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About the RIA

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.

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

RIA is a product of the philanthropic spirit and vision of Dr. Ron Schlegel and the Schlegel Family, and opened its doors in 2005. Over the past decade, RIA has grown substantially with a current operating budget of over $2.5M that is supported by contracts, grants and generous donors.

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 twelve supports operations and a network of researchers, educators and practitioners.

By integrating research, education and practice, RIA supports practice-relevant research and mobilizes research evidence so it can inform programs, be integrated into education and training, and influence practice and policy.
Our
People

Lead Researchers

Dr. Andrew Costa, BSc, PhD, Schlegel Chair in Clinical Epidemiology & Aging, McMaster University

Dr. Veronique Boscart, RN, MScN, MEd, PhD, CIHR/Schlegel Industrial Research Chair for Colleges in Seniors Care, Conestoga College

Dr. George Heckman, BASc, MMath, MSc, MD, FRCP(C), Schlegel Research Chair in Geriatric Medicine, University of Waterloo

Dr. Richard Hughson, BSc, MSc, PhD, Schlegel Research Chair in Vascular Aging & Brain Health, University of Waterloo

Dr. Heather Keller, RD, BASc, MSc, PhD, Schlegel Research Chair in Nutrition & Aging, University of Waterloo

Dr. Linda Lee, MD, MCISc(FM), CCFP, FCFP, Schlegel Chair in Primary Care for Elders, Centre for Family Medicine

Dr. Marianne Mellinger, BA, MA, DMin, RIA Director of Spirituality & Aging, Conrad Grebel University College, University of Waterloo

Dr. James Milligan, BSc.P.T., MD, CCFP, RIA Director in Mobility & Falls, Centre for Family Medicine Mobility Clinic

Board of Directors

Chair of the Board:
Dr. Ronald P. Schlegel, O.C., PhD, LL.D., BAS (Honorary), Founder

Members:
Dr. Veronique Boscart, RN, 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

Paul Brown, C.O.O., Schlegel Villages

Josie d’Avernas, BSc, MSc, Vice President, Schlegel-UW Research Institute for Aging

Dr. Rich Hughson, BSc, MSc, PhD, Schlegel Research Chair in Vascular Aging & Brain Health, Professor, Applied Health Sciences, University of Waterloo

Dr. Joe 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

Dr. James Rush, BSc, PhD, Dean, Faculty of Applied Health Sciences, University of Waterloo

James Schlegel, MAcc, CPA, CA, President & C.E.O., R-B-J Schlegel Holdings Inc.

In addition to those listed, there are many other Affiliate Research Scientists from various academic institutions that partner and collaborate with RIA.

To learn more, visit our website at www.the-ria.ca.
**Board of Directors, Continued**

**Dr. Ashok Sharma**, MSc, MBA, MD, Chief of Staff, Grand River Hospital & St. Mary’s General Hospital

**Dr. Mike Sharratt**, BA, MA, PhD, President, Schlegel-UW Research Institute for Aging

**Dr. Pearl Sullivan**, BEng, MASc, PhD, PEng., Dean, Engineering, University of Waterloo

**Dr. Jake Thiessen**, BSc (Pharm), MSc, PhD, Community Member, Former Director, School of Pharmacy, University of Waterloo

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**RIA Team**

**Susan Brown**, BSc, MSc, Research Coordinator

**Lora Bruyn Martin**, BSc, MASc, Research Application Specialist

**Josie d’Avernas**, BSc, MSc, Vice President

**Kate Ducak**, BA, MA, Culture Change Project Officer, Schlegel Centre for Learning, Research and Innovation in Long-Term Care

**Hilary Dunn**, BAS, MSc, Project Officer and Program Manager, Agri-food for Healthy Aging

**Kaitlin Garbutt**, BA, Living Classroom Resource Development Project Officer, Schlegel Centre for Learning, Research and Innovation in Long-Term Care

**Gert Hartmann**, BA, Director of Business Development and Community Partnerships

**Amy Matharu**, Research Assistant

**Kaylen Pfisterer**, BSc, MSc, Assistant Research Coordinator

**Dr. Mike Sharratt**, BA, MA, PhD, President

**Mary-Lou van der Horst**, RN, BScN, MScN, MBA, Director, Schlegel Centre for Learning, Research and Innovation in Long-Term Care

**Kate Wilson**, Administrative Assistant
Dear Friends,

While each year has been notable, 2015 marks a turning point in RIA’s trajectory. We are celebrating 10 years of operations and the opening of our new home – the Centre of Excellence for Innovation in Aging. It is a truly historic occasion that will amplify our efforts to enhance care and quality of life for older adults.

