

Report to our community

2021-2022



Bruyère 



Bruyère

Messages from our leadership



Bruyère

This year, we reflect on the incredible efforts and perseverance of our teams at Bruyère, who continued to overcome challenges throughout the second year of the pandemic with compassion and commitment to those we serve.

From the advent of Omicron, to staffing shortages, and the several week downtown occupation, our teams worked tirelessly to prioritize the care of our patients and residents. As we actively work to build and strengthen our workforce to support our staff and attract new talent, we thank our teams for their continued resilience and dedication to our community.

As a partner in the regional system, we are collaborating to better integrate care and develop novel approaches that improve patient outcomes. For example, a new stroke pilot program, led by Bruyère and part of the new regional integrated rehabilitation hub. This important initiative is helping patients get the care they need in the right place at the right time by increasing cooperation between referral organizations and health care providers in the community.

Furthermore, we are better integrating care within our own walls by working to transition our palliative care program to our Saint-Vincent Hospital campus. We are moving towards a new model of care that leverages the strengths of our palliative and complex care programs and will enhance the patient and loved one experience. This will help make a palliative approach to care accessible to more people recognizing that this care improves quality of life at all stages of the care journey – not just at end-of-life.

Looking ahead, we are planning for the future and helping to build more capacity in the region. This year, we received funding for 192 new and repurposed long-term care beds, which will help us increase the number of people we can get off waitlists and welcome into our homes in the coming years.

As an academic health care organization, Bruyère is committed to training the next generation of researchers and health care professionals, and many of them helped us expand our partnership with local settlement agencies and Ottawa Public Health this year. By bringing together a group of multilingual experts and offering vaccination information sessions at the height of Omicron, we helped community members get answers to their questions and overcome language and location barriers.

In addition, we opened a new low-intensity rehabilitation unit at our Saint-Vincent Hospital campus and continue to work on our hospital redevelopment project to modernize our hospital campuses over the next ten years.

None of this, of course, is possible without our teams in care, teaching and research, our health care and community partners, and our donors who have all stepped up in the past years to help us navigate one of the most challenging times in our history and are helping us look to the future.

Thank you for your unwavering commitment and support.

John Hoyles

Board Chair, Bruyère



Guy Chartrand

President and CEO, Bruyère





Bruyère Research Institute

At the Bruyère Research Institute, research and innovation are changing the way health care is delivered and experienced. As a part of an academic health organization that serves our community in critical and specialized ways, we foster a relationship between research and care that strives for quality and elevates the standard of care. Each year, we continue to see how valuable that relationship is across Bruyère's clinical programs, notably through our collaborations and partnerships.

This year, we welcomed 15 new investigators to the Research Institute, with expertise in aging in place and long-term care, palliative care, rehabilitation, primary care, and complex care. In partnership with the University of Ottawa Brain and Mind Research Institute, we were proud to appoint Dr. Frank Knoefel as our second Chair in Primary Health Care Dementia Research. Again this year, we are one of Canada's Top 40 Research Hospitals with over \$10 million in annual research spending, marking growth in our interdisciplinary research capacity and commitment to addressing health challenges at Bruyère and beyond.

As we look beyond the response to COVID-19, we have set our sights on some incredible initiatives to pave the way for transformation in major areas of care and research. For example, this year, we celebrated the launch of the Pan-Canadian Palliative Care Research Collaborative and a \$2.5 million investment from Health Canada. The network brings research, care, and community together across the country to improve clinical practice, health service delivery, and the patient and caregiver experience with palliative and end-of-life care.

Our support of the Preceptor Resource and Education Program for Long-Term Care (PREP LTC) project, led by Ontario Centres for Learning, Research and Innovation in Long-Term Care, will provide education and financial support for clinical placements in Ontario long-term care homes. We are also committed to further educational opportunities through the Early Professionals, Inspired Careers in AgeTech (EPIC-AT) Health Research Training Platform, a platform designed to advance the development and implementation of digital health technologies in our next generation of trainees and early career researchers.

Our innovation team continues to lead our work with industry and innovation partners in testing new technologies that tackle real-world health challenges. Our latest project, evaluating the ALTA Platform by Able Innovations, is truly an opportunity to change care at the bedside, for both patients and staff.

