



Pallium Canada

Advancing Palliative Care



2021–22 ANNUAL REPORT

A COLLABORATIVE APPROACH TO BUILDING AND
SHARING KNOWLEDGE, RESOURCES, SKILLS, AND LEADERSHIP
TO IMPROVE PALLIATIVE CARE IN CANADA.



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A MESSAGE FROM THE CHAIR AND CHIEF EXECUTIVE OFFICER

Against the backdrop of an evolving pandemic, Pallium Canada sharpened its focus on building and sharing knowledge, advocating for support, and helping health care professionals and communities adapt and respond to the needs and challenges. Together, we have stepped up and are stepping forward to build a future where every Canadian is able to receive quality palliative care.

We are pleased to share highlights, accomplishments, and the financial statements for Pallium Canada in this year's annual report. We believe that it demonstrates Pallium's unwavering commitment to our vision that palliative care is everyone's business. Throughout this report, you will find many examples of Pallium's efforts in the areas of advocacy, research, education, partnerships, and community engagement to advance palliative care in Canada.

Here are just a few that we highlight:

- Strong advocacy efforts with government leaders which included multiple meetings with the Ministries of Long-Term Care and Colleges and Universities in Ontario, and providing witness testimony to the Standing Committee on Health: Canada's Health Workforce
- Launch of a new evaluation and research framework
- Rapid expansion of the innovative Palliative Care ECHO Project with 7 new hub partners
- Launch of new courses – LEAP Leaders, LEAP Lung, and LEAP Carers and rapid deployment of LEAP Personal Support Worker



Gérald Savoie



Jeffrey B. Moat

- Collaboration with over 170 LEAP, ECHO and corporate partners which enabled us to reach new audiences and provide new solutions
- Launch of the Care Connections program designed to empower community engagement and support the millions of Canadians who are caring for family, friends, and members of their communities

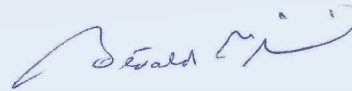
Pallium is moving forward with renewed passion and purpose to be an important catalyst for the transformative change we want to see in palliative care. Building on more than two decades of experience and a legacy of impact, Pallium is excited by a new chapter where we are amplifying our voice and strengthening our role as an advocate and thought leader to galvanize more support and action.

We have an ambitious agenda – and it's one that we can't do alone. Partnerships and collaboration have always been a core part of Pallium and they continue to be instrumental in everything we do. Only by working together will we accelerate capacity-building and improve palliative care in every province and territory. The Pallium Canada Board of Directors will also play a vital role in advancing this agenda with several new members who will provide new perspectives and add to the diversity of experiences.

Pallium would not be where we are today without our community of supporters. We would like to recognize and thank our staff, Board, facilitators, learners, and partners for their tremendous efforts this past year. It is not just what they accomplished this year that matters, but how they did it – with commitment and care for each other and those we serve.

We look forward to continuing to work with you to ensure that all Canadians have access to better palliative care.

Sincerely,



Gérald R. Savoie
Chair



Jeffrey B. Moat
Chief Executive Officer



A MESSAGE FROM OUR SCIENTIFIC OFFICER

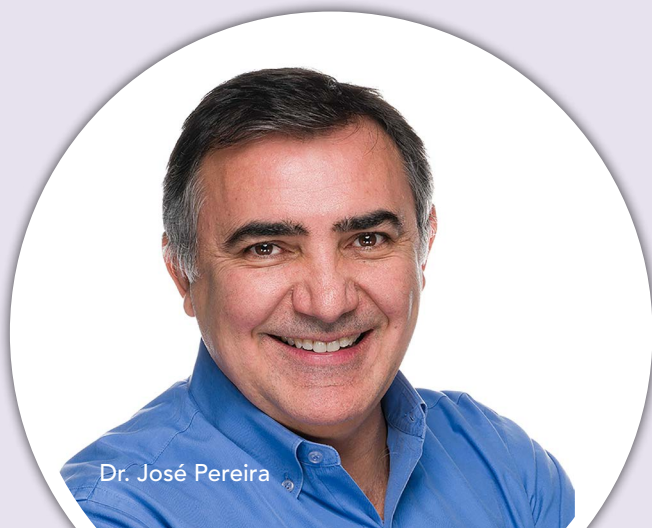
This year, Pallium had many new and exciting developments as we worked to support the spread and scale-up of palliative care in Canada.