The timeline on the following page highlights our key achievements that made this dream possible. The partnerships forged in those early years with the University of Waterloo and Conestoga College enabled us to cultivate a top-notch team of Schlegel Research Chairs, which is steadily growing. These partnerships also allowed us to develop innovative education and training programs, changing the way the workforce provides support for aging Canadians.

Our partnership with Schlegel Villages has only strengthened as we explore how to integrate research and practice. The addition of the Centre of Excellence to our already exceptional infrastructure will advance research and drive the incubation, acceleration and ultimately mobilization of innovations across the sector and beyond. We have already received interest from organizations across the globe.

In addition to our primary partners, we collaborate with many other academic institutions and organizations, each a leader in a unique area of expertise that greatly complements and strengthens our efforts. McMaster University, Centre for Family Medicine, University of Guelph and Sheridan College, to name a few, have been essential to our growth in areas such as primary and community care and nutrition for healthy aging. We recognize the immense value of these partnerships and the success that is possible through collaboration.

We have been striving toward being one of the world’s top innovation institutes for aging and that vision is now within reach. Next year, we will embark on a new 5-year strategic plan. It is ambitious, but is focused on realizing the immense potential of our new home and the power of mobilizing research and innovation. Our work to date and our future plans would not be possible without the generous support of our donors. We thank you and hope you will join us for the next leg of this exciting journey as more dreams become reality.

Sincerely,

Dr. Michael T. Sharratt
President, Schlegel-UW Research Institute for Aging
It’s been 10 years since the RIA opened its doors, and a lot has happened...

2005
- RIA approved by University of Waterloo Senate as a Research Institute.

2006
- Executive Director and Associate Director are hired.

2007
- RIA becomes a non-profit, charitable foundation.
- Welcome Dr. Safa Elgamal as the first Schlegel Chair in Cognitive Neuroscience.
- RIA hosts Translating Research into Practice event at the University of Waterloo, sharing research related to healthy aging from a variety of disciplines.

2008
- RIA and Conestoga College sign Memorandum formalizing the partnership.

2009
- RIA and University of Guelph sign Memorandum formalizing the partnership for the Agri-food for Healthy Aging (A-HA) program.
- 1st annual Health Professionals Day at the Royal Agricultural Winter Fair.
- RIA and Schlegel Villages partner on an organization-wide multi-year journey to change the culture of aging.

2010
- Welcome Dr. George Heckman (Schlegel Research Chair in Geriatric Medicine, University of Waterloo), Dr. Rich Hughson (Schlegel Research Chair in Vascular Aging and Brain Health, University of Waterloo), and Dr. Carlos Rojas-Fernandez (Schlegel Research Chair in Geriatric Pharmacotherapy, University of Waterloo).
- Ministry of Health and Long Term Care provides over $2M in funding over 5 years for the Schlegel Centre for Learning, Research and Innovation in Long-Term Care.
- RIA’s Get Fit for Space initiative honoured with innovator’s award from the International Council on Active Aging.
2011
- Schlegel Family commits over $45M to support RIA infrastructure in the coming years.
- RIA receives an honorary citation at the 2011 Excellence in Ageing Services Award from the International Association of Homes and Services for the Ageing.

2012
- Welcome Dr. Veronique Boscart (CIHR/Schlegel Industrial Research Chair for Colleges in Seniors Care) and Dr. Heather Keller (Schlegel Research Chair in Nutrition & Aging, University of Waterloo).
- RIA releases Having the Conversation Guide to support later-life care planning.
- RIA’s A-HA program releases Functional Foods for Healthy Aging Toolkit.

2013
- Launch of the Leadership Program for Long Term Care and Retirement Living in collaboration with Conestoga College.
- Cowan Foundation partners with RIA, Schlegel Villages and the Centre for Family Medicine to deliver a specialized memory program.
- Ground is broken on Centre of Excellence development on north campus of University of Waterloo.