We also welcomed our new board chair, David Brook. David stepped into the role earlier this year and has been instrumental in supporting the Board of Directors through governance and capacity-building initiatives. Each year, we continue to advance the frontier of health research by building bridges between our people and our programs. As Bruyère embarks on the clinical integration of palliative and complex care services at our Saint-Vincent Hospital campus, we look forward to our scientists and clinicians having new cross-collaborative opportunities through shared expertise and infrastructure.

It is our privilege to contribute to the quality and excellence of care for Canadians at all stages of life, and we remain committed to moving research, innovation, and care forward in unison.

David Brook

Board Chair,
Bruyère Research Institute



Heidi Sveistrup

CEO & Chief Scientific Officer, Bruyère Research Institute
VP Research and Academic Affairs, Bruyère





Bruyère Foundation

Our Foundation is an important conduit between our community and Bruyère. Our dedicated team, including our volunteer board of directors and professional staff, is charged with inspiring donations to enhance patient care across Bruyère's four campuses: Élisabeth Bruyère Hospital and Residence in the Byward Market area; Saint-Vincent Hospital in Centretown; Saint-Louis Residence and Bruyère Village in Orleans, and Greystone Transitional Care Unit.

Describing who and what Bruyère is to our community continues to be an important part of our role, as the organization has grown considerably in terms of its size and breadth of programming.

One of the most rewarding aspects of our work is thanking those who have supported Bruyère. Demonstrating that your donations have achieved the desired impact of a better quality of life for our patients and residents is the best way to convey our gratitude.

In 2021-22, Bruyère received donations totaling over \$6 million. With your support, Bruyère was able to:

- Invest \$2 million to unite Bruyère's palliative care and complex care programs – an important initiative for improved patient care at this critical juncture for Bruyère.

- Ensure our patients and residents stayed connected with family during the pandemic through our partnership with Connected Canadians, by providing technology, training and technical support.
- Contribute \$1.24 million towards Bruyère investing in critical upgrades to our equipment, including a portable x-ray machine, bladder scanners, and IV pumps, to name a few.
- Support Bruyère's Research Institute work to improve the care of aging Canadians and vulnerable populations.
- Invest in graduate studentships, bringing a new generation of health researchers into our ecosystem and supporting learning and continued dedication to research and care.

In addition to the impact your financial support has on the quality of care we provide, it also has a profound effect on our staff in terms of their morale. Your gifts demonstrate in a meaningful way an appreciation for their vital role, at a time when our health care workers are facing the most significant challenge in a generation. Thank you for your confidence and compassion.

Daniel Fernandes

Board Chair, Bruyère Foundation



Thomas A. Hewitt, CFRE

President, Bruyère Foundation





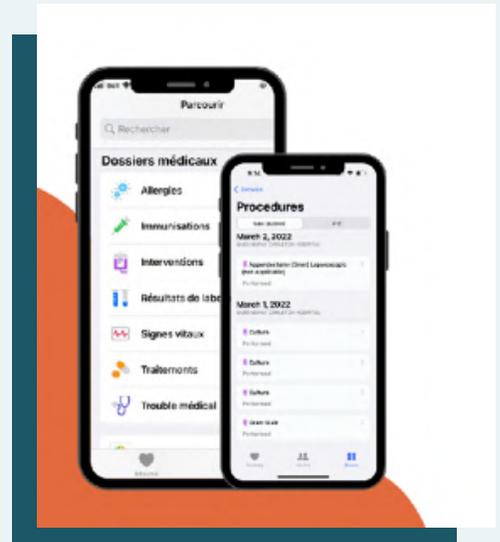
Bruyère

Highlights

Bruyère Highlights

Bruyère offers Health Records on iPhones

This year, we joined several hospitals and clinics in the Ottawa region in offering Health Records via the Health app on iPhone, making it easier for patients to see their available medical data from multiple providers whenever they choose. Patients can download and see a central view of their conditions, immunizations, lab results, medications, and more – giving patients the information they need as they move along their health care journey.



