



2020-21 ANNUAL REPORT

 Pallium Canada

PALLIATIVE CARE IS EVERYONE'S BUSINESS



Pallium Canada

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A note from the Chair and Chief Executive Officer

This past year has been dominated by the COVID-19 pandemic and the unprecedented challenges it has posed for the health care sector and our communities. As we reflect on the time since the onset of the COVID-19 pandemic, we could not be more proud of how the Pallium team and its close network of partners and contributors rose to meet the challenge to ensure more health care professionals have the skills to provide a palliative care approach to patients and their families.

In fact, we've seen Pallium emerge as a stronger, more resilient, and focused organization than ever before.

For over 20 years, Pallium has had the privilege of helping to build palliative care capacity in thousands of communities across the country and in service to over 50,000 health care professionals working in different settings and areas of care.

Emphasis this year has been placed on the digitization of Pallium's resources. The launch of LEAP Core (online) last year—a central component of Pallium's COVID-19 response resources—and the incredibly positive early response emphasized the importance of providing flexible models for professionals and organizations to access palliative care education when and where it is needed. This year, Pallium has continued its digitization efforts and has recently celebrated the launch of LEAP Long-Term Care (online) and LEAP Personal Support Worker, a self-learning course focused on the unique role of personal support workers in palliative care. In addition, Pallium used the pandemic year to complete pilots of the Compassionate Workplace Campaign with key partners and to transition the toolkit so that it can be delivered both in-person or virtually.

As our organization continues to evolve to meet the growing needs of those we serve, so does our approach to knowledge transfer. While our focus on supporting health care



Gérald Savoie



Jeffrey B. Moat



professionals, organizations, and communities remains unchanged, our approach to spread and scale the palliative care approach is moving in an exciting new direction.

For starters, Pallium is a firm believer in the concept of lifelong learning and supporting learners from the time they are in medical or nursing school and throughout their professional career. To provide this kind of support, Pallium is moving beyond a single course transaction and becoming a trusted education partner that walks alongside health care providers and ensures they are equipped with the knowledge and information they require to perform at their best and ensure patients and families receive earlier, more effective palliative care.

In addition to developing evidence-informed, accredited LEAP content that has been at the core of Pallium's value proposition, the health care system requires sustainable infrastructure to rapidly capture and share palliative care knowledge, tools, resources, and protocol changes among health care teams across the country. To that end, Pallium has launched the Palliative Care ECHO Project, a 5-year national initiative that cultivates communities of practice and supports continuous professional development among health care providers across Canada who care for patients with life-limiting illness.

Pallium's LEAP courses and the Palliative Care ECHO Project programming are complementary. They work together to equip interprofessional health care providers and organizations from across Canada with the knowledge, skills, attitudes, and confidence to provide a palliative care approach.

This is only a snapshot of the evolution of our work and our exciting path forward. The subsequent sections of this annual report feature the details that underscore what a significant year it has been for our organization. None of this would have been possible without the dedicated effort and compassion of the Pallium team and our network of partners, supporters, facilitators, and subject matter experts. We thank all of you for supporting Pallium and each other to continue to deliver on a mandate that is bringing better palliative care to more Canadians.

Lastly, we would like to take a moment to reflect on the passing of one of our cherished board members, Rabbi Reuven Bulka. Rabbi Bulka served as Pallium's highly spirited 1st Vice-Chair on the Board of Directors, and will be remembered for his wise counsel, thoughtful insights, and leadership. He will be missed.

Thank you to our everyone who contributed to making Pallium's vision a reality in the past year. We look forward to the year ahead and to furthering our mandate in service to more health care professionals, health care organizations, and communities.