2014
- Welcome Dr. Andrew Costa (Schlegel Chair in Clinical Epidemiology & Aging, McMaster University).
- Launch of the Innovation Champion Network.
- RIA hosts 1st National Conference on Culture Change called Walk with Me.
- RIA and A-HA host International Think Tank on Nutrition & Aging.
- International researchers gather at the Aging in Space Symposium, organized by Schlegel Research Chair Dr. Rich Hughson.

2015
- Welcome Dr. Linda Lee (Schlegel Chair in Primary Care for Elders, Centre for Family Medicine).
- First annual Innovation Summit to share research and innovations that promote quality of life for older adults.
- RIA partners with CapitalCare Foundation to bring the Walk with Me movement out West.
- RIA honoured with a Quality and Innovation Recognition Award from Ontario Long Term Care Association (OLTCA).
- Leadership Program receives Best New Long-Term Care Product or Service of the Year from OLTCA.
- Opening the Centre of Excellence for Innovation in Aging, RIA’s new home.
The Vision Becomes Reality

Supporting the physical, emotional and spiritual needs of our aging populations may be one of the greatest challenges that all nations around the world collectively face, and the 2015 opening of the Centre of Excellence for Innovation in Aging represents one of the brightest opportunities for advancement in the shadow of this monumental challenge.

The Centre of Excellence, which officially opened its doors on Oct. 30 in a ceremony led by His Excellency, The Right Honourable David Johnston, Governor General of Canada, is the grand vision of Ron Schlegel, who passionately believes that older adults deserve the best life has to offer, in dignity and respect, until their final breath is taken. Research, innovation, and the mobilization of knowledge gained are critical, Ron says, in order to achieve this goal for everyone.

“This is your monument,” His Excellency said to Ron and the many partners who worked to bring this dream to fruition. “It is a monument to learning and caring for others; it’s a monument to innovation and excellence and it’s a monument to a smart and caring community and a smart and caring Canada.”

“The centre puts people first and is rooted in practicality,” the Governor General continued, noting that for the first time in Canada’s history there are more people over the age of 65 than there are under 15.

“This is our reality and the quality of care we are able to provide to aging Canadians will determine not only their well being but also what kind of people and what kind of country we are.”

On a blustery November day in 2013 when shovels officially broke ground at the site on the north campus of the University of Waterloo (UW), Ron spoke of “building the infrastructure for innovation in aging that is unparalleled anywhere in the world.”

That has always been his vision and more than a decade ago he began forming the critical partnerships that would help this vision become a reality. UW, which has pledged to prioritize age-related research, was a critical partner in those early days and remains so today. Likewise, Conestoga College has been involved from the idea’s inception and plays a vital role both in continuing research and in translating that research into practice. The college’s Living Classroom is an integral aspect of the Centre’s overall design, placing practical nursing and personal support worker students alongside RIA researchers and the team members and residents who live and work in the 192-bed Village at University Gates long-term care home, which is only a short hall away.

...Continued on page 14
What’s happening at the Centre of Excellence?

Innovative technology breaks new ground

The upper level of the RIA building is equipped with lab space where exciting new technology is being used to revolutionize the way we measure blood flow. Dr. Rich Hughson (Schlegel Research Chair), Dr. Alexander Wong and PhD candidate Robert Amelard (Systems Design Engineering, University of Waterloo) have developed an innovative imaging technology that is non-invasive and easy-to-use. Using a camera, the team can measure blood flow without touching a person. In contrast to traditional methods which capture a single point in time, this technology measures continuous blood flow throughout the body. It is also able to capture a vast amount of information giving a much more comprehensive picture of heart and vascular health. The research team received the AGE-WELL Award in Technology for this work, and attracted media attention including a segment on the Discovery Channel’s popular show Daily Planet.

Living Classrooms provide experiential training program

The lower level of the RIA building is home to the Living Classroom where Conestoga College students in the practical nursing and personal support worker programs are trained. Equipped with state-of-the-art simulation labs, students experience real-life situations in a supportive learning environment. They are also able to apply and advance their learnings by engaging with team members, residents and family members in the Village at University Gates, a 192-bed long-term care home connected to the RIA building. For example, through the “Adopt a Student” program, residents partner with students who have similar interests to share in meaningful activities. This experiential learning environment improves graduate preparedness, ensuring future health professionals are well-equipped to meet the changing needs of an aging population. In 2015, 96 students were enrolled in the Living Classroom program at the Centre of Excellence.