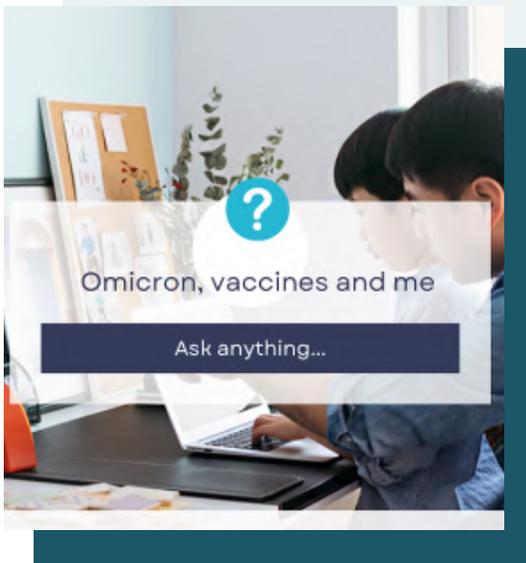
Intergenerational gardening blooms at Bruyère Village

Thanks to the Canadian Wildlife Federation and funding from the Government of Canada's New Horizons for Seniors Program, a WILD Generations Gardening Club was created at Bruyère Village, pairing tenants with grade eight students from Terry Fox Elementary School in Orleans. The intergenerational gardening project included workshops and planting sessions, helping tenants stay active and engaged in the community while having a lasting impact on our campus.

Bruyère Highlights

A vital improvement

We have installed 500 new vital signs monitors across our hospitals and integrated them with our electronic patient record system. As a result of this integration, nursing staff at our inpatient hospital programs are saving time, freeing up the equivalent of 19 hours per day or 23 days per month across all our hospital programs.



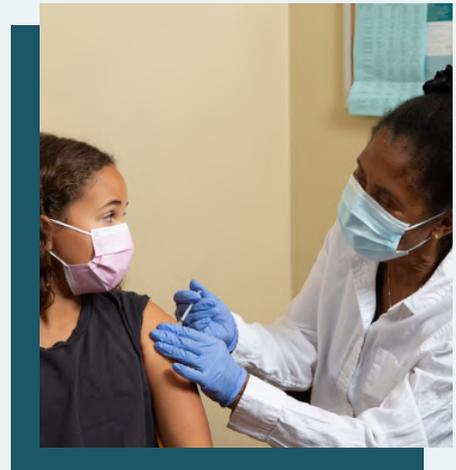
Ask anything information sessions to help empower our community

At the height of the pandemic, with the arrival of the Omicron variant, it seemed like information was changing daily, making it hard to get accurate information and advice quickly. To help people get answers to their questions and overcome the barriers of language, time, and location, Bruyère, in partnership with our family health teams, Ottawa Public Health and community settlement agencies, put together a group of multilingual experts to share information on vaccination at community sessions. We also hosted additional sessions for community members, staff, patients, residents, and their loved ones, helping to provide the latest vaccine information when people needed it most.

Bruyère Highlights

Making vaccination easier for our teams

Thanks to our family health teams' leadership, we made vaccination easier for our teams and their loved ones. The COVID-19 vaccination clinic administered over 15,000 COVID-19 vaccines to our staff teams and their loved ones, patients and residents, and community members from high priority communities, in partnership with Ottawa Public Health and community and settlement agencies in Ottawa. We once again collaborated with CANImmunize on the 2021-22 flu vaccination campaign making booking appointments and tracking information as easy as possible for our busy teams.



Province announces funding for 192 new and repurposed long-term care beds at Bruyère

The Ontario Minister of Long-Term Care came to our Saint-Louis Residence in 2022 to announce funding for 192 new and repurposed long-term care beds at Bruyère. Building on our expertise in offering homes, care, and community for older adults, this investment will help us increase the number of people we can get off waitlists and welcome into our homes.



Bruyère

Highlights

Long-term care services

With the passing of the Fixing Long-Term Care Homes Act in 2021, our teams are responding and adapting in line with this legislation, including producing a [Long-Term Care Annual Report](#).



Bytown 1847: the story of Élisabeth Bruyère and the Irish Famine refugees

This year, we marked the release of author and researcher Michael McBane's book, *Bytown 1847: Élisabeth Bruyère & the Irish Famine refugees*. The book recounts the incredible story of our foundress, Mother Élisabeth Bruyère, and the Sisters of Charity who, together, helped over 500 Irish refugees suffering from Typhus in 1847. It is a story about an epidemic, a refugee crisis and the heavy workload and responsibility of health care workers – a story that resonates today more than ever.