Evaluation has always been a cornerstone of Pallium Canada's work. It guides continuous improvement of our programs and measures impact which can be leveraged to obtain support and offer evidence-based practices. Understanding if, when, and how programs are effective is important to justify policy, program, and funding decisions, and to inform and improve future decisions and practice.

Since the inception of Pallium, we have undertaken various program evaluations and studies to assess the impact of the LEAP program and courseware.

Last year, in collaboration with the Dr. Joshua Shadd – Pallium Canada Research Hub at McMaster University, we developed a new evaluation and research framework to guide our evaluation and research work. The new framework takes a pragmatic and comprehensive approach with evaluation goals related to delivery, implementation, and spread of outcomes and impact of Pallium Canada's LEAP and ECHO programs. This year we started to implement the framework.

Further leveraging the partnership with the Dr. Joshua Shadd – Pallium Canada Research Hub, we have continued to work on the Canadian Palliative Care Atlas. We are making significant headway; we piloted in three regions, revamped the surveys and protocol based on these experiences, and engaged additional partners across the country.



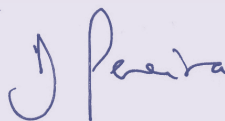
Dr. José Pereira

Pallium also made great strides in contributing to the scientific literature on palliative care and sharing knowledge with others. Several articles and reports were published this year including one called “Do learners implement what they learn? Commitment-to-change following an interprofessional palliative care course”.¹ This study demonstrates the application of learning into practice among learners.

In addition, we introduced a new knowledge sharing resource by way of a periodic Journal Watch. Colleagues at McMaster University and Queens University monitor the literature and identify a top ten list of papers that may enhance or confirm current practices. This resource, which is a part of the Palliative Care ECHO Project, is available as a podcast as well.

2021–22 was another extraordinary year for the world and for Pallium – which prompted us to rethink the way we conduct evaluation and share knowledge. We have developed a new approach that offers flexibility and supports collaborations and new solutions. Working together, we are eager to continue our work to understand, learn, and share to better support Canadians facing life-limiting illnesses and their families.

Regards,



Dr. José Pereira
Scientific Officer

¹ Pereira, J, Meadows L, Klujic, D, Strudsholm, T. Do learners implement what they learn? Commitment-to-change following an interprofessional palliative care course. *Palliative Medicine*. 2022;36(5):866-877.



IMPACT AT A GLANCE

Pallium turned over every leaf to advance palliative care in Canada – including **advocacy, research, education, partnership, and community engagement.**



ADVOCACY to effect health system change

8 meetings with key decision makers in the federal government and provincial governments of Ontario and Alberta

2 submissions prepared for provincial government

Provided witness testimony to the Standing Committee on Health: Canada's Health Workforce



RESEARCH to learn, improve, and share

A new research and evaluation framework

5 research studies published

140 subscribers to Journal Watch which shares the latest research in palliative care



EDUCATION to build capacity

LEAP

7,982 learners

313 sessions: **222** online and **91** in person

48 facilitators with a total of **987** trained

945 orders of the Pallium Palliative Pocketbook

Palliative Care ECHO Project

5,323 learner encounters

7 hub partners

95 sessions

5,558 views of session recordings

Over 95% of participants said the ECHO session was relevant to their practice



PARTNERSHIP to offer new solutions

Over **170** partnerships including:

147 LEAP delivery partners

15 Project ECHO partners

9 Funding partners



COMMUNITY ENGAGEMENT to support compassionate communities

170 Compassionate Community Sustainability Guide downloads

329 participants in community webinars/workshops

KEY HIGHLIGHTS AND ACHIEVEMENTS

Advocacy in action

With over two decades of experience, Pallium is well positioned to leverage its expertise, partnerships, and research to take on a strong advocate and influencer role and effect systemic change in palliative care. This year Pallium stepped up its advocacy activities and was successful in securing meetings with decision makers, participating in key engagements, and influencing policy and funding decisions.

