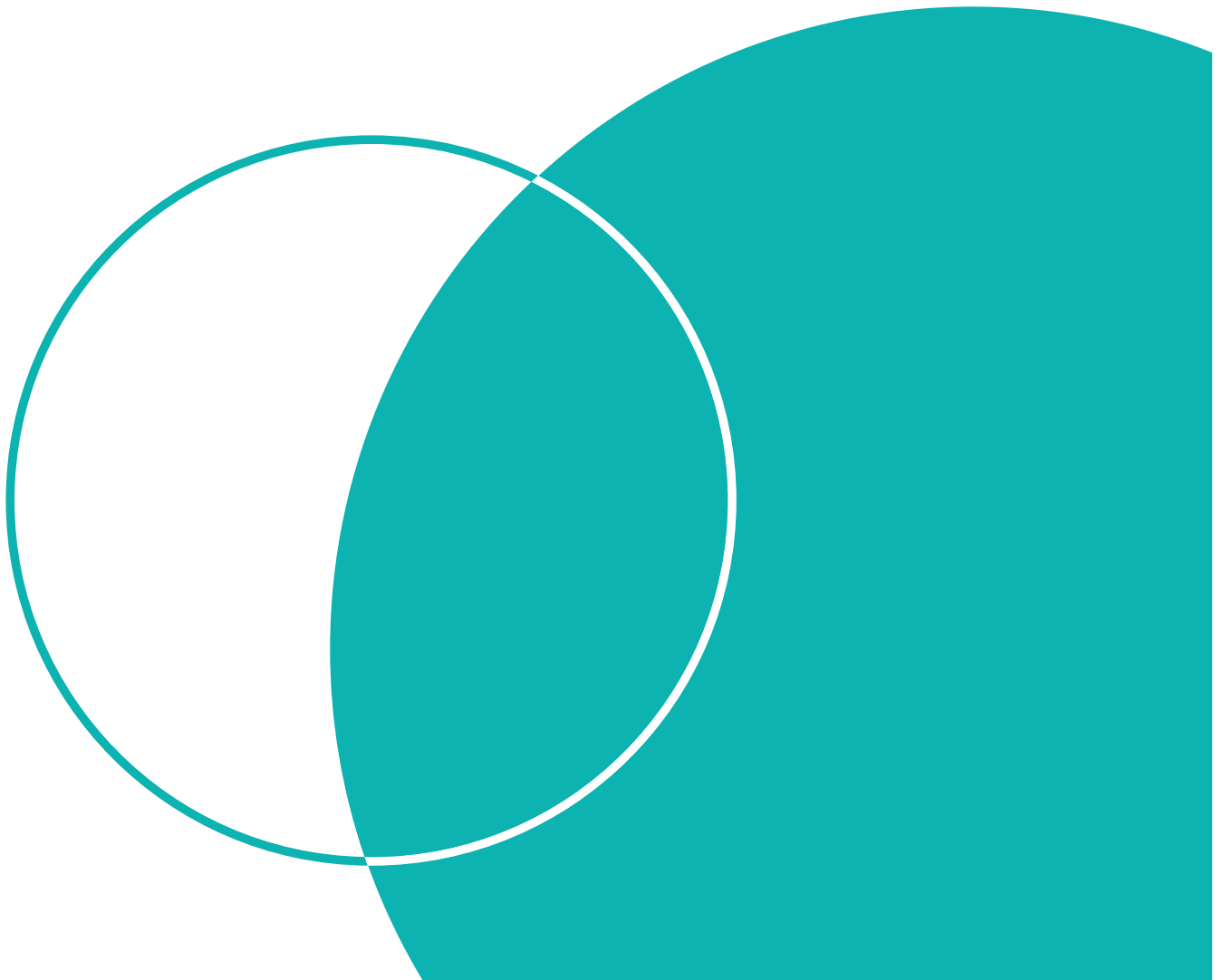
### Funds and gifts in-kind transferred

Bruyère Research Institute	\$ 0.543	\$ 0.849
Bruyère Continuing Care	\$ 1.166	\$ 0.693
Other distributions	\$ 0.008	\$ 0.270
Total funds transferred	\$ 1.717	\$ 1.812

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



**TOGETHER.**  
Making each  
life better.





# Bruyère

*#BeMoved*



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