Sincerely,



Gérald Savoie
Chair



Jeffrey B. Moat
Chief Executive Officer

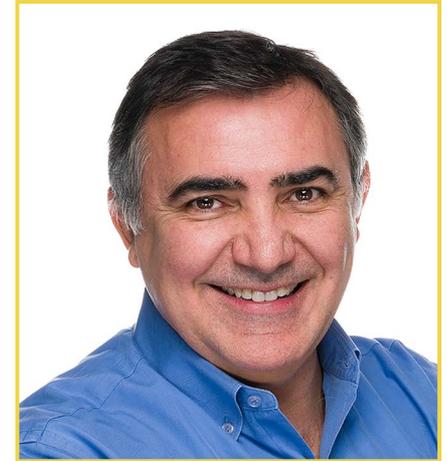


A note from the Scientific Officer

Are we making a difference? This is an important question that we take seriously at Pallium. Over the last three years, we have invested even more into this area of our work, and today, that investment is beginning to pay dividends. We now have data available that can help us evaluate our work and continue to improve upon it. We have set up partnerships with groups across the country, including Ontario Tech University and the *Dr. Joshua Shadd – Pallium Canada Research Hub* at McMaster University, among others. This has led to several publications this past year—outlined in this annual report—and several more on the way. Our research demonstrates the impact of our programs on patients, health care providers, and the health care system.

We invite you to read the papers we have published in the last year. One tells the story of the evolution of Pallium Canada since its founding in 2000, where it has come from, its *raison d'être*, how it has spread and what has helped or hindered that spread (BMJ Supportive and Palliative Care Journals). Another explains why the LEAP courses are designed the way they are (published in Palliative Medicine Reports). A third describes the curriculum development framework (published in Journal of Palliative Medicine).

In 2016 we had started reorganizing our curriculum development approach to better accommodate the simultaneous development, deployment, and maintenance of multiple LEAP course versions at the same time. We adopted a rapid prototyping approach. We had no idea at the time how important that was going to be within a few years; it has proven invaluable as we were able to launch several LEAP courses to respond to the pandemic. These included



Dr. José Pereira



fully online versions of LEAP Core, LEAP Long-Term Care, LEAP Personal Support Worker, LEAP Supportive Care Assistant, LEAP Lung, LEAP In-Depth, and LEAP Paramedic.

Online learning is not a new undertaking for Pallium. Pallium's precursor, the PallCare EdNet Project in Alberta, developed one of the first online palliative care courses back in 1998. From 2002 to 2008, LEAP courseware was used alongside virtual online learning by rural family medicine residency programs in Alberta. This included live webinars. We had tested the concepts of virtual communities of practice for rural and urban practices from 2003 to 2005. In 2017, we had developed the self-learning LEAP online modules specifically to be used in hybrid or flipped learning. Since 2018, we had worked on hybrid versions of LEAP Paramedic and of our LEAP facilitator program. These collective experiences have been pivotal in migrating our courses online and combining them with live webinars.

These courses, like all the programs, identify best practices and evidence and spread them to health care providers and communities across the country. This is knowledge translation and diffusion in action.

To strengthen our evidence gathering work and to study our program and its impact, the *Dr. Joshua Shadd – Pallium Canada Research Hub*, with a team of international experts, has developed Pallium Canada's new Evaluation and Research Plan. This plan informs how we will evaluate our programs and identify opportunities for exciting scholarship. It also includes reaching out to collaborators across the country to partner with us on this scholarship; in some cases, even leading it and doing it themselves through a process of outsourcing opportunities and data.

Thanks once again to all of you, within Pallium and to our extended Pallium community across the country, for all your hard work and contributions. Our work continues to make a difference.

Sincerely,



Dr. José Pereira
Scientific Officer



The year at a glance

3,429
LEAP learners

204
LEAP sessions
(126 of them
online)

267
facilitators trained
to run LEAP courses
online

2,872
orders of the
Pallium Palliative
Pocketbook



7
national
ECHO sessions

INCREASING THE
QUALITY AND
ACCESSIBILITY OF
PALLIATIVE CARE
IN CANADA.



Reflecting on the COVID-19 pandemic

Amid the challenges and uncertainty created by the pandemic, Pallium found itself playing an important role in supporting frontline health care professionals and focused on how we could better support health care teams responding to COVID-19. Without the partnership of key organizations, this quick and decisive support to tens of thousands of health care professionals and teams would not have been possible.

Within a month of the onset of the pandemic, Pallium responded to the needs of health care teams with the development and launch of key palliative care resources. In collaboration with the Canadian Medical Association, Pallium contributed to frontline preparedness by training over 11,700 health care professionals from many different professions by offering its online palliative care training modules free of charge. As well, thanks to support received from Boehringer Ingelheim (Canada) Ltd., Pallium launched a webinar series focused on topics relevant to the COVID-19 pandemic such as shortages of key medications, PPE in the home, and what the palliative care approach looked like for patients with COVID-19. Lastly, Pallium worked quickly to launch its first fully virtual LEAP course to provide a flexible option for health care organizations to be able to continue to offer important training related to palliative and end-of-life care. Over 16,600 new accounts were created in Pallium's learning management system—a 66% increase over the previous year—due to health care professionals accessing education and resources during COVID-19.