Some notable activities include:

- Pallium's role as witness to the Standing Committee on Health: Canada's Health Workforce
- Meetings with the office of the Ontario Minister of Long-Term Care and Ontario's Minister of Colleges and Universities
- Participation in Ontario's pre-budget consultations and preparation of a pre-budget submission to Ontario's Minister of Finance
- Engagement on a Long-Term Care package submission to the Ontario government
- Meetings with decision makers in the Alberta government informing and influencing policy and investment decisions related to the palliative and end-of-life care grant fund



BY
 Pallium Canada

Rapid expansion of the Palliative Care ECHO Project

The Palliative Care ECHO Project is a 5-year national project that is cultivating communities of practice and supporting life-long learning for health care providers across Canada. Building on the foundation of LEAP, the program leverages an "All Learn All Teach" approach with presenters and participants sharing knowledge and learning from each other. Since the project leverages virtual education, it is more accessible in remote, underserved communities.

Launched in 2021, the Palliative Care ECHO Project experienced extraordinary growth this year with the onboarding of 7 hub partners. To support the project, Pallium and its partners created a significant amount of new content and resources – including a Quality

Improvement Series, the Palliative Care Journal Watch, four new Communities of Practice and a variety of standalone sessions. This content will be further leveraged in future years. This year, we had over 5,300 learner engagements with the ECHO Project.



Launch and scale-up of new LEAP courses

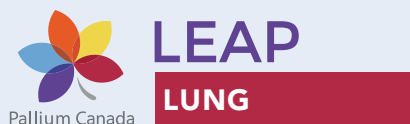
Pallium launched several new LEAP courses during the year including **LEAP Leaders**, **LEAP Lung**, and **LEAP Carers** (regional).

- **LEAP Leaders** is a first of its kind that focuses on educating health care leaders, administrators, and policymakers on the palliative care approach and how to improve the delivery of palliative care within the services they lead. Within the first month, 19 health care policymakers and leaders had enrolled in the course.
- Respiratory illnesses carry a large burden of disease and many patients can benefit from a palliative care approach. Pallium introduced **LEAP Lung** and by year's end trained 52 learners.
- Pallium launched a free online course for caregivers, **LEAP Carers**. This program was launched first in British Columbia with the support of the Pacific Blue Cross Health Foundation.

In addition, Pallium significantly increased uptake of the new LEAP Personal Support Worker (PSW) and trained over 2,800 participants. LEAP PSW provides personal support workers and care aides with the essential competencies to provide a palliative care approach.

Full recovery of LEAP to pre-pandemic levels

The pandemic caused disruption in every area of our lives and affected every organization including Pallium. Given the health crisis, the need for palliative care grew exponentially and the significant gaps in the health care system became more evident. Alongside its partners and supporters, Pallium demonstrated strong resilience as it quickly ramped up activities to shift to a virtual learning environment and offer new formats and reach new audiences to build local capacity quickly. Although the pandemic continued, this fiscal year saw more stability, new virtual offerings, and a full recovery of LEAP courses. This year Pallium trained 7,982 learners in LEAP, an additional 4,553 learners from 2020–21 and 631 more learners than in 2019–20.





Power of partnerships

Partnerships are essential to raising awareness, building capacity, advancing research, sharing knowledge and best practices, and influencing policy and funding. Pallium collaborates with hundreds of partners and sponsors to deliver LEAP training and the Palliative Care ECHO Project. During a year of important transitions, many of Pallium's achievements this year were driven by funding partnerships which included:

- Pallium continued its partnership with the Li Ka Shing (Canada) Foundation for the Li Ka Shing Palliative Care Skills Development Project which accelerated primary and generalist-level capacity-building with over 4,500 frontline staff trained.
- Pallium renewed its partnership with Caisse de dépôt et placement du Québec (CDPQ) for L'initiative COVID-19 – Connexion soins palliatifs initiative offering a series of free, live webinars. Over 1,000 health care providers attended with 90% from Québec.
- A partnership with the Canadian Medical Association (CMA) was a catalyst in Pallium's digital transformation strategy and supported the rapid shift to online LEAP courses and webinars and development of the Quality Improvement Condensed toolkit.
- A partnership with Boehringer Ingelheim (Canada) Ltd. supported Bridging HOPE and accelerated primary and generalist-level capacity-building with LEAP (535 trained) and the COVID-19 Palliative Care Connect webinar series (over 6,500 learners participated).



