2014 Annual Report
Schlegel-UW Research Institute for Aging
January-December 2014
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Dear Friends,

2014 has been another unprecedented year of growth for the RIA. Thanks to our over 200 individual donors, we have been able to move forward on many initiatives that enhance quality of life and care of older adults. In addition, several corporate donors have made substantial contributions to the construction of our Centre of Excellence for Innovation in Aging on the north campus of the University of Waterloo (UW).

Many people locally and globally have remarked on the uniqueness of our research-to-practice model, largely due to our partnerships and infrastructure. The Schlegel Model, of which RIA is a core piece, includes 14 (soon to be 15) continuums of care, a budding age-friendly community, and a leading mental health hospital. Adding to this Model is the construction of our 30,000sf research facility, part of the Centre of Excellence, and contiguous with the new 192 bed long-term care Village at University Gates, which is scheduled to open in August of 2015. Conestoga College students will intersect with UW students, long-term care residents, and a broad range of researchers. This building will be a defining feature of the RIA contribution to the Schlegel Model where interprofessional and intersectoral collaboration will be the norm.

In 2009, the RIA partnered with Schlegel Villages on a journey to change the culture of aging organization-wide. This process, guided by participatory action research, has seen incredible success. Building on this momentum, the RIA embarked to lead a nationwide movement to change the culture of aging in Canada. This is an enormous challenge because care has typically been delivered in the same traditional way in congregate settings for over 50 years. Our goal has been to move from an institutional model of care to a social model of living where residents are supported to live life to the fullest. Testimony to the need for this transformational change was demonstrated by the enthusiasm of over 400 participants at the first national conference on culture change hosted by the RIA and the Schlegel Centre for Learning, Research and Innovation in Long-Term Care. Details of this extraordinary event are documented later in this Annual Report.

Another exciting opportunity has been our involvement in the Seniors Quality Leap Initiative (SQLI). This Initiative engages leading long-term care providers in Canada and the US in collaborative efforts to improve clinical quality and safety for older adults.

Finally, with the financial support of the Schlegel family, the RIA is continually building research and practice-relevant capacity through partnerships with universities and community colleges. Specifically, our model involves co-funding salary and benefits with these partners to support excellent researchers and educators. Currently, we have 4 Schlegel Research Chairs with UW and 1 CIHR/Schlegel Industrial Research Chair for Colleges in Seniors Care with Conestoga College (3 more are proposed in conjunction with completion of the first phase of the Centre of Excellence in 2015). Meanwhile, the most recent addition (#6) to our team of Schlegel Research Chairs is Dr. Andrew Costa whose academic home is the Department of Epidemiology and Biostatistics at McMaster University. Andrew also plays a significant role at the McMaster medical school satellite campus in Kitchener. Welcome Andrew!

I hope you enjoy this Annual Report and the snap shots of our 2014 achievements. We look forward to the year ahead as we reach towards our vision to be one of the top 5 innovation institutes for aging in the world.

Sincerely,

Michael T. Sharratt, PhD
President, Schlegel-University of Waterloo Research Institute for Aging
The Schlegel-University of Waterloo Research Institute for Aging (RIA) is a non-profit, charitable organization that partners with the University of Waterloo, Conestoga College Institute of Technology and Advanced Learning, Schlegel Villages, and many other organizations and academic institutions, to enhance the quality of life and care of older adults.

RIA is a product of the philanthropic spirit and vision of Dr. Ron Schlegel and the Schlegel family, and opened its doors in 2005 with an operating budget of $200,000. Over the past nine years, RIA has grown substantially with an operating budget of over $2M that is supported by contracts, grants and generous donors. The staff team has grown to nine, and supports six Schlegel Research Chairs in addition to many other lead and affiliate researchers across 10 theme areas.

RIA will continue to expand as the Centre of Excellence for Innovation in Aging develops on University of Waterloo’s north campus. The Centre will include the first purpose built teaching long-term care home in Ontario, The Village at University Gates, which 192 residents will call home. The Village will be connected to the RIA building, which will include state of the art research labs, teaching and training space, and a primary health care clinic. The Centre will encourage residents, team members, students, community members and researchers to collaborate, exchange ideas and foster innovation. This exciting growth will enable RIA to reach its strategic aims and live out its vision, mission and values.

### Strategic Aims 2010-2015

1. To be the first institute in Canada to co-locate research, training and practice for seniors care and quality of life on one university campus, including a full continuum of living options from independent living to long-term care.
2. To attract and develop a critical mass of world-class leaders in aging research and practice development.
3. To be a leader in human resource development and quality improvement across the seniors’ care continuum.
4. To be recognized as the leader for policy- and practice-relevant advice by government, decision makers and others engaged in research, training and practice related to seniors care and quality of life.
5. To disseminate successes beyond the Research and Development sites.

### Vision

To be one of the top five innovation institutes for aging in the world

### Mission

To enhance the quality of life and care of older adults through partnerships in research, education and practice

### Values

- Excellence
- Relevance
- Innovation
- Transparency
- Collaboration
- Accountability

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Enhancing Life
RIA is incorporated as a non-share capital, non-profit organization with charitable, public foundation status. RIA is governed by a Board of Directors that meets quarterly to provide strategic oversight, set priorities, and identify opportunities for RIA. A staff team of nine supports operations and a network of researchers, educators and practitioners.