Here's a look at the cumulative impact of these efforts:



Free palliative care modules

10

free palliative care modules accessed by

11,700+

health care professionals across Canada and

188

health care professionals from around the world.

LEAP Core (online)

126

sessions run by

29

partners and attended by

2,400+

health care professionals.

Pallium has trained

267

facilitators to run LEAP courses virtually.

Webinar series

28

free webinars created by

65+

subject matter experts and attended by

7,100

health care professionals representing

978

communities across Canada.

Health care professionals continue to access the webinars regularly with

27,400+

video views—and over

90%

of online webinar participants reported that the session was relevant to their practice, and they would recommend it to their colleagues.



Successes

Striking partnerships to ensure more health care professionals access palliative care education and resources

This past year, Pallium partnered with two new organizations to ensure more health care professionals are learning about the palliative care approach and able to provide it to patients and families. The Li Ka Shing (Canada) Foundation partnered with Pallium on the Li Ka Shing Palliative Care Skills Development Project to build capacity among Canada's frontline health care professionals via Pallium's Learning Essential Approaches to Palliative Care (LEAP) courseware. This transformational gift from the Li Ka Shing (Canada) Foundation is training thousands of frontline health care professionals in urban, rural and remote settings on the palliative care approach with the goal of providing timelier, more effective and compassionate palliative care to patients and their families. Furthermore, to ensure that French-speaking health care professionals have access to timely and relevant topics related to palliative care, Caisse de dépôt et placement du Québec partnered with Pallium to launch a series of French language webinars. These webinars were mobilized quickly to respond to the needs of Quebec-based health care professionals during the pandemic and continue to be viewed on Pallium's YouTube channel as useful resources to reference.

Launching sustainable infrastructure to rapidly disseminate palliative care knowledge and resources

Pallium launched a very exciting new national project to establish a pathway for continuous online professional development for health care providers. The Palliative Care ECHO Project is a 5-year national initiative to cultivate communities of practice and establish continuous professional development among health care providers across Canada who care for patients with life-limiting illness.



Leveraging Project ECHO's "hub and spoke" education model, and through the leadership of hub partners, the project will help health care providers build local capacity by equipping them with the knowledge, skills, and confidence, along with updated tools and resources, to help them provide earlier, more effective and more compassionate, high-quality palliative care to patients and their families. We are excited to be partnering with the BC Centre for Palliative Care (BCCPC), Canadian Association for Long Term Care (CALTC), Canadian Home Care Association (CHCA), Montreal Institute for Palliative Care (MIPC), and the North Simcoe Muskoka Hospice Palliative Care Network (NSMHPCN) as our first hub partners of the Project.

Digitizing LEAP courses

Pallium was able to bring several LEAP courses to the online environment within the past year to reach more health care professionals in more ways. LEAP Long-Term Care (online) was prioritized given the disproportionate impact of the pandemic on long-term care establishments and their patients and as part of this project. Pallium also launched LEAP Personal Support Worker and its French equivalent, LEAP Préposé aux soins personnels—the first profession-specific course targeted to the role of personal support workers, care aides, and health care assistants in palliative care. This is a particularly exciting launch for Pallium given that it focuses on the scope of practice of these important members of the health care team who provide care to patients and their families and because it is the first self-learning course, completed at the learners own pace. Within the first two weeks of launch, Pallium saw over 350 registrants and overwhelming interest from LEAP partners from coast to coast to coast.

Canadian Palliative Care Atlas piloted in three regions in Ontario

The *Dr. Joshua Shadd — Pallium Canada Research Hub* is leading the development of a Canadian Palliative Care Atlas to map out existing strengths, areas of excellence,

and gaps across regions and provinces with respect to palliative care service availability. The project's initial pilot was completed this year which involved three regions in Ontario. The multi-pronged approach to the pilot involved data collection from publicly accessible sources such as the websites of provincial and regional palliative care organizations and service providers; surveys of palliative care clinicians, educators, and coordinators; and interviews with provincial and regional palliative care leaders and educators. Lessons learned from this pilot will inform further rollout of the Canadian Palliative Care Atlas across the country. The Canadian Palliative Care Atlas is a first of its kind in Canada.