More support for communities

Improving palliative care in Canada is everyone's business and Pallium is working to catalyze people and organizations to take part in the palliative care movement. Pallium promoted the expansion of the care team to the broader community with the launch of the **Care Connections Program** and provided continued support for Compassionate Communities.

The **Care Connections Program** includes workshops to develop an Atlas Care Map and LEAP Carers which provides training, practical tools, and resources for caregivers.

Compassionate Communities respond to local community needs and empower individuals to provide important physical, emotional, social, spiritual, and practical support to patients, families, and caregivers. To enable action, Pallium launched a Sustainability Guide to complement the Compassionate Community Startup Toolkit. This new guide brings together best evidence, tools, and resources to support long-term sustainability and growth for Compassionate Communities.

Pallium also made strong progress increasing awareness and reducing stigma related to serious illness, caregiving, and grief in the workplace. Pallium completed key pilots of its Compassionate Workplace Campaign and digitized the campaign to support new work environments which will support expansion in 2022-23.



Major advancements in evaluation and knowledge-sharing

In partnership with the Dr. Joshua Shadd – Pallium Canada Research Hub at McMaster University, Pallium launched a new evaluation framework that will support expansion of our evaluation activities.

Pallium completed the initial pilot for the Canadian Palliative Care Atlas which will map out existing strengths, areas of excellence, and gaps across regions and provinces with respect to palliative care service availability. Planning also began for a British Columbia Atlas with support of the Sovereign Order of St. John of Jerusalem, Knights Hospitaller.



A priority for Pallium is to generate and share knowledge and be a thought leader. This year, Pallium's Scientific Officer and other members of the Pallium community authored and co-authored several articles contributing to the advancement of palliative care which included:

- "Primary-level palliative care national capacity: Pallium Canada"
- "Building Capacity for Palliative Care Delivery in Primary Care Settings" in *Canadian Family Physician*
- "Do learners implement what they learn? Commitment-to-change following an interprofessional palliative care course" in *Palliative Medicine*
- "Learner Experiences Matter in Interprofessional Palliative Care Education: A Mixed Methods Study" in the *Journal of Pain and Symptom Management*
- "Navigating Design Options for Large-Scale Interprofessional Continuing Palliative Care Education: Pallium Canada's Experience" in *Palliative Medicine Reports*

Pallium continues to explore new tools to enable more knowledge sharing. This year, Pallium launched Journal Watch as part of the Palliative Care ECHO Project which shares the latest palliative care literature. Journal Watch had 140 people subscribed, 280 recording views, and 466 podcast downloads that took place around the world.

New members to the Pallium Canada Board of Directors

During the year, Pallium recruited several new members to its board including:

- Michael Anderson, MD, MSc, FRCSC, Director
- Jeffrey Morton, FCA, ICD.D, Director
- Deirdre Pike, BA, Director
- Christine Power, MA, Director

Each new member brings valued expertise and unique perspectives along with a strong commitment to improving outcomes for Canadians with life-limiting illness. The board has authority and influence to drive the organization's strategic direction, effective performance, and social impacts. Their leadership will be a tremendous asset as Pallium works toward a bold vision and bring new strategies and ambitious plans to life.

Pallium extends its deepfelt gratitude to Dr. Srin Chary who retired from Pallium Canada's Board of Directors this year. Srin was a tireless champion of palliative care and a founding member of Pallium Canada's Board. His contributions over the past two decades have helped make Pallium what it is today.



LOOKING AHEAD

Since its beginning, Pallium has been focused on helping to improve quality of care for Canadians with life-limiting illnesses. When we set out on this journey over 20 years ago, palliative care was provided mostly by specialists and often only to those patients facing the most severe illnesses at the end of their lives.