**RIA Lead Researchers:**
- **Dr. Andrew Costa**, Schlegel Chair in Clinical Epidemiology and Aging, McMaster University
- **Dr. Veronique Boscart**, CIHR/Schlegel Industrial Research Chair for Colleges in Seniors Care, Conestoga College
- **Dr. George Heckman**, Schlegel Research Chair in Geriatric Medicine, University of Waterloo
- **Dr. Richard Hughson**, Schlegel Research Chair in Brain Health & Vascular Aging, University of Waterloo
- **Dr. Heathner Keller**, Schlegel Research Chair in Nutrition & Aging, University of Waterloo
- **Dr. Carlos Rojas-Fernandez**, Schlegel Research Chair in Geriatric Pharmacotherapy, University of Waterloo
- **Dr. Linda Lee**, RIA Director in Primary Healthcare Education, Centre for Family Medicine
- **Dr. Marianne Mellinger**, RIA Director of Spirituality & Aging, Conrad Grebel University College, University of Waterloo
- **Dr. James Milligan**, RIA Director in Mobility & Falls, Centre for Family Medicine Mobility Clinic

**RIA Living Research Environments:**
- Coleman Care Centre, Barrie
- Fairview Nursing Home, Toronto
- Village of Arbouer Trails, Guelph
- Village of Aspen Lake, Windsor
- Village of Erin Meadows, Mississauga
- Village of Glendale Crossing, London
- Village of Humber Heights, Etobicoke
- Village of Riverside Glen, Guelph
- Village of Sandalwood Park, Brampton
- Village of St. Clair, Windsor
- Village of Tansley Woods, Burlington
- Village of Taunton Mills, Whitby
- Village at University Gates, Waterloo (under construction)
- Village of Wentworth Heights, Hamilton
- Village of Winston Park, Kitchener
Board of Directors in 2014

**Chair of the Board:**
Ronald P. Schlegel, O.C., M.Sc., Ph.D., LL.D, BAS (Honorary), Founder

**Members:**
Veronique Boscart, RN, BScN, MScN, MEd, PhD, CIHR/Schlegel Industrial Research Chair for Colleges in Seniors Care, School of Health & Life Sciences and Community Services, Conestoga College Institute of Technology and Advanced Learning
Josie d’Avernas, BSc, MSc, Vice President, Schlegel-University of Waterloo Research Institute for Aging
Rich Hughson, BSc, MSc, PhD, Schlegel Research Chair in Vascular Aging and Brain Health, Professor, Applied Health Sciences, University of Waterloo
Bob Kallonen, BES, MBA, Chief Operating Officer, Schlegel Villages
Joseph Lee, MD, CCFP, FCFP, MCISc(FM), Chair & Lead Physician, The Centre for Family Medicine, Waterloo Region Site Director, KW & Area Family Medicine Residency Program, McMaster University Chair, Kitchener-Waterloo & area (KW4) Health Link
Ken Murray, CM, BScA, LLD, HDLA, Community Member, Former President, Schneider’s
Marlene Raasok, BSc, Pharm, MHSA, Executive Dean, School of Health & Life Sciences and Community Services, Conestoga College Institute of Technology and Advanced Learning
James Rush, BSc, PhD, Interim Dean, Faculty of Applied Health Sciences, University of Waterloo
James Schlegel, MAcc, CPA, CA, President & C.E.O., R-B-J Schlegel Holdings Inc.
Ashok Sharma, MSc, MBA, MD, Chief of Staff, Grand River Hospital & St. Mary’s General Hospital
Mike Sharratt, BA, MA, PhD, President, Schlegel-University of Waterloo Research Institute for Aging
Pearl Sullivan, BEng, MASc, PhD, PEng., Dean of Engineering, University of Waterloo
Jake Thiessen, BSc (Pharm), MSc, PhD, Community Member, Former Director, School of Pharmacy, University of Waterloo

RIA Secretariat in 2014

**Mike Sharratt**, BA, MA, PhD, President
**Josie d’Avernas**, BSc, MSc, Vice President
**Mary-Lou van der Horst**, RN, BScN, MScN, MBA, Director, Schlegel Centre for Learning, Research and Innovation in Long-Term Care
**Gert Hartmann**, BA, Director of Business Development
**Coreen Duke-Carroll**, Director of Communications and Business Development
**Susan Brown**, BSc, MSc, Research Coordinator
**Kaylen Pfisterer**, BSc, MSc(c), Assistant Research Coordinator
**Hilary Dunn**, BAS, MSc, Program Manager, Agri-food for Healthy Aging and Project Officer, RIA
**Lora Bruyn Martin**, BSc, MASC, Research Application Specialist
**Kate Wilson**, Administrative Assistant
**Amy Matharu**, Research Assistant
RIA Welcomes New Schlegel Chair in 2014

In 2014, RIA welcomed Dr. Andrew Costa, BSc, PhD, to the team. Dr. Costa holds the position of Schlegel Chair in Clinical Epidemiology and Aging, jointly funded by McMaster University and the Schlegel family through the RIA.