An evaluation framework for Compassionate Community initiatives

Pallium, BCCPC, and Hospice Palliative Care Ontario (HPCO) have developed an evaluation framework for Compassionate Community initiatives in Canada that will help them adopt a common approach to evaluate their work with a focus on implementation facilitators, barriers, and potential for scale and spread. The evaluation framework will help Compassionate Community champions across Canada to evaluate the effectiveness



of their work, share learning and results, and engage in discussions to help translate knowledge into action. Pallium, BCCPC, and HPCO hosted a webinar with stakeholders from across Canada to present a draft version of the evaluation framework. Feedback from this session has been incorporated into the final evaluation toolkit that will be available to the public in the coming year.

Pallium's Scientific Officer publishes several papers

Pallium's Scientific Officer and co-founder, Dr. José Pereira, has co-authored three recently published papers. The Journal of Palliative Medicine published *Pallium Canada's Curriculum Development Model: A Framework to Support Large-Scale Courseware Development and Deployment*. Pallium's curriculum development framework supports the development, deployment, and dissemination, on a large scale, of multiple courses targeting health care professionals across multiple settings of care and disease groups. The Annals of Family Medicine published *COVID-19 Personal Protective Equipment in the Home: Navigating the Complexity of Donning and Doffing* which focuses on donning and doffing personal protective equipment as it relates to home visits. Lastly, Healthcare Quarterly published *Shortages of Palliative Care Medications in Canada during the COVID-19 Pandemic: Gambling with Suffering* which explores the nature of shortages of important drugs used in palliative care during the COVID-19 pandemic and strategies to mitigate against these shortages.

The publications mentioned above are a result of research collaborations with several partners as well individual

contributors. It is these kinds of collaborative efforts that will help improve the quality and accessibility of palliative care in Canada.

Supporting national dialogue on palliative care

Pallium partnered with the Canadian Society of Palliative Care Physicians to launch their Canadian Palliative Care Exchange to support interactive, online national dialogue between health care professionals across Canada regarding the most relevant topics in palliative care. During Pallium's COVID webinar series, this tool was utilized as a place for health care professionals to continue the important conversations and discussions related to palliative care delivery. The Canadian Palliative Care Exchange has over 800 members and 35 discussions taking place.

A mobile app to better serve learners, facilitators, and coordinators

Pallium has re-launched its mobile app after undertaking a significant information and functionality update. This updated version is now free and provides easy mobile access to all the functions and features of Pallium Central (the Learning Management System) through an easy-to-use mobile interface. The app allows learners to complete pre- and post-course activities, access manuals, e-books, resources, and tools, and receive updates and notifications. It also allows health care professionals to access free clinical resources and tools such as symptom tips, clinical toolbox, and using the right language.