Today, thanks to our incredible partners and community of supporters, we have trained over 42,000 health care professionals on the palliative care approach and have expanded the care team to include health professionals across different settings, community leaders, caregivers, colleagues, and volunteers. We have developed an array of infrastructure, processes, products, strategies, and tools to advance palliative care in Canada.

While our work to date has generated impact especially at regional and provincial levels, we have only just scratched the surface. The pandemic continues to shine a spotlight on the reality that our current health care system is ill-prepared to meet the palliative care needs of patients and their families. With so many primary healthcare providers feeling ill-equipped to deliver a palliative care approach to their patients and their families, opportunity exists to accelerate spread and scale-up efforts to have palliative care better integrated into the healthcare system. The time for transformative change is now.





To drive this type of change, multi-pronged approaches that combine education of healthcare professionals and the community, with other strategies such as policies, processes, and funding are required. Strong collaboration and partnerships with local, provincial, and federal governments and stakeholders will be essential.

The pandemic challenged many of us, including Pallium, to rethink how we do things and to explore new solutions and partnerships. Pallium aims to continue this practice as it looks ahead to expanding its footprint and driving transformative change in communities across Canada. This will include strengthening our role as a thought-leader and taking action to influence policies and funding. We will also look to expand our role as a trusted health care advisor and partner in life-long learning and development.

We are grateful for everything we have learned over the years and for the partnerships we have formed that make us stronger today. Inspired by our front-line health care professionals and carers, Pallium is more determined than ever to see the day when every Canadian can live out their lives with dignity and in comfort, with access to care that respects their wishes and is appropriate to their needs.

We hope you will join us on this journey and be a part of this transformative work.

“

We offered LEAP Personal Support Worker (PSW) as a value add to our program so that students could expand their knowledge in palliative care and improve their employability skills. After successful completion of the course, students were able to apply the learning and new skills directly into their practice.

Moreover, after completion of Pallium Canada's course, multiple learners stated a new passion and increased interest in working as a personal support worker in a palliative care setting. The LEAP certificate also formed a basis for high specialization, resulting in higher starting wages for our graduates. Students in the program had such positive feedback about the Pallium course that FNTI intends to make it a regular practice to enroll our PSW students in the LEAP program moving forward.

”

Madison Weese
Instructor, First Nations Technical Institute (FNTI),
Personal Support Worker Program



THANK YOU

Funding partners enable Pallium to undertake its work to advance palliative care in Canada. We thank them for their generosity and ongoing support.



Health
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Caisse de dépôt et placement
du Québec

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CANADIENNE



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LI KA SHING FOUNDATION
李嘉誠基金會



Sovereign Order Of
ST. JOHN OF JERUSALEM
Knights Hospitaller



**The Arthur J.E. Child
Foundation**

**The Joan and Regis Duffy
Foundation**

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 (CDPQ), the Canadian Medical Association or Health Canada.

FINANCIALS

Statement of Financial Position

ASSETS	2022	2021
Current		
Cash	\$ 873,537	\$ 506,793
Short-term Investments	2,039,224	2,283,702
Accounts Receivable	249,704	270,337
Prepaid Expenses	109,333	66,760
Health Canada Receivable	0	67,500
Government Remittances Receivable	0	108,215
Inventory	26,088	28,921
	3,297,886	3,332,228
Capital Assets	10,428	20,657
Other Assets	186,969	239,318
Total Assets	\$3,495,283	\$3,592,203
LIABILITIES and NET ASSETS		
Current Liabilities		
Accounts Payable and Accrued Liabilities	\$555,211	271,303
Government Remittances Payable	39,469	0
Deferred Revenue	890,770	893,431
Total Liabilities	1,485,450	1,164,734
NET ASSETS	2,009,833	2,427,469
Total Liabilities and Net Assets	\$3,495,283	\$3,592,203

Statement of Operations and Net Assets

REVENUE	2022	2021
Public Sector Revenue	\$ 1,171,709	\$ 1,369,273
Self-Generated Revenue	1,064,563	755,778
Corporate Partnerships	868,345	583,555
Other Revenue*	6,663	9,728
Total Revenue	\$3,111,280	\$2,718,334
Marketing and Communications	839,217	420,156
Product Development	791,166	490,551
Program Delivery	619,570	467,428
Research	400,716	368,743
Support Services	878,248	815,512
Total Expense	\$3,528,916	\$2,562,390
Excess of Revenue over Expense	\$ -417,636	\$ 155,944