Splitting his time between McMaster’s Hamilton and Waterloo campuses, Dr. Costa focuses his research on promoting evidence-based practices and policy in seniors care to improve quality of life for older adults living in community, retirement and long-term care homes. His current work is focused on the development and evaluation of models of care to help older adults stay out of the emergency department (where possible), and improve the care they receive if emergency treatment is needed. He also has an active interest in the development and use of funding and performance systems in health care reform.

Dr. Costa serves as the Research Lead for the DeGroote School of Medicine at the Waterloo Regional Campus. He is an interRAI Fellow where he is engaged in the Network of Excellence in Acute Care (iNEAC) and leads the Emergency Department Working Group. He has received awards from the Canadian Institutes of Health Research (CIHR) for his research in health services and policy.

Welcome Andrew!

Research Chairs

Dr. Veronique Boscart, RN, BScN, MScN, MEd, PhD, CIHR/Schlegel Industrial Research Chair for Colleges in Seniors Care (Conestoga College Institute of Technology and Advanced Learning), is working to build a highly-skilled workforce prepared to care for an increasingly complex aging population by integrating gerontology content and interprofessional principles into College and University curricula. Veronique’s work also focuses on creating professional development programs, models of care and best practices for professionals working with seniors.

Dr. George Heckman, BASc, MMath, MSc, MD, FRCP (C), Schlegel Research Chair in Geriatric Medicine (University of Waterloo), focuses on health system redesign in order to improve the care of older adults, with the aim of promoting an integrated and proactive system of care focused on quality of life and optimal usage of health care resources. He is a primary panelist on the Canadian Cardiovascular Society Heart Failure guidelines, an executive member of the Cardiac Care Network of Ontario Heart Failure working group, associate fellow of interRAI Canada, and the lead Geriatrician for the Waterloo Wellington Local Health Integration Network.

Dr. Rich Hughson, BSc, MSc, PhD, Schlegel Research Chair in Vascular Aging and Brain Health (University of Waterloo), is investigating the role of cardiovascular health in modifying brain blood flow, and how age-related vascular changes affect motor and cognitive function. Many aspects of cardiovascular aging can be slowed or prevented by lifestyle changes related to exercise and diet and, when necessary, by appropriate medication. Specific prevention and treatment strategies based on this research will maximize the chance of maintaining high quality of life as we age.
Dr. Heather Keller, RD, BASc, MSc, PhD, Schlegel Research Chair in Nutrition and Aging (University of Waterloo), draws on her experience as a research scientist and Registered Dietitian. She is investigating determinants of food intake, especially psychosocial factors, understanding eating behaviour, and demonstrating the importance of nutrition to health and quality of life of older adults. Areas of work include improving food products, mealtime satisfaction, how to improve the mealtime experience, person-centred care at mealtimes, and trialling innovative interventions to improve nutritional status.

Dr. Carlos Rojas-Fernandez, BSc (Pharm), PharmD, Schlegel Research Chair in Geriatric Pharmacotherapy (University of Waterloo), is investigating methods to improve care and overall quality of life for older adults by optimizing medication use and safety. Older adults are at high risk for medication-related problems such as falls, cognitive impairment, polypharmacy, hospital visits due to medication, and decreased adherence to medications. Research findings will guide efforts to improve medication use in older adults.

Dr. Linda Lee, MD, MClSc(FM), CCFP, FCFP, CFFM-RIA Director of Primary Healthcare Education, is a family physician at the Centre for Family Medicine in Kitchener-Waterloo and Associate Clinical Professor with McMaster University Department of Family Medicine. As Director of the CFFM Memory Clinic, Linda is passionate about improving the care of patients with cognitive impairment and dementia and has created a successful interprofessional model of care for these patients at a primary care level. Linda has developed a Memory Clinic Training Program which has assisted over 60 other Ontario Family Health Teams and Community Health Centers to develop their own primary care Memory Clinics.

Dr. Marianne Mellinger, BA, MA, DMin, RIA Director of Spirituality and Aging (Conrad Grebel University College/University of Waterloo), brings her experience as a chaplain and psychotherapist to her work in Spirituality and Aging. Her primary research interests include multi-faith expressions of spirituality in late-life, the effect of suffering and loss on spiritual practices and expression, and most recently, the effect of the Women’s Movement on the spirituality of baby-boomer women, the first decade of which are beginning to enter their post-retirement years.

Dr. James Milligan, BSc.P.T., MD, CCFP, CFFM-RIA Director for Mobility and Falls, is a family physician at the Centre for Family Medicine in Kitchener-Waterloo. He is interested in the mobility challenges that affect individuals and their quality of life and independence. He is the director of a primary care-based interprofessional Mobility Clinic which improves access to healthcare for those with mobility challenges. James is involved in determining screening for complex chronic conditions in the elderly and developing best practices and direct medical care for the Village at the University Gates.

In addition to those listed above there are many other Affiliate Research Scientists from various academic institutions that partner and collaborate with RIA to enhance quality of life for older adults across care settings. To learn more, please visit our website www.the-ria.ca.
What is Culture Change?

There are two images that often pop into the imagination when one thinks of aging today. One is of a long and healthy retirement filled with the opportunity to live life fully, and the other is a vision of older adults warehoused in nursing homes, where the opportunity for continued growth and meaning is slim.

