



Momentum

2022-2023

ANNUAL REPORT



ONTARIO
CLRI Centres for Learning,
Research & Innovation
in Long-Term Care
BAYCREST • BRUYÈRE • RIA

Letter to the Sector

The world as we know it has permanently changed. Forever.

For the last three years, words like unprecedented, unimaginable, and uncertain have dominated when describing the state of our world and the world of long-term care. Words like these underscore the significant effort our communities have taken to adapt to new ways of living, working, and caring.

Since 2012, the Ontario Centres for Learning, Research and Innovation in Long-Term Care, in collaboration with long-term care homes, sector partners, and government, have been at the forefront of building capacity and quality in long-term care through training, education, innovation, and knowledge mobilization.

While these last few years have been some of the most challenging, they have also revealed our collective capacity for empathy, resilience, and transformation. We are reminded that even in the darkest moments, there will always be those working toward positive change.

With this in mind, we are proud to share our 2022-23 annual report. This report not only reflects our achievements, but the cumulative efforts of all our partners and, most importantly, the incredible individuals who form the heart of Ontario's long-term care sector.

A key focus of our work this year has been on fostering an environment where long-term care homes are the true leaders in change, team members have what they need to implement evidence-informed best practices in care, and residents are empowered to participate fully in their community.

Looking ahead, many challenges still face the long-term care sector. But these challenges are not insurmountable. In navigating the path forward, we are guided by the knowledge that long-term care is not merely a place of residence, but an active and vibrant community where innovation thrives. We look forward to another year of growth, partnership, and positive change in 2023-24.



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VP, Education & Director, Centre for Education & Knowledge Exchange

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Schlegel • UWaterloo • Conestoga

Enhancing Life



Our Year in Review

For over 10 years, the Ontario Centres for Learning, Research and Innovation in Long-Term Care (Ontario CLRI) have been working together to enhance the quality of life and care for residents across the province. The Ontario CLRI does this by building capacity through training, education, innovation, and knowledge mobilization with the aim of improving the health and well-being of people who live and work in long-term care (LTC). The Ontario CLRI Program leverages the expertise and activities of its host centres, Baycrest Academy for Research and Education (Baycrest), Bruyère Research Institute (Bruyère), and the Schlegel-UW Research Institute for Aging (RIA) to develop and deliver tailored solutions to sector-driven priorities.

In 2022-23, the Ontario CLRI continued to make significant inroads in addressing workforce training and education needs as well as identifying and rapidly responding to emerging challenges in the LTC sector.

As a provincial resource, we focused on:

Quality & Innovation:

Fostering an environment where LTC homes are the true leaders in making change.

Training & Workforce Development:

Supporting team members in implementing evidence-informed best practices in care.

Person-Centered Approaches to Care:

Empowering residents to live fully and participate in their communities.





One thing I love about PREP LTC is that it provides the support that we need to have a really great student placement program with very strong preceptors. It's an amazing program that gives us the ability to be able to teach the students in a more personal way.

- LTC Home Director of Care

Our Vision

A provincial resource that, in partnership, builds capacity in long-term care through education, research, and knowledge mobilization.

Our Mission

A long-term care continuum with capacity to support every life well-lived.

Quality & Innovation

The Ontario CLRI drives applied research and innovation by partnering with homes and the education sector. The Program focuses on connecting LTC homes with leading practices and building capacity to implement and test innovative approaches to resident care. In 2022-23, this included hundreds of capacity-building activities such as the training provided to more than 11,000 participants through the [Clinical Nursing Leadership](#) eLearning courses (which is accredited through the Canadian Nurses Association), the development and application of a framework for discussions around [Deprescribing in LTC](#), the 11 [Behavioural Support Rounds](#) hosted for health professionals and students, and many more.

Training & Workforce Development

This year, the Program continued its efforts to deepen practical knowledge and stabilize and grow the LTC workforce through recruitment and retention with projects like the Preceptor Resource and Education Program in Long-Term Care ([PREP LTC](#)), Communication at End-of-Life Education Fund ([CEoL Fund](#)), and the Personal Support Worker Education Training Fund for Long-Term Care ([PSW Education Fund](#)). These and other workforce development projects significantly expanded their reach with a mix of online and in-person education, training, coaching, and 1:1 mentoring.

PREP LTC is funded by the Ministry of Long-Term Care to support LTC homes in building or expanding clinical student placement programs. Led by the Ontario CLRI at the RIA, in collaboration with the Ontario CLRI teams at Baycrest and Bruyère, the PREP LTC initiative aims to increase capacity for clinical placements in LTC, provide a positive, high-quality experience for students and preceptors, and recruit and retain team members into LTC.