Building a community hub

The main floor of the RIA building was intentionally designed to foster connections and collaboration. The Discovery Hall and Learning Hub are used for events and meetings by partners within the Centre of Excellence, but are also available to community partners. The space is equipped with video conferencing technology allowing those from near and far to participate. The Ideas Café serves as a central meeting space for researchers, residents, students, educators and community members to connect and collaborate, and will feature resources for older adults and care partners. A speaker series is also in the works to profile exciting new research, further establishing the Centre of Excellence as a go-to destination for information related to enhancing care and quality of life for older adults. Be sure to come and visit!
Without these collaborations, the Centre would likely still be an idea – a dream. Now, in order to continue to make advancements in the way societies support their aging citizens, those critical partnerships must deepen and expand, not only in Canada but around the world.

“This centre promises to become a pinnacle of excellence,” said Governor General Johnston during his remarks at the Centre’s grand opening. “Research drives innovation... and innovation will be critical in the efforts to maintain and improve the quality of life of aging communities.”

The Governor General was among several guests of honour at the event and he spoke as both Canada’s Head of State and as a passionate advocate of research and innovation. As a former University of Waterloo president, he remembers the early conversations he had with his friend, Ron Schlegel, about the prospect of an innovation hub in aging that marries the three pillars of research, education and practice.

He pointed out the fact that the centre, upon opening, already had six dedicated research chairs on its team, with the ultimate target being 25.

“Let me say that in my old parade, managing universities, whenever we got one research chair, we’d break out cases of champagne. We’re talking six and we go to 25 – if that isn’t a critical mass of excellence that is just overpowering, then I don’t know what is. It’s hard to imagine any centre in the world with a higher concentration of talent.”

The centre already has international connections, but the focus on growing these connections to reach nations in every corner of the planet will ensure that knowledge acquisition and dissemination is a key priority. Some of these global partnerships were highlighted as various dignitaries shared their views during the grand opening. Ontario’s former minister of health and long-term care and current deputy premier, Deb Matthews, has been a strong supporter of the vision behind the Centre of Excellence.

“...that we’re going to have older Ontarians living in an academic setting where they will receive outstanding care... this is a brilliant idea and a brilliant partnership,” Matthews said during the centre’s groundbreaking ceremony.

“...it brings all the pieces together, so students will learn, researchers will do their research and people will get excellent care. This will make Waterloo a global leader. You’re doing something that nobody else is doing anywhere.”

MPP and then associate minister of health and long-term care Dipika Damerla, University of Waterloo president Feridun Hamdullahpur and Conestoga College president John Tibbits were also among the guests of honour who spoke at the opening ceremony, matching the enthusiasm shared by Matthews and the Governor General.

Some of the best examples of collaboration, however, happen day-to-day, seen clearly in the fact that the Centre offers direct connection between Conestoga College’s Living Classrooms, the RIA’s researchers and the team members and residents living and working within 16 Schlegel Villages long-term care and retirement.
residences, most notably next door at University Gates. There truly is no other trifecta like it in the world and in the short time the Centre has been open, the impact is already being felt.

Consider Richard Potwarka, a resident of The Village at University Gates who was not only a guest speaker alongside the Governor General at the opening but has since offered his vast experience to the students of the living classroom.

“I’m very thankful for your tremendous pursuits of knowledge for research in aging,” Richard said during his speech at the opening, “and especially for teaching our young people to prepare for the future of aging. As a result of your altruistic approach to work, research and newfound knowledge, you are arming all people so we can go out into the 9th inning of our lives with dignity and confidence that we will be the best that we can be.”

Richard, who has been living with the degenerative effects of Parkinson’s disease for nearly 30 years, would later venture into the Living Classroom to be a teacher as well, speaking to students about the reality of his life. He spoke to both practical nursing and personal support worker students about the various pharmaceutical treatments he relies upon to manage the progression of Parkinson’s but, perhaps more importantly, Richard was also an example of the human side of medical challenges. He is not his diagnosis, the students learned. He is a man with hopes and fears and feelings, someone with much to contribute to the community around him. By absorbing the insights into his reality, the students were able to see the person in front of the diagnosis.

This is the side of caregiving that can’t be taught in a book or a classroom: the Living Classroom model is inspiring students to consider their future profession from a broader perspective beyond only the clinical.

Heather Keller, Schlegel Research Chair in Nutrition and Aging, sees this type of integration as one of the Centre’s greatest strengths.