Both visions are rooted in some reality, for we’ve all known that person who’s lived a vibrant life in their community into their 90s or past 100. We have also known, unfortunately, that person whose spirit was broken as a result of the institutional approach that dominates long-term care.

In terms of aging in Canada, culture change is an ongoing quest to re-examine the values that guide people and organizations in the care of older adults. Within the caregiving sector and among the public at large, attitudes, beliefs and language must change if we are to address the negative stereotypes that continue to dominate views on elderhood.

Culture change views every person, regardless of age or ability, as someone with something to contribute – a person whose individuality is respected and honoured. It’s about creating a care environment that respects and supports the wishes and choices of everyone, while providing ample opportunity for growth as life is lived to its fullest potential. Culture change is about nourishing the mind, body and spirit and connecting the aging soul with the community around it so the great wealth of wisdom that rests within our older adults can play a part in the future we create.

The quest to change the culture of aging is a collaborative journey that relies on partnerships and authentic relationships between a number of key players – government, industry, academia, and of course caregivers and those they support.

As research advances and we gain more knowledge and understanding about holistic approaches to care, these relationships grow stronger and so too does a society that truly honours the lives of its oldest generations.

The RIA has embarked on an exciting, but challenging, journey to mobilize the Canadian culture change movement and foster partnerships within and across provinces. The following sections highlight our progress in 2014 to drive culture change, one person, one team, one community and one nation at a time.
One Person at a Time

Changing the culture of aging really does come down to one person and one relationship at a time, and on several fronts the RIA is supporting initiatives that offer older adults enhanced life quality, health and enjoyment on an individual basis.

**Making the Most of Mealtimes (M3)**

The Making the Most of Mealtimes (M3) study, led by Schlegel Research Chair Dr. Heather Keller of the RIA’s Agri-Food for Healthy Aging team, is a detailed examination of the mealtime process and what factors influence food intake and nutritional status. The research team explores the dining environment including ambiance and social interactions between team members, residents and tablemates. They also look at person-centred care practices and residents’ satisfaction with mealtimes. The ultimate goal of this 2-year project, funded by the Canadian Institutes of Health Research (CIHR), is to discover ways in which the overall mealtime experience can be enhanced for individual residents living in long-term care, boosting health and overall life quality in the process.

“M3 is the most comprehensive data collection of its kind,” says Heather, “and the knowledge we gain will help us hone in on the key interventions that will make a difference in the lives of residents.”

**Benefits of Schlegel Functional Fitness Assessment**

Nutrition is key to one’s overall health but so is optimal physical activity. On this front, the RIA is proud to have led the development of the Schlegel Functional Fitness Assessment (SFFA), which uses wireless technology to assess new residents’ physical abilities when they first move in. Teams of kinesiologists and exercise therapists can then specifically tailor an exercise regimen for each person, and the results are clear for all to see. Bill Munns, a resident at the Village of Humber Heights in Etobicoke, is a retired engineer who has always led an active life and was immediately impressed with the SFFA tools.

The research that led to the SFFA and the Program for Active Living, which all residents have the opportunity to participate in, helped Bill achieve significant physical improvements in all areas of assessment. Many others have similar success stories, and with a new grant led by RIA Research Scientist Bill McIlroy at the University of Waterloo, the SFFA software will be enhanced and better able to meet the needs of kinesiologists and the residents they support.
Boosting individual Life Quality with PointerWare Technology

The RIA, in partnership with the Sheridan Centre for Elder Research and Schlegel Villages, is also helping long-term care residents connect to the world around them through technology. Using the innovative software program called PointerWare, residents are able to tailor Internet applications to their abilities and desires. As an example, one resident with limited speech and mobility had some difficulty participating in group activities. He volunteered to be part of a pilot project and 12 weeks after being introduced to the touchscreen Pointerware technology, he was surfing the web, watching documentaries and listening to his favourite music. When asked afterwards how his mood changed, he said his mood had gone from a seven out of 10 to a 10.5.

10.5/10 was one resident’s rating of his mood after participating in the PointerWare pilot project.
Evaluating the Success of Neighbourhood Teams

The RIA, under Dr. Veronique Boscart’s leadership (CIHR/Schlegel Industrial Research Chair for Colleges in Seniors Care at Conestoga College), is conducting a multi-year assessment of the Neighbourhood Team Development program (NTD), introduced within Schlegel Villages at the beginning of 2014. This project is funded by a multi-year grant from the Canadian Institutes of Health Research (CIHR) and by the Schlegel Centre for Learning, Research and Innovation in Long-Term Care.

NTD is a multi-layered training program designed to bring teams together by helping each member better understand the strengths they bring to the table and how they mesh with the strengths of others. These are smaller teams compared to the traditional model within long-term care, the idea being that smaller teams working within “neighbourhoods” are more apt to develop strong relationships with the people who live there. Knowing the residents more intimately allows team members to gain a better understanding of needs and desires among residents, and they are better suited to respond to serve individual interests as a result.

Veronique and her team of researchers are focused on 17 neighbourhoods in four villages, interviewing team members and residents in order to discover what’s working well and where improvements can be made. Within a short time, Veronique says a noticeable change in attitude can be seen.