In 2022-23, the sector expressed an increased desire for more in-person learning opportunities and more 1:1 coaching/mentoring at both the individual and home levels. The Ontario CLRI responded to this pandemic-recovery need by hosting individualized coaching sessions and/or in-person opportunities with plans to increase these types of connections in 2023-24.

Person-Centered Approaches to Care

Residents and resident priorities have always been and remain at the centre of what we do. Through projects like [Person-Centred Language](#), [Supporting Equity, Diversity and Inclusion in LTC](#), and [Nutrition in Disguise](#), the Ontario CLRI is co-creating frameworks and training that increase residents' quality of life and support them in actively shaping the place they call home.

This report summarizes the sector-wide, provincial reach and impact of the Ontario CLRI for the 2022-23 Fiscal Year (April 1, 2022, to March 31, 2023). It was prepared in consultation with our 14-member [Provincial Advisory Committee](#) and was submitted to the Ministry of Long-Term Care on June 30, 2023.

Our Impact

At a Glance: Training delivered by the Ontario CLRI from 2017 to 2023

| Fiscal Year | % LTC Homes Reached | # Training Hours Completed | # People Trained |
|----------------|---------------------|----------------------------|------------------|
| 2017–18 | 72% | 127,380 | 6,500 |
| 2018–19 | 84% | 152,783 | 8,267 |
| 2019–20 | 83% | 164,900 | 6,000 |
| 2020–21 | 87% | 22,054 | 21,478 |
| 2021–22 | 91% | 48,412 | 26,142 |
| 2022–23 | 90% | 251,711 | 54,518 |
| Total | N/A | 767,240 | 122,905 |

Investments in workforce recruitment and training are already yielding positive results

Due to the accelerated adoption of online learning during the pandemic, the Ontario CLRI saw a decrease in the number of training hours completed between 2020 and 2022, but a significant increase in the number of people trained over the same period. Part of this trend was due to the nature of the emergency situation; more team members required shorter, easy-to-digest learning modules that were virtual. Another aspect of this trend resulted from finding efficiencies online through our eLearning Hub, which are harder to realize in person.

This year's comparatively striking data reflect the current momentum within the LTC sector and the breadth and depth of the Ontario CLRI's efforts to drive this momentum forward. Together, we trained 26,142 individuals in 2021-22 who received a total of 48,412 hours of training. Remarkably, this figure more than doubled in 2022-23, to 54,518 individuals who received a total of 251,711 hours of training!

The Ontario CLRI has seen a marked increase in the number of learners and teams seeking training and resources in 2022-23 given the new investments in LTC aimed at hiring and retaining more than 27,000 registered nurses, registered practical nurses, and personal support workers over four years and ensuring residents receive, on average, four hours of direct care per day. This demand, together with our reach, demonstrates a clear commitment to continuous learning and professional development and reflects a significant upsurge in the investment of time and resources dedicated to enhancing skills and knowledge within the LTC workforce.



LTC homes and schools engaged with the Ontario CLRI 2022-23 Highlights¹

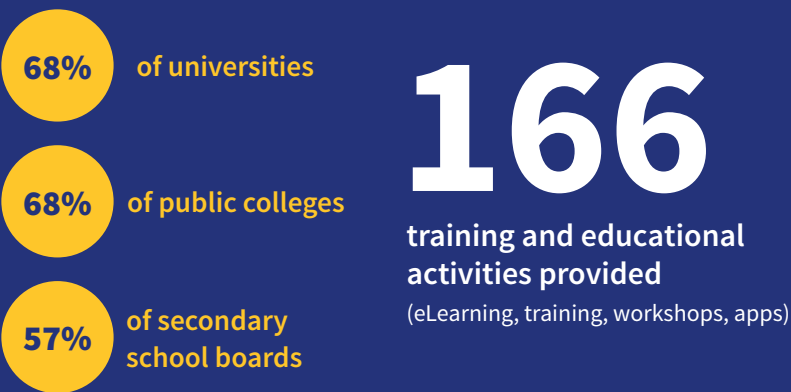


Total number of residents impacted **72,063**

Total Reach



Engaged with



Participant breakdown by role

(n = 65,442)

- 2,314 Formal leaders
- 7,712 Team members
- 8,413 Students
- 228 Residents, families/care partners, and volunteers
- 46,775 Unknown

Impact of Ontario CLRI learning on participants



All the data in this annual report is sourced from the Ontario CLRI Activity Tracker. The Activity Tracker is an internal repository for project teams that the three host centres use to collate project impact indicators (for example, reach, volume, participation experience feedback). In this report we define participants as any individual who registered and actively participated in any Ontario CLRI offering including but not limited to trainings, presentations/webinars, workshops, or eCourses.