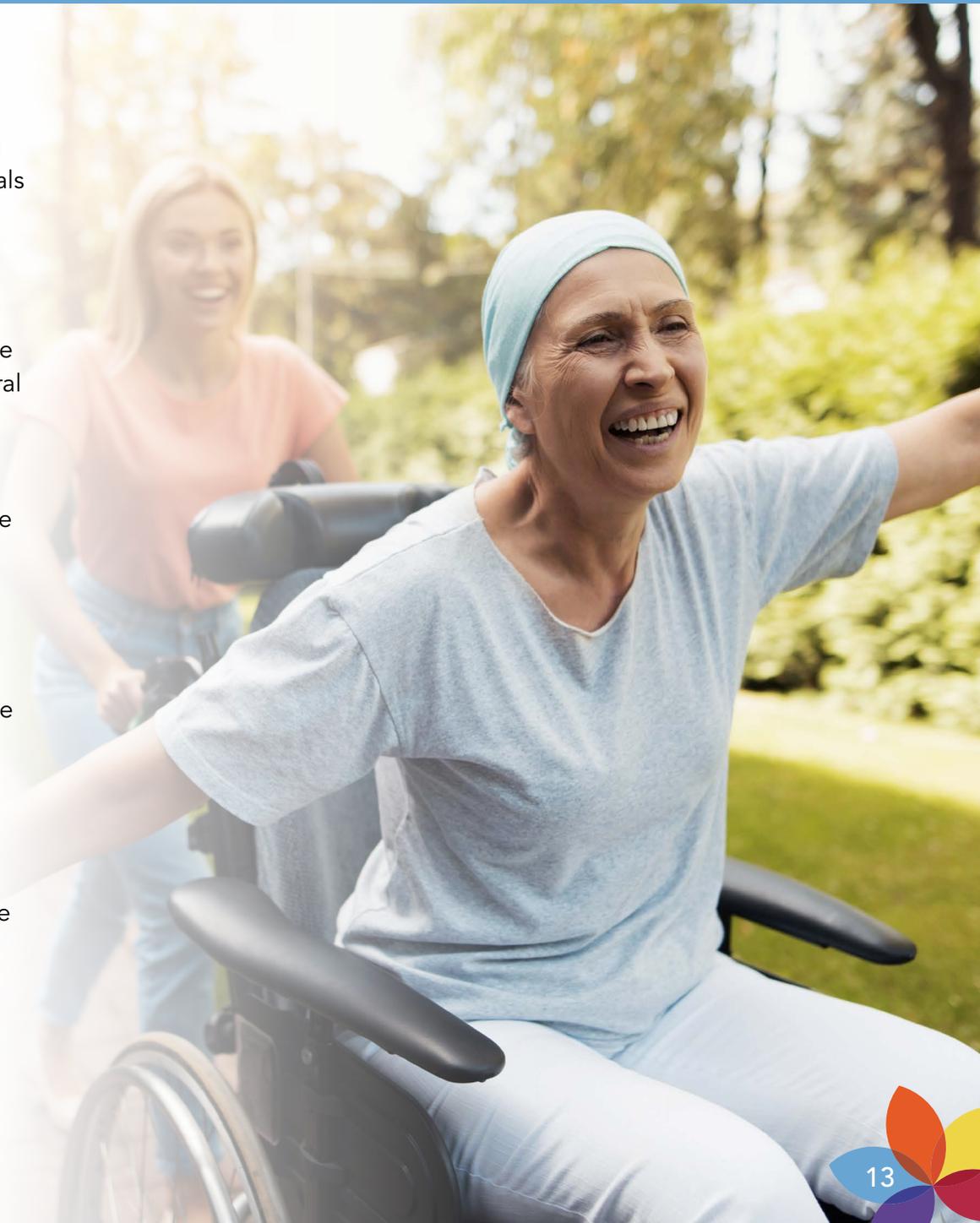


Looking to the future

Our focus in the year ahead is on supporting lifelong learning for health care professionals and being a learning partner for health care teams and organizations. To provide this kind of support, Pallium will focus on moving beyond a single course transaction to becoming a trusted education partner in palliative care for all health care providers. This year will also see the launch of several new resources for Compassionate Communities across the country and we will also be re-launching our efforts to build compassionate and strong workplace cultures for all Canadians, including those who are caregiving and grieving.

Supporting a continuous learning journey for health care professionals

The year ahead will focus on scaling up the Palliative Care ECHO Project, including onboarding new hub partners and launching new ECHO programming that address the needs of primary level health care professionals across the country. Pallium is thrilled to be leading this project to ensure sustainable infrastructure is in place to rapidly capture and share palliative care knowledge, tools, resources, and protocol changes among health care teams across the country.





Becoming a learning partner for health care professionals who care for patients with life-limiting illnesses

The COVID-19 pandemic underscored the need for flexible models that allow health care professionals and organizations to access educational content when and where it is needed. Continued efforts to digitize LEAP courses will remain a focus in the year ahead, ensuring fewer barriers to access for providers, including those working in rural and remote settings. Pallium will also launch LEAP Leaders, a first of its kind that will focus on health care administrators, leaders, and policymakers who are critical to improving palliative care in Canada but have not had access to important knowledge and training on the principles and benefits of the palliative care approach and how to effectively integrate palliative care in organizations, health services, and regions they manage.

Pallium will launch additional modules and courses that provide a deep dive on important topics related to palliative care

delivery, such as spiritual care, cannabis, and supporting social connections for patients, to complement LEAP courses and allow providers to access topics of relevance to their daily practice. Pallium will continue to identify opportunities to expand health care professional learning in palliative care beyond LEAP.