Team members are working together to put residents first. “Little moments matter,” Veronique says as she reflects on one of her visits to a Village where the neighbourhood team was making fresh pizza and playing Italian music. For one resident native to Italy, this lunch brought tears of joy.
Teams Tackling Heart Failure

Because the direct-support team members work so closely with residents, they are often the first to know when something is amiss. It’s for this reason that Dr. George Heckman, Schlegel Research Chair in Geriatric Medicine at University of Waterloo, along with Dr. Veronique Boscart, CIHR/Schlegel Industrial Research Chair for Colleges in Seniors Care at Conestoga College, have enlisted two teams for a pilot project that aims to tackle the threat of heart failure among long-term care residents.

Traditionally, it was generally up to nurses to assess for clinical changes in residents, but the RIA’s heart failure project is changing this reality. Supported by the Heart and Stroke Foundation, the project, which is currently underway in Kitchener’s Sunnyside Home Long-term Care and The Village of Tansley Woods in Burlington, is all about educating the team members who work most closely with residents about the warning signs associated with heart failure.

“Treating this disease means that people need to understand it and they need to work as a team because that is the only way you can work through this condition,” George says. “We’re building the team to communicate effectively and we’re giving them the knowledge they need to work it out.”

With the right education and empowerment, all team members will be capable of taking action when a resident needs to be monitored. Early signs indicate that this approach has the potential to significantly reduce one of the greatest risks for residents in long-term care, and George and the RIA look forward to sharing their results with teams across the country.

Transforming Leadership in Long-Term Care and Retirement Living

Great teams are empowered by great leaders and together with Conestoga College, the RIA and the Schlegel Centre for Learning, Research and Innovation have developed a unique program designed to bring out the best in the leaders who are driving the culture change movement.

The Leadership Program for Long-Term Care and Retirement Living was first introduced in 2012 and 2014 saw remarkable expansion as organizations in both Alberta and Ontario offered it to existing and aspiring leaders.
The core concepts of the program, strengths-based leadership, servant leadership and transformational leadership, help leaders like Karin to better support their team and in turn promote resident quality of life. From the perspective of these three pillars, the leaders of the changing culture of aging and the teams they serve will help create a new future for seniors care. The team from Conestoga College and the RIA are excited that interest in the program continues to spread to organizations across the country.

**Significant Increase in Overall Transformational Leadership:**
*Data from 1 Participating Ontario Organization*

Impact evaluation of the leadership program shows a positive trend toward transformational leadership across all organizations in Ontario.
Building a Research Champion Network

One of the greatest resources available in Canada is the wealth of knowledge and wisdom that exists within our oldest generations and the direct-care partners who serve them. In 2014, the RIA made a concerted effort to tap into this resource by hosting its inaugural Research Day, where residents, family members and direct-care partners with an interest in influencing the direction of healthy aging research gathered with some of the top minds in the field.

“I do think the process of aging is something we should put time, effort and money towards because without those who came before us, we wouldn’t be here,” says Margaret Santos.

Margaret Santos is a younger resident at the Village of Erin Meadows in Mississauga who chose to become part of the research champion network because she believes in giving back to her community. Among her neighbours she counts people who dedicated themselves to equality and fought wars for freedom, and the opportunity to contribute to research that promotes a healthier late-life for her elders is a welcome gift for Margaret. The RIA cherishes the eager input of research champions like Margaret, and plans to expand this budding community interested in collaborating on research and practice initiatives that can change the culture of aging.

Moving More is Key to Healthy Communities

It’s no secret that one of the most important keys to the healthy aging process is an active lifestyle. This doesn’t necessarily mean a 20-hour-a-week regimen at the local gym; simply taking a few extra minutes each day to get up and move more can have a positive impact on health. With funding provided by The Cowan Foundation, the RIA has introduced the Move More Initiative. The concept builds upon a study led by Dr. Laura Middleton of the University of Waterloo’s Kinesiology department, which found that among a sample of people who’d moved into a retirement setting, overall physical activity decreased even though the amount of organized exercise time in the gym rose.
RIA Research Application Specialist Lora Bruyn-Martin says Move More is about reminding all people, but especially older adults, that day-to-day physical activity, whether it’s a simple walk or doing the chores around the house, can be a great addition to organized options like exercise classes.

“Move More is meant to complement the organized exercise activities that we find in retirement or long-term care settings,” Lora says. “It’s about engaging residents, family members and team members – the entire community - with a gentle reminder to simply get up and move a little more throughout the day.”

Growing Success of Memory Clinics

When an older adult living in the community is facing the prospect of memory loss, an accurate diagnosis along with early intervention strategies and education can make a huge difference. However, in Ontario the waitlist for specialists can be long and access to the right information difficult to come by.

To address this shortfall, Dr. Linda Lee and the Centre for Family Medicine helped to create a network of Memory Clinics that have been spreading across Ontario since 2008. In partnership with the RIA, the first clinic in a retirement home was set up in June 2013 at the Village of Winston Park thanks to an operational grant offered by The Cowan Foundation. The clinic provides assessments to community members by a specialized interdisciplinary team which incorporates individualized approaches to the complex issue of memory loss.