“The new Centre of Excellence provides an opportunity to couple cutting edge research space, highly qualified personnel, researchers and trainees with application, as the Centre is integrated into a community of living, health care, and teaching,” Heather says.

“Ten years from now, the Centre of Excellence will be the place to be for incubation, testing and scaling up of research that supports the care, health, and quality of life of older adults. Older adults and their care partners will have a say and be collaborators in the research that is conducted at the Centre.”

Much of that scaling up will be realized with the continued addition of new research chairs and the diverse range of expertise they represent, says Rich Hughson, Schlegel Research Chair in Vascular Aging and Brain Health.

“The upcoming appointments of the next Schlegel Research Chairs will fill the space and greatly increase capacity for meaningful collaborative efforts to benefit older adults in the community, retirement and long-term care,” says Rich.

And that has always been the vision for the Centre of Excellence: true collaboration and partnerships that seek to enhance the lives of older adults by ensuring we all have the opportunity to age well and contribute the best of ourselves to the communities around us for as long as possible.

*Schlegel Research Chair Heather Keller with His Excellency the Right Honourable David Johnston, Her Excellency Sharon Johnston, and Honourable Deb Matthews in the Research Kitchen at the Centre of Excellence.*
RIA in Numbers

1 Strategic Aim: 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.

20+ tours of the Centre of Excellence including delegations from Australia, China, Sweden, Holland, Denmark and United States.

$9 Million toward the capital campaign.

200+ unique donors to date.

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

8 new research projects with 20+ on the go, including:
- Improving outcomes for frail seniors: Impact of the ASILA program for long-term care staff
- The effects of health care workers’ age on psychophysical estimates of acceptable loads during manual resident transfers
- Brain blood flow and balance during a transition to walking
- Improving memory care through better assessment and education
- More-2-Eat: Implementation of the INPAC in 5 test sites

Learn more at www.the-ria.ca.

1 NEW Schlegel Chair in Primary Care for Elders (Dr. Linda Lee).

125 Innovation Champions supporting research and practice integration; 50% growth since 2014.
Strategic Aim: To be a leader in human resource development and quality improvement across the seniors’ care continuum.

140 Graduates from the Leadership Program.

Strategic Aim: To be recognized as the leader for policy- and practice-relevant advice by government, decision makers and others engaged in seniors care and quality of life.

3 provincial and 2 international committees supported by the RIA team.

2 Awards from the Ontario Long Term Care Association recognizing RIA’s innovation efforts.

$625K government investment for Schlegel CLRI.

Strategic Aim: To disseminate successes beyond the Research and Development sites.

189 Presentations sharing research evidence and promoting best practices*

115 graduates from the Excellence in Resident-Centred Care (ERCC) Train the Trainer course.

76 Publications advancing knowledge*

195 Students engaged in the Living Classroom program.

2 Awards

367 NEW Twitter followers.

150 NEW likes on Facebook.

73,304 page views on the RIA website, up 23% from 2014.

*from RIA Lead Researchers
Falls, Balance and Brain Blood Flow

Falls are a major problem for older adults because they often result in injuries (such as broken bones) that can impact independence and quality of life. Schlegel Research Chair Dr. Rich Hughson led the first study in the world to explore the relationship between falls, oxygen levels in the brain, and balance. The researchers used sophisticated equipment to measure oxygen levels in the brain and blood pressure as older adults changed positions between lying down, sitting, and standing. Early results of this study suggest that there are differences in blood flow between those who have previously fallen and those who have not. In those with a history of falls, the vascular system does not respond as well when moving from sitting to standing. The next phase of this work will explore why this is the case. By having a better understanding of the factors that may contribute to falls, we can identify strategies to help reduce the risk.

Vitamin B12 a Key Nutrient for Healthy Aging

Approximately 1 in 4 older adults have vitamin B12 deficiency and even more are at risk for developing low or deficient levels. However, the symptoms are hard to detect (e.g., fatigue, general malaise, depression, and confusion) making it hard to diagnose without a blood test. If left untreated, low B12 levels over time can increase the risk of cognitive decline, cardiovascular disease, developing anemia, and losing sensation in the hands and feet. Schlegel Research Chair Dr. Heather Keller led a study exploring the levels of vitamin B12 in long-term care residents. The research team found that 14% of study participants were deficient in the vitamin, and 38% had less than optimal levels. The team also interviewed long-term care homes from across the province and found that homes have different practices in place for screening and monitoring vitamin B12. The results of this project highlight the importance of the issue and the research team suggests that routine screening for deficiency with a simple blood test may be the answer. In addition to academic publications, the team presented this work at the annual conferences of the Ontario Long Term Care Association and the Canadian Association on Gerontology.