Bruyère

Highlights



Happy first birthday to the Greystone Transitional Care Unit

This past November, Greystone Transitional Care Unit celebrated its first anniversary. Opened in 2020 as part of the regional COVID-19 response, this care facility added 120 beds in the region to help patients no longer requiring acute care services but still requiring specialized care before they can transition to the community or a long-term care home. It saw 425 patients transition from acute care to Greystone in its first year in operation and welcomed 455 this year. In January 2022, during the height of the first Omicron wave, Greystone Transitional Care Unit opened another 12 beds at a critical time for the region while continuing to support research and learning initiatives.

Research & Innovation Highlights

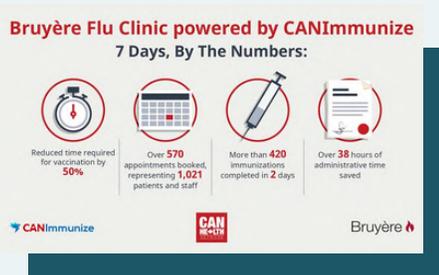
Epic training opportunities in digital health solutions

The Bruyère Research Institute is co-leading a new national training program that will equip trainees and early career researchers to accelerate the delivery of digital health solutions for older adults with complex health needs and their caregivers. The Early Professionals, Inspired Careers in AgeTech (EPIC-AT) Health Research Training Platform is a collaborative effort led by researchers from universities and research hospitals across Canada. This experiential learning opportunity gives participants support in developing, implementing, and evaluating technologies including telemedicine, artificial intelligence, and more to help aging Canadians age safely and independently.



CAN Health Network innovation award

Bruyère was awarded CAN Health Network's Disrupter of the Year Award in 2021. As a member of the CAN Health Network, Bruyère partnered with CANImmunize, adopting its technology to simplify the complexity of running flu vaccination clinics. Through this work, Bruyère was recognized for actively challenging the status quo through transformational tools and innovative solutions that benefit Canadians.



Research & Innovation Highlights

National collaboration in palliative care research

The Pan-Canadian Palliative Care Research Collaborative (PCPCRC) brings research, care, and community together to transform the landscape of palliative and end-of-life care and research. The PCPCRC is focused on impacting clinical practice and health service delivery and is funded in part this year by a \$2.5 million investment from Health Canada. With many of its researchers and projects housed at the Bruyère Research Institute, the network draws on interprofessional expertise at a national scale to understand and address the challenges of the field.



Investing in long-term care placements and education

The Ontario Centres for Learning, Research and Innovation in Long-Term Care (CLRI) launched the Preceptor Resource and Education Program for Long-Term Care (PREP LTC) project to address staffing needs in the sector. The program provides education and financial support for homes to host clinical student placements and develops eLearning and mentoring tools for success. Ontario CLRI at Bruyère saw exceptional uptake of the All-In Palliative Care training program with over 700 registrants this year, equipping long-term care teams with the knowledge and confidence to deliver an interprofessional palliative approach to care.



Research & Innovation Highlights

Canada's Top 40 Research Hospital

Bruyère once again celebrated recognition as one of Canada's Top 40 Research Hospitals. Investment in research impacts our organization and our community in many ways, and it reflects a dedication to improving the health care sector for Canadians and our own staff, patients, residents, families, and caregivers.



Introducing the latest innovations in care

This year, in partnership with OBIO Early Access Health Network (EAHN) and AGE-WELL, we brought innovation to the bedside at our Saint-Vincent Hospital with the ALTA Platform™ pilot. The ALTA, a robotic patient transfer device, enables a single team member to reposition or transfer a patient in a safe and dignified manner.

Our stories



Heather's pick:
Bruyère

Saving a life

Heather and her husband Stan were wintering in Brownsville, Texas in 2021.

On a Friday in January, Heather woke up to a terrible headache that persisted into the weekend. Her husband encouraged her to seek medical attention, but she insisted she was fine and that it would eventually pass. Her headache started showing signs of lifting the next day, but then it got much worse, and she agreed to go to the hospital.

Upon arrival, Heather was seen very quickly and was given a CT scan, which showed she had a severe brain bleed that needed immediate intervention. She was rushed to another nearby hospital, Harlington, which specializes in heart and stroke care.