Helping health care providers assess their palliative care skills

Pallium will be piloting a learner journey app that will help health care providers to assess their skills and comfort level against the Canadian Interdisciplinary Palliative Care Competency Framework and to identify and manage an individual learning pathway to address areas of discomfort. The app will include connections to relevant training opportunities, including those through the Palliative Care ECHO Project curriculum that meets their individual needs, whether they have taken palliative care education in the past or are new to palliative care.

Building workplace 'care cultures'

The need for compassion in the workplace is greater than ever. Pallium used the pandemic year to complete pilots of the Compassionate Workplace Campaign with key partners and to transition the toolkit so that it can be delivered in-person or virtually. The year ahead will see Pallium re-launching the Compassionate Workplace Campaign with gusto and committing more resources to

grow and expand its impact. We need to act now to raise national awareness and spark meaningful conversations to build an understanding of compassion in the workplace.

The next step in supporting Compassionate Communities

Pallium is creating more tools and resources to support the implementation and success of Compassionate Communities across Canada. The year ahead will see the launch of several new resources including the Compassionate Communities Sustainability Guide, the Compassionate Communities Evaluation Toolkit, and the Atlas CareMaps Program. The Compassionate Communities Sustainability Guide will build on the Compassionate Communities Startup Toolkit by supporting initiatives through their next phase of development—scale and spread. Likewise, Pallium will launch an evaluation toolkit with BCCPC and HPCO for Compassionate Community initiatives in Canada that will help them adopt a common approach to evaluate their work with a focus on implementation facilitators, barriers, and potential for scale and spread. Lastly, to provide greater support for caregivers in our communities, Pallium is launching three new resources as a part of its Care Connections Program—Atlas CareMap Toolkit, and a Social Connections in Palliative Care. These three resources work together and enable Canadians to support caregivers and care recipients better while strengthening the important social connections within our communities.

THANK
YOU

Gratitude

Our funding partners enable us to undertake our work to equip health care professionals and communities with the knowledge and tools to provide palliative care to every Canadian. We thank them for their generosity and ongoing support.



Health
Canada

Santé
Canada



CANADIAN
MEDICAL
ASSOCIATION



LI KA SHING FOUNDATION
李嘉誠基金會

This annual report reflects the views of Pallium Canada and does not necessarily reflect the official views or policies of Boehringer Ingelheim (Canada) Ltd., Caisse de dépôt et placement du Québec, the Canadian Medical Association, Health Canada, and the Li Ka Shing (Canada) Foundation.

Financials

Statement of Financial Position

ASSETS	2021	2020
Current		
Cash	\$506,793	\$281,161
Short-term Investments	2,283,702	1,600,077
Accounts Receivable	270,337	374,268
Prepaid Expenses	66,760	79,987
Government Remittances Receivable	108,215	7,365
Health Canada Receivable	67,500	300,000
Inventory	28,921	38,771
	<u>3,332,228</u>	<u>2,681,629</u>
Capital Assets	20,657	5,744
Other Assets	239,318	333,336
Total Assets	\$3,592,203	\$3,020,709
LIABILITIES and NET ASSETS		
Current Liabilities		
Accounts Payable and Accrued Charges	271,303	382,270
Deferred Revenue	893,431	366,914
Total Liabilities	1,164,734	749,184
NET ASSETS	2,427,469	2,271,525
Total Liabilities and Net Assets	\$3,592,203	\$3,020,709

Statement of Operations and Net Assets

REVENUE	2021	2020
Public Sector Revenue	\$1,369,273	\$2,036,318
Self-Generated Revenue	1,339,333	1,123,487
Other Revenue*	9,728	30,054
Total Revenue	\$2,718,334	\$3,189,859
Marketing and Communications	420,156	624,130
Product Development	490,551	407,256
Program Delivery	467,428	652,571
Research	368,743	388,741
Support Services	815,512	853,893
Total Expense	\$2,562,390	\$2,926,591
Excess of Revenue over Expense	\$155,944	\$263,268

*Investment income.