Program Spotlights

Communication at End of Life

An integrated, palliative approach to care focuses on meeting a person's full range of physical, psychosocial, and spiritual needs at all stages of a chronic, progressive illness — including the needs of their care partners. It reinforces a person's autonomy and right to be actively involved in their own care and strives to give individuals and their care partners a greater sense of control. Palliative care is not just a discrete service offered to dying persons when treatment is no longer effective. It is an approach to care that can enhance a person's quality of life throughout their illness, at the end of life, and extends to their family's and care partner's lives through death and bereavement.

The Ontario CLRI at Bruyère delivers a three-part, self-paced eLearning Series designed to refresh or develop team members' communication skills to provide quality palliative care and end-of-life care in LTC homes. The Communication at End-of-Life (CEoL) eLearning Series includes interactive case scenarios that reflect the unique setting and context of care delivery in LTC homes.

The eLearning Series includes:

- [Communicating about Hospice Palliative Care](#)
- [Coping with Grief](#)
- [Building Relationships](#)

In 2022-23, almost 12,000 learners completed at least one of the three CEoL courses in English, and 122 learners completed at least one of the three courses in French. A fourth course was also developed to focus on practicing cultural humility in palliative care.

This eLearning Series serves as a prerequisite to the more comprehensive [All-In Palliative Care: The Team Approach to LTC](#), now offered as a one-day virtual education training, that more than 800 learners from more than 60 homes completed in 2022-23.

Accredited by the Canadian Nurses Association, the All-In Palliative Care training teaches interprofessional team members how to recognize palliative care myths, accommodate the needs of those in mourning, and practice end-of-life communication skills. This is an example of how Ontario CLRI resources and training builds on itself, creating deep, in-home capacity and knowledge in providing quality care to residents.

Workplace Mental Health in LTC

Working in LTC is psychologically demanding. Team members experience physical and emotional stress, time pressures, bullying, violence, racism, and a workplace culture that often struggles to adequately value the role of care providers. They experience high levels of depression, anxiety, grief, and post-traumatic stress, which contributes to ongoing recruitment challenges. And the COVID-19 pandemic has only magnified these issues.

To address this challenge, the Ontario CLRI at the RIA provides free training and coaching support through the [Workplace Mental Health in LTC](#) project to help LTC homes adopt the [National Standard of Canada for Psychological Health and Safety in the Workplace](#).

By creating a workplace culture that promotes and protects mental health, leaders in LTC can build and retain a resilient workforce that is well-equipped to provide quality care for residents and support for care partners.



I feel more confident [in] dealing with families and residents that are dying. I learn[ed] that listening is as important. I feel like I will be able to use this skill in my job.

- LTC Team Member



Learning Inter-Professionally Healthcare Accelerator (LIPHA)

The Ontario CLRI at Baycrest has been developing and delivering the Learning Inter-Professionally Healthcare Accelerator ([LIPHA](#)) since 2018. LIPHA is an evidence-based, serious simulation game for healthcare education. Learners solve real-world care scenarios through quests, simulations, resources, feedback, rewards, art, and story. Learners practice communication and care planning skills that promote relational care, safety, and teamwork in LTC.

Game-based learning keeps learners engaged and shifts from passive to active learning. Grounded in the neuroscience of learning, LIPHA activates the reward centres in the brain, deactivates the tendency to drift mentally, and connects content to emotions to make learning enjoyable, improve focus, and support knowledge structuring and application.

In 2022-23, LIPHA delivered over 14,205 hours of training. LTC homes and academic organizations can continue to access LIPHA through the PSW Education Fund in 2023-24.

In 2022-23, 584 participants benefited from this work supporting workplace mental health in LTC.

584

The Ontario CLRI would like to acknowledge the partnership of the Centre for Aging + Brain Health Innovation (CABHI), Kunin-Lunenfeld Centre for Applied Research and Evaluation (KL-CARE), Launch57, and Surge Learning. George Brown College also partnered to develop the prototype.

Interprofessional Student Learning Experiences

Since the start of the Ontario CLRI Program in 2012, Baycrest has offered [Interprofessional Student Internships in Innovation & Aging in LTC](#).

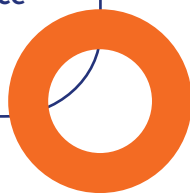
This competitive summer fellowship for post-secondary students and recent graduates in health profession programs fosters interest in careers in geriatrics and LTC early in their professional training. It provides foundational geriatric knowledge, creates a career track for future geriatric leaders, and aims to ignite a passion for careers in the care of older adults.

The four-week internship was offered twice to a total of 20 students over the summer of 2022. All 20 students:

- Agreed or strongly agreed that they were happy with their overall internship experience.
- Were satisfied or very satisfied with support from/ access to their project mentor.
- Would recommend the internship to other students.