Heather doesn't remember what happened for the next two weeks, during which time she was in intensive care for ten days. The doctor removed a section of her skull to alleviate some swelling and pain and drained over one litre of fluid from her head.

At the end of February, Heather was airlifted from Brownsville to Ottawa. During the four-hour flight, a team from The Ottawa Hospital (TOH) worked on stabilizing her condition. When this happened a few days later, Heather was discharged from TOH and referred to the outpatient stroke rehabilitation program at Bruyère to help her adapt to her new reality.

Living your best life

Her first introduction to Bruyère was through a virtual appointment in March 2021, where her husband Stan assisted Dr. Hillel Finestone in his assessment of Heather's current condition.

To the surprise of many, Heather felt relatively good from the waist up, but those around her noticed she didn't have complete control of her body. She was devastated when she realized she could no longer read, one of her favourite pastimes.

During this time, Heather realized how loving and caring her husband had been and how he maintained a positive attitude through the pandemic. Heather herself hadn't realized how angry the pandemic had made her and vowed to remain positive as she tried hard to rehabilitate. She had already been trying to get back on her feet at home and pushing herself to do a bit more every day.

Dr. Finestone and his team discussed Heather's goals and set a plan for her to reach them between home and the outpatient clinic at Bruyère. Every Monday and Wednesday, she came to Bruyère to work with highly specialized speech-language therapists, occupational therapists, and physiotherapists. And, every day, she persevered.

Heather had been incredibly independent her entire life. She liked getting by on her own, focused on her own goals, and got married at 62. Rehabilitating herself after her stroke was the first time in her life she said she felt she needed someone: her team at Bruyère.

Kim, the physiotherapist; Cece, the occupational therapist; Erin, the speech-language therapist; and Mary Ann, the assistant, helped support Heather throughout her rehabilitation journey. She said they became like family to her.

Living your best life (cont'd)

"The staff at Bruyère are extraordinary! Incredibly caring and kind. You have to be that way from your heart, and everyone I met at Bruyère is like that. It's an exceptional place."

On her last day, Heather found out that, when the team received her chart, they were afraid there wasn't much they would be able to do to help her condition because of the severity of her stroke and the lack of therapy during the weeks following it.

After completing her rehabilitation journey at Bruyère, Heather shed tears of joy for having made such an incredible recovery that shocked even her doctor and tears of sadness for not being able to see her care team twice a week. As a token of her gratitude, she made an oil painting of each of her therapists.

"Dr. Finestone and the team always took the time for me, not only for my medical needs but for me as a person. They checked in on me, always professional... and always so warm. I still miss my Bruyère friends."

Physiotherapy helped Heather regain her strength, balance and coordination, and she is thankful to be able to walk with confidence. Our care team also taught her to read again, and Heather says she can now continue living her best life with the love of her life. Heather and her husband Stan have been married for 11 years and are looking forward to returning to Texas this fall to build new and lasting memories.

Our stories



Lifelong Royal:

The story of Bill Markell



Shadow of his former self

As a teenager, Bill Markell played junior hockey for the Cornwall Royals. In adulthood, he continued to be athletic and upbeat, later marrying Brenda, raising a family, and becoming a proud grandfather.

Bill was healthy and strong until 2020, at the height of the pandemic, when he was diagnosed with rectal cancer. He quickly lost half his body weight and was a shadow of his former self at just 119 pounds.

When he arrived at Bruyère's Saint-Vincent Hospital, his physician described him as immobile, emaciated, and frail. For months, he required blood transfusions, IV antibiotics, and daily wound care to stabilize his condition.

He relied heavily on safety lifts, machines that significantly decreased his chronic pain, to help him move around, allowing him to regain his sense of independence.

For Bill, the most challenging thing during this time was not being able to see his family. Due to COVID-19 and visitation restrictions early in the pandemic, he could only visit with his wife Brenda and no one else.

Although he spent many hours on the phone with his wife and kids, with staff connecting him to his family virtually, the nurses recognized the void Bill felt.

Bruyère Stories



Celebrating life

Bill says staff members took the time to get to know him and crack a few jokes to lighten his spirits: "From the nursing to the housekeeping staff, they all took time to get to know me. And even though they were so busy, the nursing team surprised me on my birthday with a cupcake and Happy Birthday."