“Unlike most memory clinics that are dependent on a limited number of specialists, this program builds capacity within family practice with a team that includes a family physician, social worker, nurse, and pharmacist, with integrated specialist support,” explains Dr. Lee.

“This means that many more people with dementia can be diagnosed earlier and supports can be put in place, with the aim of improving quality of life, reducing caregiver burnout, and reducing health care costs.”

At the close of 2014, the network included 63 clinics across the province and the RIA is expanding its participation in the program with the help of Schlegel Research Chair in Geriatric Pharmacotherapy Dr. Carlos Rojas-Fernandez in a bid to discover how pharmacists can play a more active role in the concept.
One Nation at a Time

Advancing beyond the institutional model that has dominated the care of older adults in our communities for decades requires a network of dedicated people who are willing to share their vision, their successes and challenges, and their desire to challenge the status quo. These change agents come from all walks of life with a range of specialties, and RIA is striving to unite the energy they bring to advance the culture change movement.

Walk with Me

In 2014, RIA and the Schlegel Centre for Learning, Research and Innovation in Long-Term Care hosted Canada’s first conference dedicated to the concept of culture change. Walk with Me: Changing the Culture of Aging in Canada was a sold-out event that united more than 400 people from across the country in downtown Toronto to learn from and with each other about changing the way we age in Canada. Conference attendees included older adults, residents, family and community members, care providers, researchers, educators and policy makers.

Participants heard from some of the founders of the Pioneer Network, a U.S.-based organization that began working towards culture change 20 years ago, and discovered some of Canada’s leading innovators in the sector.

“It’s about building a new culture,” explained Barry Barkan, one of the leading voices in the culture change movement for the past four decades. “Building culture begins with building learning communities,” Barkan said, “and the elders of our society – even those whose care needs are the most significant – can teach what is needed for organizations and communities to do a better job.”

Barkan was one of three powerful keynotes, joining Dr. Bill Thomas, founder of the Eden Alternative, and a research-informed play sharing the experiences of a person living with dementia. The conference also featured 35 concurrent sessions, many highlighting culture change initiatives from across Canada.

In 2016, the RIA and its partners will carry on the national conversation at the second Walk with Me conference in Edmonton, building upon the momentum from this year’s event and tightening the bonds among those who are leading the change in Canada.
Nutrition and Aging International Think Tank

In the spring of 2014, RIA and its Agri-food for Healthy Aging (A-HA) team invited researchers from across the globe to discuss and prioritize issues related to nutrition and healthy aging. The focus was on how best to enhance the mealtime experience for people living in long-term care and, thus, boost nutrition levels.

“There are many areas we could target but I wanted to get the experts’ opinion who had been working in this area for years to say ‘if we were to target something, what are the key priorities,’” says Schlegel Research Chair Dr. Heather Keller, one of the key driving forces behind the meeting.

The discussions and opinions from a range of experts, including researchers and stakeholders from the long-term care sector, helped identify and prioritize key determinants of food intake. The process built the foundation for a collaborative, practice-relevant research agenda and sparked the formation of I-DINE (International Dining in Nursing home Experts) – a growing group with representation from a number of nations dedicated to advancing practice-relevant research, nurturing young investigators and collaborating with multiple disciplines and stakeholders to drive change related to nutrition and mealtimes in long-term care.

When it comes to life-quality, few would argue against the importance of food, nutrition and the pleasure that comes from mealtimes. RIA is committed to nurturing I-DINE’s global relationships as it works to improve the mealtime experience for older adults everywhere.
400+ Canadians attended Walk with Me, the 1st national conference dedicated to mobilizing the culture change movement*

3 powerful keynotes, 35 concurrent sessions*

~10% of delegates were older adults and residents*

WALK with ME
Changing the culture of aging in Canada

FOUR Engaged Residents challenge winners received an all-expenses paid trip for 2 to the conference*

632 Twitter followers to date.

40+ publications advancing knowledge

100+ presentations sharing research evidence and promoting best practices

From Schlegel Research Chairs and RIA Lead Researchers

4979 average pageviews/month on the RIA website.

247 likes on Facebook to date.

To disseminate successes beyond the Research and Development sites.

To be recognized as the leader for policy- and practice-relevant advice by government, decision makers and others engaged in research, training and practice related to seniors care and quality of life.

RIA staff team serve on various provincial committees:
- Health Quality Ontario Residents First
- OLTCA Research and Innovation
- Adopting Research to Improve Care Program

$6.2M raised toward the capital campaign.

200+ unique donors to date.

RIA receives interest from international organizations to partner on initiatives improving quality of life for older adults.

400+ Canadians attended Walk with Me, the 1st national conference dedicated to mobilizing the culture change movement*

3 powerful keynotes, 35 concurrent sessions*

~10% of delegates were older adults and residents*

WALK with ME
Changing the culture of aging in Canada

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From Schlegel Research Chairs and RIA Lead Researchers

4979 average pageviews/month on the RIA website.

247 likes on Facebook to date.

To disseminate successes beyond the Research and Development sites.

To be recognized as the leader for policy- and practice-relevant advice by government, decision makers and others engaged in research, training and practice related to seniors care and quality of life.

RIA staff team serve on various provincial committees:
- Health Quality Ontario Residents First
- OLTCA Research and Innovation
- Adopting Research to Improve Care Program

$6.2M raised toward the capital campaign.