Integrated Learning for Better Care

Students training to become health professionals are often not exposed to geriatric content or trained on using MDS instruments. These instruments include a series of standardized assessments that help to inform care practices in long-term care and help track a resident's progress. As a result, when these students enter the workforce in senior living, they often miss opportunities for care interventions and positive care outcomes, simply because they have not received adequate training. In an attempt to address this knowledge gap, most long-term care providers now require their team members to attend continuing education courses on specific geriatric topics as well as training or workshops on the appropriate use of MDS tools. Unfortunately, these courses often fall short in supporting team members to take their learnings and apply them in actual practice. The purpose of this study, led by Dr. Veronique Boscart (CIHR/Schlegel Industrial Research Chair for Colleges in Seniors Care) and Dr. George Heckman (Schlegel Research Chair in Geriatric Medicine), is to offer the Applied Simulated and Integrated Learning Approach (ASILA) Program to a small group of team members in order to evaluate its effectiveness. The program helps the team to understand and make effective use of MDS data by using evidence-informed case simulations. The team is then better able to use the information at hand to improve care and ultimately the health and well-being of residents. The evaluation of ASILA is underway, but the preliminary findings are promising.
Evaluating the Java Mentorship Program

Sometimes when moving into long-term care or retirement living, residents feel they aren’t able to engage in meaningful activities – to help out and contribute to their community. The Java Mentorship Program aims to change that by providing residents the opportunity to help other residents. It builds on the widely successful mutual support program, Java Music Club. The first step in the mentorship program is to form a mentorship team that includes residents, volunteers, family members and team members (including those with cognitive or physical challenges). The “mentors” meet every week for training, learning new skills like the art of listening and how to support someone who is grieving. After the meeting, members pair up (with each pair including a resident mentor) and visit residents who may be in need of support or companionship. The RIA is partnering with doctoral student Kristine Theurer, who created the program, and Schlegel Villages to roll out and evaluate its impact. The research team will be looking at changes in ratings of loneliness and social engagement in all of the resident participants (resident mentors and those visited) as well as social identity and sense of purpose among the mentors. The evaluation will wrap up in 2016 and results will be shared on the RIA website.

Select Publications

Derivation and validation of the DIVERT scale for classifying the risk of emergency department use among frail community-dwelling older adults

The DIVERT Scale: A Method to Identify the Probability of Unplanned Emergency Department Use among Frail Community Dwelling Seniors

Core Heart Teams: Improving interprofessional communication for heart failure management in long-term care (abstract)

The role of Registered Nurses and Nurse Practitioner’s within heart failure clinic teams in Ontario (abstract)

Cerebral hypoperfusion is exaggerated with an upright posture in heart failure: Impact of depressed cardiac output

Validation of Hexoskin wearable vest during lying, sitting, standing and walking activities

Improving food and fluid intake for older adults living in long term care: A research agenda

Micronutrients on the Menu: Enhancing the quality of food in long-term care for regular, nontherapeutic menus

Physician perceptions of capacity building for managing chronic disease in seniors with integrated interprofessional care models: A mixed methods study

Frailty: Identifying elderly persons at high risk of poor outcomes

Scoping review of physical rehabilitation interventions in long-term care: protocol for tools, models of delivery, outcomes and quality indicators

...Continued on page 20
Schlegel Centre for Learning, Research and Innovation in Long-Term Care

RIA was 1 of 3 organizations awarded 5-year funding (2011-2016) from the Ministry of Health and Long-Term Care for the Ontario Centres for Learning, Research and Innovation in Long-Term Care (CLRI) program. In 2015, the Schlegel CLRI had many successes to report, 3 are highlighted below:

• In 2015 the Schlegel CLRI launched a culture change guidebook called Working Together to Put LIVING First. The guidebook shares the story of Schlegel Villages’ journey to change their organizational culture and support a social model of living. It offers practical strategies and resources to help other long-term care organizations as they embark to move away from institutional models of care and support residents in living life to the fullest. The guidebook was presented in November at the annual Ontario CLRI conference in Ottawa and received a lot of interest. At the close of 2015, 47 e-copies were shared.