Over the project's lifetime, 94 interns have participated in this internship and 22% of those interns entered the LTC/geriatrics sector after completing their program (77% in a clinical role, 15% in research, and 8% in education).

Hear directly from our 2022 graduates on their experience in these [video diaries](#)!



It was an amazing experience to learn about clinical skills in such an interesting manner.

- Post Secondary School Student in LTC

Join the conversation online!

#WordsMatterPCL

It's not too late, take the [PCL pledge](#) today and download your certificate!

Person Centred Language

Together with Behavioural Supports Ontario (BSO), the Ontario CLRI at the RIA delivers the Person-Centred Language ([PCL](#)) Initiative. Person-centred language refers to language that puts people first rather than the disease, symptoms, or conditions they may have. In LTC, this means focusing on the strengths and abilities residents have, rather than their disabilities. By using person-centred language, we honour, respect, and dignify older adults in our society by being thoughtful and building up strengths and abilities.

Almost 4,000 LTC leaders and team members completed the PCL eCourse in English and 40 learners completed the eCourse in French in 2022-23. An additional 2,000 individuals downloaded or ordered a print version of the PCL poster in English and 465 individuals downloaded or ordered a print version of the PCL poster in French. This noticeable uptick in orders shows us another way LTC is leading change in care environments across Canada and that there is interest in this work in other sectors beyond LTC.

This past year, we also celebrated 10,000 people — and counting — who have taken the PCL pledge and committed to changing the way we interact with and refer to people living with dementia and other complex mental health conditions. This is an important milestone for the PCL initiative, first launched in 2017.

Supporting Equity, Diversity, and Inclusion in LTC

The Ontario CLRI at Bruyère, supported by the RIA, continues to collaborate on and spearhead the Equity, Diversity, and Inclusion in LTC (EDI) project. In addition to supporting LTC, this work also informs the Ontario CLRI as we strive to recognize and support equity, diversity, and inclusion across the entire Program.

Building on five years of deep engagement with our partners on the Program's EDI Advisory Committee, 2022-23 saw the launch of our first [Allied for Inclusivity in LTC Forum](#), and the launch of the [EDI in LTC Community of Practice](#). This Community of Practice brings together LTC home representatives, researchers, and LTC sector partners for engaging discussions about the EDI journey.

Through dedicated and focused engagement with homes working in this topic area, continued education and knowledge mobilization, and our quarterly [EDI newsletter](#), we are growing a passionate network of leaders committed to advancing EDI efforts in their organizations.

This year, we again updated the [Diversity and Inclusion Calendar](#) in English and, for the first time, released the calendar in French. Many partner organizations, LTC homes, and hospitals have shared with us that our EDI Calendar is their “go-to resource” to keep track of and learn about days that may have special meaning for LTC residents, families, and team members. This resource, which is available in digital and printable formats, has quickly become the most accessed resource on the Ontario CLRI's website with over 28,000 pageviews in 2022-23, up 173% from the previous year. This shows the commitment teams and individuals across the province have in ensuring resident care is informed and guided by individual circumstances.

The work of the EDI initiative is guided by the [Supporting Equity, Diversity and Inclusion in Long-Term Care Advisory Committee](#) and other experts, including persons with lived experience.



We have embraced the person-centred language (PCL) initiative as the gold standard for all forms of communication in our home. Our daily mantra is to see the person first and embrace their uniqueness and individual characteristics.

- LTC Team Member

We are using the toolkit; it has been a WONDERFUL resource. [The Ontario] CLRI is definitely the backbone of our [EDI] initiatives and planning.

- LTC Home Leader



Moving Forward

The Ontario CLRI has always prioritized rigorous collaboration with key partners to ensure our evidence-informed products and programs are meeting the needs of those who are living in, have loved ones in, and/or are working in LTC. We have established strong partnerships with professional regulatory bodies, community or consumer organizations, associations, post-secondary institutions, and government agencies. We will continue to pursue partnerships that create opportunities for knowledge exchange and implementation of products that support enhanced care and living in LTC.

As the leader in education, research, and innovation in LTC, the Ontario CLRI and its partners are actively building a better, stronger sector, and we are proud of the impact outlined in this annual report. Despite this success, our shared work is not done. As our population ages, resident needs are becoming more complex, longer-serving team members are retiring, and new beds are being built. Newly hired team members need both appropriate training and expertise to do their job, as well as ongoing mentoring and coaching to be retained.

In 2023-24, the Ontario CLRI will continue to innovate solutions that address sector-wide challenges by:

- **Building** expertise in person-centred, safe, and team-based care;
- **Igniting** passion for careers in the care of older adults with youth and students;
- **Increasing** competencies and practice in gerontological care;
- **Enabling** integration of social models of living and care as well as learning and leadership; and,
- **Creating** a culture of excellence and quality in everyday and palliative care services.



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