200+ unique donors to date.

RIA receives interest from international organizations to partner on initiatives improving quality of life for older adults.

* joint initiatives with the Schlegel Centre for Learning, Research and Innovation in Long-Term Care.
Strategic Aims

1. To be the first institute in Canada to co-locate research, training and practice for seniors care and quality of life on one university campus, including a full continuum of living options from independent living to long-term care.

2. To attract and develop a critical mass of world-class leaders in aging research and practice development.

3. To be a leader in human resource development and quality improvement across the seniors’ care continuum.

- $6.2M raised toward the capital campaign.
- 10% of delegates were older adults and residents.*
- 200+ unique donors to date.
- 77 graduates from the Excellence in Resident-Centred Care (ERCC) Train the Trainer program in 2014.*
- Construction of Centre of Excellence for Innovation in Aging nearing completion – home of the first purpose-built teaching long-term care home in Ontario.*
- 20+ research projects were on the go in 2014.*
- 100+ international researchers explored how space travel parallels aging on Earth at the Aging in Space Symposium, sponsored in part by RIA and organized by Schlegel Research Chair in Vascular Aging and Brain Health, Dr. Rich Hughson.
- 60+ Research Champions ready to support research to practice integration activities.
- RIA welcomes 6th Chair: Dr. Andrew Costa, Schlegel Chair in Clinical Epidemiology and Aging.
- 95+ students gained hands-on experience in the Living Classroom at the Village of Riverside Glen.*
- 152 leaders graduated from the Leadership Program in 2014.*
- 3 powerful keynotes, 35 concurrent sessions*
- 247 likes on Facebook to date.
- 632 Twitter followers to date.
- 400+ Canadians attended Walk with Me, the 1st national conference dedicated to mobilizing the culture change movement*
- 4979 average pageviews/month on the RIA website.
- 95+ students gained hands-on experience in the Living Classroom at the Village of Riverside Glen.*
- 247 likes on Facebook to date.
- 632 Twitter followers to date.

* = indicates data as of December 2014.
RIA’s financial position continued to be strong in 2014. RIA receives its funding through a combination of donations, contracts and grants. Donations, in accordance with donor requests, are either used towards general operating expenses, to specified “restricted funds” for specific projects or towards the capital campaign.

The Schlegel family has generously made a long-term funding commitment to partially support RIA infrastructure and operating costs. The Ministry of Health and Long-Term Care has invested nearly $2.2 Million over 5 years (2011 – 2016) in the Schlegel Centre for Learning, Research and Innovation in Long-Term Care (CLRI).

### Summarized statement of financial position as at December 31, 2014

<table>
<thead>
<tr>
<th>Assets</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$984,797</td>
<td>$1,762,717</td>
</tr>
<tr>
<td>Short-Term Investments</td>
<td>-</td>
<td>3,082,941</td>
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<tr>
<td>Accounts Receivable</td>
<td>-</td>
<td>73,074</td>
</tr>
<tr>
<td>Government Remittances Recoverable</td>
<td>27,049</td>
<td>10,826</td>
</tr>
<tr>
<td>Research facility construction in progress</td>
<td>4,443,000</td>
<td>-</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>-</td>
<td>40,934</td>
</tr>
<tr>
<td></td>
<td>5,454,846</td>
<td>4,970,492</td>
</tr>
<tr>
<td><strong>Capital Assets</strong></td>
<td>14,542</td>
<td>2,899</td>
</tr>
<tr>
<td></td>
<td><strong>$ 5,469,388</strong></td>
<td><strong>$ 4,973,391</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable And Accrued Liabilities</td>
<td>$10,045</td>
<td>$2,662</td>
</tr>
<tr>
<td>Deferred Revenue</td>
<td>562,873</td>
<td>490,282</td>
</tr>
<tr>
<td></td>
<td>572,918</td>
<td>492,944</td>
</tr>
<tr>
<td><strong>Fund Balances</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund</td>
<td>14,458</td>
<td>(48,409)</td>
</tr>
<tr>
<td>Restricted Fund</td>
<td>46,612</td>
<td>139,144</td>
</tr>
<tr>
<td>Restricted Ministry Fund</td>
<td>242,375</td>
<td>51,523</td>
</tr>
<tr>
<td>Capital Fund</td>
<td>4,593,025</td>
<td>4,338,189</td>
</tr>
<tr>
<td></td>
<td>4,896,470</td>
<td>4,480,447</td>
</tr>
<tr>
<td></td>
<td><strong>$ 5,469,388</strong></td>
<td><strong>$ 4,973,391</strong></td>
</tr>
</tbody>
</table>
### Summarized statement of operations for the year ended December 31, 2014

#### Revenue

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations</td>
<td>$1,225,038</td>
<td>$2,111,029</td>
</tr>
<tr>
<td>Research</td>
<td>857,583</td>
<td>822,290</td>
</tr>
<tr>
<td>Investment</td>
<td>21,944</td>
<td>39,742</td>
</tr>
<tr>
<td>Conference</td>
<td>234,522</td>
<td>10,200</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>39,742</td>
<td>53,193</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$2,353,274</td>
<td>$3,026,254</td>
</tr>
</tbody>
</table>