• The Schlegel CLRI has also had great success with the leadership program, offered to the senior living sector in collaboration with Conestoga College. The 180-hour certificate course engages learners through online webinars and in-class sessions to develop their applied leadership skills and knowledge. Program evaluation continues to be positive with graduates demonstrating an increase in transformational leadership. In 2015, 140 graduates returned to work better able to support their team and the residents they serve.

• The Living Classrooms, another partnership with Conestoga College, have been highly successful in preparing future health care professionals for careers in long-term care. By providing experience first-hand, students are not only well prepared to support residents, families and fellow team members, but they understand how rewarding the job can be. To accelerate the spread of Living Classrooms, the Schlegel CLRI is developing a guidebook to help other homes and colleges partner and offer the Living Classroom program. The Living Classroom Implementation Guide will be available in early 2016.

To learn more about RIA’s projects and publications, please visit our website: www.the-ria.ca.
## Financials

Complete audited statements are available upon request. Please contact info@the-ria.ca.

### Summarized Statement Of Financial Position As At December 31, 2015

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<th>Assets</th>
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<td><strong>CURRENT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$10,003</td>
<td>$10,045</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>982,816</td>
<td>562,873</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>992,819</strong></td>
<td><strong>572,918</strong></td>
</tr>
<tr>
<td><strong>FUND BALANCES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General fund</td>
<td>98,547</td>
<td>14,458</td>
</tr>
<tr>
<td>Restricted fund</td>
<td>13,665</td>
<td>46,612</td>
</tr>
<tr>
<td>Restricted Ministry fund</td>
<td>378,422</td>
<td>242,375</td>
</tr>
<tr>
<td>Capital fund</td>
<td>5,915,264</td>
<td>4,593,025</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>6,405,898</strong></td>
<td><strong>4,896,470</strong></td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$7,398,717</strong></td>
<td><strong>$5,469,388</strong></td>
</tr>
</tbody>
</table>
## Summarized Statement Of Operations For The Year Ended December 31, 2015

### Revenue

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations</td>
<td>$2,343,110</td>
<td>$1,225,038</td>
</tr>
<tr>
<td>Research</td>
<td>923,060</td>
<td>857,583</td>
</tr>
<tr>
<td>Rental income</td>
<td>49,850</td>
<td>–</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>61,001</td>
<td>14,187</td>
</tr>
<tr>
<td>Conference</td>
<td>–</td>
<td>234,522</td>
</tr>
<tr>
<td>Investment</td>
<td>–</td>
<td>21,944</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$3,377,021</strong></td>
<td><strong>$2,353,274</strong></td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages and benefits</td>
<td>$762,653</td>
<td>$680,595</td>
</tr>
<tr>
<td>Consultant and research fees</td>
<td>748,704</td>
<td>770,784</td>
</tr>
<tr>
<td>Office expenses</td>
<td>109,628</td>
<td>59,757</td>
</tr>
<tr>
<td>Rent and utilities</td>
<td>63,702</td>
<td>60,248</td>
</tr>
<tr>
<td>Travel</td>
<td>39,820</td>
<td>50,505</td>
</tr>
<tr>
<td>Sponsorships</td>
<td>27,750</td>
<td>2,300</td>
</tr>
<tr>
<td>Advertising</td>
<td>15,393</td>
<td>70,751</td>
</tr>
<tr>
<td>Legal and audit</td>
<td>13,855</td>
<td>25,849</td>
</tr>
<tr>
<td>Insurance</td>
<td>7,741</td>
<td>5,150</td>
</tr>
<tr>
<td>Professional Development</td>
<td>3,845</td>
<td>7,963</td>
</tr>
<tr>
<td>Bank charges and interest</td>
<td>1,576</td>
<td>1,505</td>
</tr>
<tr>
<td>Conference expenses</td>
<td>–</td>
<td>188,126</td>
</tr>
<tr>
<td>Non-recoverable HST</td>
<td>–</td>
<td>10,478</td>
</tr>
<tr>
<td>Amortization</td>
<td>72,925</td>
<td>3,237</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,867,592</strong></td>
<td><strong>1,937,248</strong></td>
</tr>
</tbody>
</table>

**Excess of revenue over expenses**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>$1,509,429</strong></td>
<td><strong>$416,026</strong></td>
</tr>
</tbody>
</table>
Where to From Here

RIA has had an exciting year, but what’s on the horizon may prove to be even more so. The close of 2015 ended a key chapter in RIA’s trajectory, and a 5-year strategic plan dedicated to creating the essential infrastructure needed to advance our mission. 2016 will usher in a new strategic plan, this time focused on using this infrastructure to drive and mobilize innovations.