Board of Directors and Leadership Team

Management Team



Jeffrey B. Moat,
Chief Executive Officer



Dr. José Pereira,
Scientific Officer



Jonathan Faulkner,
Vice-President Operations

Board of Directors



Gérald Savoie,
BSc, MHA, CHE, Chair



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LL.B., 2nd Vice-Chair



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BBA, CA, ICD.D, Treasurer



Dr. Srin Chary, MBBS,
MRCS, LRCP, CCFP(PC), DA,
FRCS Ed, Honorary Chair



Louise Bradley,
C.M., MS, RN, CHE, Director



Donna Kingelin,
R.N., ICD.D, Director



Jeffrey B. Moat,
CM, Director



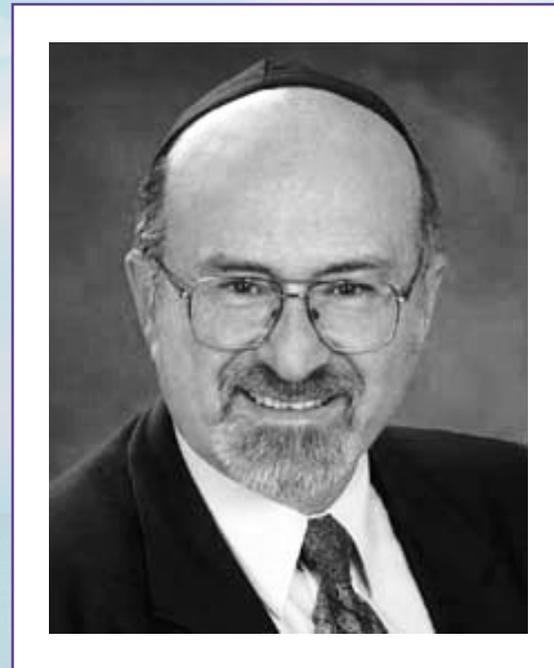
Dr. José Pereira, MBChB,
CCFP (PC), MSc, FCFP, Director

A tribute to a long-standing board member, Rabbi Reuven Bulka

Pallium's long-standing and cherished board member, Rabbi Reuven Bulka, passed away this year surrounded by loved ones. Rabbi served as Pallium's highly spirited 1st Vice-Chair on the Board of Directors, and will be remembered for his wise counsel, thoughtful insights, and leadership.

Rabbi Reuven P. Bulka was an extremely active member of the community and founded Kind Canada Génereux, a not-for-profit organization that inspires and engages all Canadians to purposefully include kindness in their daily lives, support charitable causes, and enhance the well-being of others.

Rabbi will be remembered as a brilliant leader on Pallium's Board of Directors and his memory will continue to live on in Pallium's commitment to improve the quality and accessibility of palliative care in Canada. We are grateful for his incredible support and contributions over the years. He will be truly missed.



Get involved, today

Improving palliative care in Canada is everyone's business, not just the responsibility of a small number of palliative care specialist physicians and nurses. Every community has the potential to transform our society into a skilled, informed, and compassionate one with respect to palliative care.

Whether you are a health care organization, health care professional, community leader, or influencer, you can help make this happen.

Here's what you can do:

Try a free LEAP course module
www.pallium.ca/taking-ownership

Learn about Pallium's suite of LEAP courseware available to you www.pallium.ca/courses

Host a LEAP Core (online) course for your team
www.pallium.ca/course/leap-core

Participate for free in the Palliative Care ECHO Project, a community of practice for health care professionals
www.echopalliative.com



Launch the Compassionate Workplace Campaign and build your workplace 'care culture'

www.compassionateworkplace.ca

Join in the palliative care conversations taking place on the Canadian Palliative Care (CPC) Exchange

cpcexchange.ca

Discover new resources to help you launch community-wide change on our Compassionate Communities webpage www.pallium.ca/compassionate-communities

Utilize the *Pallium Palliative Pocketbook* hard-copy or e-book to equip yourself with clinical practice tools that can be used in your daily work

www.pallium.ca/mobile-app-pocketbook

Access the inspiring stories of health care organizations, health care professionals, and community champions driving change www.pallium.ca/stories

Follow us on Facebook, LinkedIn, and Twitter for more examples of our work and impact

Donate to Pallium Canada. With your help we can transform palliative care in Canada

www.canadahelps.org/en/charities/pallium-foundation-of-canada-la-fondation-pallium-du-canada

Connect with our support team to learn more about what you can do right now, info@pallium.ca or 1-833-888-LEAP (5327)



Founded in 2000, Pallium
Canada is a national, non-profit
organization focused on building
professional, community, and
workplace capacity to improve
the quality and accessibility of
palliative care in Canada.

OUR VISION:
PALLIATIVE CARE
IS EVERYONE'S
BUSINESS



Pallium Canada

Advancing Palliative Care



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