*Investment income

BOARD OF DIRECTORS AND LEADERSHIP

Management Team



Jeffrey B. Moat,
Chief Executive Officer



Dr. José Pereira,
Scientific Officer



Jonathan Faulkner,
Vice-President Operations

Board of Directors



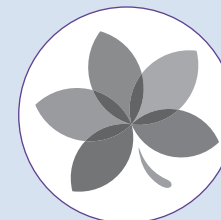
Gérald Savoie,
BSc, MHA, CHE, Chair



Michael Anderson,
MD, MSc, FRCSC, Director



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



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



Beverley Lepine,
BBA, CA, ICD.D, Treasurer



Jeffrey B. Moat,
CM, Director



Jeffrey Morton,
FCA, ICD.D, Director



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



Deirdre Pike,
BA, Director



Christine Power,
MA, Director



Deborah L. Weinstein,
LL.B., 2nd Vice-Chair

THANK YOU TO DR. SRINI CHARY

As one of the co-founders of Pallium Canada and a dedicated champion of palliative care, Srinu has been an incredible force of change for the palliative care movement. His strong and steady leadership has been instrumental to improving palliative care in Canada and impacting a countless number of patients and their families.

Srinu has been actively involved with Pallium Canada since its inception – he was one of Pallium’s earliest LEAP facilitators and contributors on the initial LEAP curriculum design team. In 2006, Srinu took on more leadership roles within Pallium and in 2010, he co-led the establishment of the Pallium Canada Foundation and became a founding member of the newly established Pallium Canada Board

of Directors. Srinu helped Pallium Canada navigate through difficult challenges and remain operating during periods of minimal funding and resources.

Srinu’s leadership was integral to securing more support and funding to spread the palliative care approach to every province and territory. His passion and work helped to train many of Pallium’s over 900 facilitators; prompted Pallium’s early adoption of the compassionate community concept and supported its spread across Canada; and spread the message that palliative care is everyone’s business.

While Srinu’s accolades and accomplishments are many, it is his kind-hearted nature and generous spirit that makes an indelible mark on the people around him. Pallium Canada would not be where it is today without Srinu. We thank Srinu for his tremendous vision, steady leadership, and strong friendship in our journey towards better palliative care for every Canadian.

After over two decades as a director on Pallium’s board, Srinu retired in 2021.



Dr. Srinu Chary





GET INVOLVED

We couldn't do what we do without our partners, facilitators, learners, and supporters. Together, we are truly making a difference – and you can, too. Palliative care is everyone's business. Anyone can take some type of action to improve palliative care.

Here's how you can get involved today:

Join the Palliative Care ECHO Project: www.echopalliative.com

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

Learn about Pallium's suite of LEAP courseware: www.pallium.ca/courses

Host a LEAP course for your team: www.pallium.ca/host-a-course

Get the Pallium Palliative Pocketbook that offers clinical practice tools: www.pallium.ca/mobile-app-pocketbook

Use the toolkit to launch a Compassionate Community: www.pallium.ca/compassionate-communities

Run a Compassionate Workplace Campaign: www.pallium.ca/cwc

Join the conversation on the Canadian Palliative Care (CPC) Exchange, www.cpcexchange.ca

Donate to Pallium Canada: www.canadahelps.org/en/charities/pallium-foundation-of-canada-la-fondation-pallium-du-canada

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VISION AND GOALS

About Pallium Canada

Pallium Canada is a national, evidence-based organization focused on building professional and community capacity to help improve the quality and accessibility of palliative care in Canada.

Our Vision

Palliative care is everyone's business.

Our Goal

Pallium's goal is to strengthen Canada's ability to provide home and community-based palliative care through education and support to health care professionals and family/neighbourhood carers so that every Canadian who requires palliative care will receive it early, effectively, and compassionately.

Our Values

- Collaboration
- Capacity-building
- Excellence
- Inter-professionalism



Pallium Canada

Advancing Palliative Care

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