Strategic Aims 2016-2020

1. Achieve global prominence through a growing reputation of innovation driven by a model of incubation-acceleration-mobilization.

2. Drive innovation by attracting and developing a critical mass of world-class leaders in aging research and practice development.

3. Make scientific and programmatic contributions to the integration of research and practice.

4. Drive culture change in aging across Canada through leading the establishment of a national hub and network.

5. Make groundbreaking contributions to the establishment of living classrooms where living, learning and care are fully integrated.

The aims were developed based on an analysis of progress against the previous aims and consultation with key stakeholders (older adults and residents, family members, community members, researchers, and thought leaders) before, during and after a 1-day strategic planning retreat in June 2015. During these consultations it became clear that RIA needed to identify its ‘niche’ – how are we different from other organizations aiming to improve quality of life for older adults?

**RIA’s niche is holistic and balanced.** We focus on the integration of research, training and practice, rather than looking at each in isolation. We value knowledge both from research and lived experience. And while we aim to create knowledge, we feel it’s equally important to mobilize it – to promote social models of living and enhanced care and quality of life for older adults.

The 2016-2020 strategic plan is ambitious, but possible with the ongoing support of our partners. The RIA is also committed to cultivating new partnerships and gaining support in key areas:

- **Research Support** $200K needed
- **Research to Practice** $125K needed
- **Community Engagement** $50K needed
- **Education & Awareness** $75K needed

To make a donation and support RIA’s initiatives to enhance quality of life for older adults, please visit us online at www.the-ria.ca/get-involved/donate or contact Gert Hartmann (Director of Business Development and Community Partnerships) at ghartmann@uwaterloo.ca or 519-904-0660 ext. 4106.
Key Future Initiatives

• 3 additional Schlegel Research Chairs over the next 3 years in areas ripe for innovation

• Host the 2nd Walk with Me conference and support a national platform to advocate for a changed culture of aging

• Provide workshops and coaching services to help other long-term care organizations support social models of living

• Host international Think Tanks engaging researchers and key stakeholders; 2016 will focus on oral health in long-term care

• Engage the broader community in a speaker series at the Centre of Excellence for Innovation in Aging

• In depth evaluation of RIA’s impact
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 2015.

### Visionary
Dr. Ronald & Barbara Schlegel and Family

### Founding Partners
University of Waterloo
Conestoga College Institute of Technology and Advanced Learning

### Leader
(1,000,000+)
McMaster University

### Innovator
($500,000 - 999,999)
Cardinal Health Canada
Complete Purchasing Services Inc.
Remedy’s Specialty Pharmacy
SCA
The Cowan Foundation

### Builder
($100,000 – 499,999)
G & G Becker
Mitchell and Kathryn Baran Family Foundation
Nyle Eby
CIBC

### Accelerator
($25,000 – 99,999)
AKS Interior Systems Inc.
Gray & Fick Ltd.
JD Masonry
Kieswetter Excavating Inc.
KWO Ironworks Ltd.
Medical Mart Supplies Ltd.
MNE Engineering Inc.

### Mobilizer
($10,000 – 24,999)
Grand Valley Tile Company Ltd.
Kitchener Glass Ltd.
MBR Complete Exteriors Inc.

### Friend
($1,000 – 9,999)
Alice Juma
Marlene Raasok
Michael Sharratt
Kerry Townson
Brody Enterprises Inc.
C&H Fire Suppression System Inc.
Kast Concrete Forming Corp.
Leading Edge Hospitality Group Inc.
ProAble Hardware Specialties Inc.
Strassburger Windows & Doors Ltd.

### Supporter
(Up to $999)
Joyce Frank
David Lubell
Richard Hughson
Ernest and Joyce Schlegel
James Sutherland
Advanced Coatings Inc.
Libro Credit Union

### Memorial Donations
Barbara Chippier
Barbara Irwin
Kevin Koziey
Lynda McDowell
Patricia McPherson
Cory Shankman
Schlegel Villages

ThyssenKrupp Elevator Canada
Way-Mar Inc.
William Knell & Company Ltd.