Bill went through a long and arduous medical journey, with months of hard work to be able to sit up or walk on his own. During this time, our care team focused on celebrating small victories in Bill's journey: a wound closing, his appetite improving, sitting up on his own, gaining weight, and, finally, walking.

"The doctor and all the staff were so good at lifting my spirits that I didn't fully realize just how bad things were until much later when I recovered," Bill recalls.

When Bill was discharged, he had gained not only all his weight back but also his positive outlook on life.

"I was treated like royalty, and I think that's how they treat everyone at Bruyère. It made me want to put my best foot forward and encourage others going through challenges whenever possible."

Today, Bill is back home in Kanata with his wife, children, and grandchildren. He just celebrated his 50th wedding anniversary and has a renewed sense of appreciation for those around him.

Our stories



Rising phoenix:

The story of Virginia Henderson

Bruyère Stories



Ottawa South native Virginia Henderson always had a passion for music. Growing up, she had perfect pitch, played the French horn, and loved all things music.

In November 2019, Virginia's house caught on fire while she was sleeping. Rescued by firefighters, she was in critical condition and suffered many life-threatening injuries.

Virginia went into cardiac arrest from the smoke inhalation, suffered a brain injury, had carbon monoxide and cyanide poisoning, and had severe burns on her shoulder. Any kind of recovery was uncertain.

Unable to breathe, speak, eat or walk on her own, Virginia spent several months at The Ottawa Hospital and was later admitted to Bruyère's Saint-Vincent Hospital for complex medical care. She was on a ventilator for two years, but then, against all odds, she slowly became strong enough to begin a rehabilitation program in 2021, with her mother Margery by her side.

Virginia was weaned off the ventilator and learned to breathe on her own again. She then worked tirelessly with our speech-language pathologists to regain her ability to speak and worked with our physiotherapists to grow stronger and start walking again.

Virginia's mother Margery said, "No one expected her to make such an incredible recovery after her challenging journey. The goal was for Virginia to go to a long-term care home, but she was doing so well that we decided on a retirement residence instead!"

During Virginia's recovery, she and Margery grew closer. Now at a retirement home, Virginia finds joy in outings with her family, spending time at the lake, watching the birds at the feeder outside her door, and watching the Food Network with her mother.



Bruyère Financials

Bruyère

Expenses by categories *Unaudited statement	March 31, 2022 (in millions)	March 31, 2021 (in millions)
Compensation	\$ 172.12	\$ 156.52
Supplies and other expenses	\$ 45.10	\$ 37.09
Depreciation of major equipment and software	\$ 1.20	\$ 1.37

Revenues by source	March 31, 2022 (in millions)	March 31, 2021 (in millions)
Funding from governments	\$ 192.08	\$ 168.86
Patient revenues	\$ 18.74	\$ 17.58
Other revenues and recoveries	\$ 13.89	\$ 13.97



Bruyère Financials

Bruyère Foundation

Source of revenue *Unaudited statement	March 31, 2022 (in millions)	March 31, 2021 (in millions)
Donations	\$ 5.352	\$ 3.863
Fundraising activities	\$ 0.840	\$ 0.506
Interest	\$ 0.048	\$ 0.049
Total Revenue	\$ 6.240	\$ 4.419

Statement of revenue and expenses	March 31, 2022 (in millions)	March 31, 2021 (in millions)
Total revenue	\$ 6.240	\$ 4.418
Total operating expenses	\$ 2.746	\$ 2.174
Excess of revenue over expenses before transfers	\$ 3.494	\$ 2.244

Bruyère Financials



Bruyère Foundation cont'd

Funds and gifts in-kind transferred	March 31, 2022 (in millions)	March 31, 2021 (in millions)
Bruyère Research Institute	\$ 0.672	\$ 1.031
Bruyère Continuing Care	\$ 2.460	\$ 1.246
Other distributions	\$ 0.011	\$ 0.176
Total funds transferred	\$ 3.143	\$ 2.453

Bruyère Financials



Bruyère Research Institute

Revenue	March 31, 2022 (in millions)
Institute (general)	\$ 1.853
Research projects	\$ 10.280

Expenses	March 31, 2022 (in millions)
Institute (operational)	\$ 1.065
Research projects	\$ 10.346



Thank you!

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