#### Expenses

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultant and research fees</td>
<td>$770,784</td>
<td>$901,923</td>
</tr>
<tr>
<td>Wages and benefits</td>
<td>680,595</td>
<td>511,904</td>
</tr>
<tr>
<td>Conference expenses</td>
<td>188,126</td>
<td>-</td>
</tr>
<tr>
<td>Office expenses</td>
<td>59,757</td>
<td>69,670</td>
</tr>
<tr>
<td>Rent and utilities</td>
<td>60,248</td>
<td>46,512</td>
</tr>
<tr>
<td>Advertising</td>
<td>70,751</td>
<td>44,775</td>
</tr>
<tr>
<td>Travel</td>
<td>50,505</td>
<td>38,599</td>
</tr>
<tr>
<td>Legal and audit</td>
<td>25,849</td>
<td>18,120</td>
</tr>
<tr>
<td>Non-recoverable HST</td>
<td>10,478</td>
<td>8,610</td>
</tr>
<tr>
<td>Donations</td>
<td>2,300</td>
<td>7,890</td>
</tr>
<tr>
<td>Professional Development</td>
<td>7,963</td>
<td>5,925</td>
</tr>
<tr>
<td>Insurance</td>
<td>5,150</td>
<td>5,072</td>
</tr>
<tr>
<td>Amortization</td>
<td>3,237</td>
<td>2,034</td>
</tr>
<tr>
<td>Bank charges and interest</td>
<td>1,505</td>
<td>1,686</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,937,248</td>
<td>1,662,720</td>
</tr>
<tr>
<td><strong>Excess of revenue over expenses</strong></td>
<td>$416,026</td>
<td>$1,363,534</td>
</tr>
</tbody>
</table>

*Complete audited statements are available upon request.*

*Please contact info@the-ria.ca.*
RIA sincerely thanks our valued donors who have generously given in support of our mission. Listed below are the donors whose gifts were received from January to December 2014.

**Visionary – $1,000,000 +**
Ron and Barb Schlegel family

**$100,000 – $499,999**
Mitchell and Kathryn Baran Family Foundation
G and G Becker
Nyle Eby
TD Bank Group
The Cowan Foundation

**$20,000 – $99,999**
All Forming International Inc.
Canadian Imperial Bank of Commerce
MNE Engineering Inc.
The Kitchener and Waterloo Community Foundation, The Spinnaker Fund

**$1,000 – $19,999**
Bart Colson
Josie and Francis d’Avernas
Fern Greb
Ford Keast LLP
Thomas Hunter
KPMG
Leading Edge Hospitality
Maimonides Pharmacy
Medical Mart
ProResp Inc.
Remedy’s Rx
SCA North America
Michael Sharratt

**Up to $999**
John Alati
Anonymous
Jeffrey Davies
Linda and Angelo Innocente
James Sutherland
Toronto Stockyards Land Development Board

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**Memorial Donations**
B&R Hearth & Geothermal
Barbara Break
Ercell C. Daniel
Viola Duncan
Sharon and Larry Grossman
Dr. Michael Minden
Christopher Pike
Arlene Roth
Julie and Michael Sax
Tauben Family Foundation
Wendy Yarlett
RIA made many exciting advancements this year, many of which helped mobilize the Canadian culture change movement. Our team, and our many partners who join us in this work, are committed to driving change. We envision communities where everyone, regardless of age, can thrive. Personhood is honoured, and personal choices are respected and supported. While providing excellent care is paramount, the focus is on living life to the fullest. RIA will strive to realize this vision in the years ahead.

Building on the success of the 2014 Walk with Me: Changing the Culture of Aging in Canada conference, RIA will co-host the second national conference in 2016. Staying true to the central tenet of culture change - collaboration - and to increase Walk with Me’s national reach, RIA is partnering with the CaptialCare Foundation to bring Walk with Me out West. The conference will take place in Edmonton, Alberta on March 10-11, 2016.

This event will once again bring together older adults, residents, formal and informal care partners, educators, researchers and policy makers to learn with and from each other. The latest research on person-centred practices will be shared in addition to the knowledge and wisdom of lived experience. By bringing together diverse perspectives, creating space for open dialogue, and sharing research relevant to everyday life, Walk with Me will be a guiding leader in the national culture change movement.

In addition to the momentum of Walk with Me, the Centre of Excellence for Innovation in Aging will act as a hub for culture change. The Centre, located on University of Waterloo’s North Campus, will be completed in Summer 2015 and will be the first purpose-built teaching long-term care home in Ontario. The Village at University Gates (a 192-bed long-term care home operated by Schlegel Villages) will be connected to the RIA building, complete with research and simulation labs, classrooms for Conestoga College and University of Waterloo students, and space designed to foster collaboration. Residents and team members will inform research agendas, students will learn the latest best practices in person-centred care, and researchers will be actively involved in integrating research and practice.

The Centre has already gained international attention and will attract and foster a critical mass of leaders in aging research and practice development. The knowledge gained from these collaborations will change beliefs, attitudes, practices, policies, and ultimately, the way we age in Canada. As a leader in the field, RIA will continue to advance research, drive innovation, and enhance quality of life for older adults.