

Advancing Palliative Care



Annual
Report
2018-19

WE ARE ADVANCING PALLIATIVE CARE

“ By offering training on Pallium’s Learning Essential Approaches to Palliative Care (LEAP) courseware, we’re creating a pool of health care providers who have the essential skills our province needs. It allows us to be more efficient with resources because we’re sharing responsibility while increasing access to palliative care. ”

– Cheryl Tschupruk,
Director of Palliative Care Integration
at Nova Scotia Health Authority



Table of Contents

2	Our vision
4	Message from the CEO & Chair
6	Message from the Scientific Officer
8	Year in review
10	Our successes
14	Looking forward
19	Financial highlights
20	Leadership
21	What you can do



Our vision

Palliative care is everyone's business.

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.

Who we are

Pallium is a national, non-profit organization focused on building professional and community capacity to help improve the quality and accessibility of palliative care in Canada. Pallium was founded in Canada, by Canadians and in service to Canadian health care professionals, patients and families, and communities.

What we stand for

A collaborative approach to building palliative care capacity to benefit all Canadians.



“ It used to be that we thought palliative care required a special set of skills that we didn’t have. After the team trained on LEAP, we now have a common approach to managing and documenting care, as well as consistent protocols for when to involve home care professionals. Now, the family doctors in our family health centre approach palliative care as an integral part of our practice. ”

– Dr. Declan Rowan,
Petawawa Centennial Family Health Centre



Message from the CEO & Chair



Jeffrey B. Moat, CM
Chief Executive Officer



Gérald R. Savoie
Chair

Despite the dedication of thousands of health care professionals and the promising role of many innovative technologies to improve the patient experience, health systems across the country continue to deal with overcrowding, with many patients receiving health care in the hallways of hospitals. Long-term care, home care, and community care have not kept pace with the growing needs of an aging demographic.

There is a large and growing body of evidence that palliative care, especially when initiated early alongside treatments, results in better quality of life for patients and better treatment decisions, including more appropriate use of new technologies and medications.

Studies have also shown that training health care professionals on the palliative care approach can result in lower admissions to emergency departments as has been the case in Nova Scotia and PEI. All emergency health services personnel in these provinces were trained using

Pallium's LEAP courseware which provided them with the skills and competencies to provide care to palliative patients in their homes, avoiding unnecessary transports to hospitals.

Despite the benefits of palliative care, many Canadians never receive it or receive it too late. Multiple educational, financial, and systemic barriers prevent equitable access to palliative care for too many people; it is estimated that only 15% to 30% of Canadians have access to palliative care services.¹

Palliative care will touch every single Canadian and therefore must be seen as being everyone's business. Canadians expect nothing less and this right is supported by the Canada Health Act which calls for continued access to quality health care without financial or other barriers.

We recognize that the palliative care challenges facing our country are significant. At Pallium we also recognize that our leadership role on this issue can be a major part of the solution for governments and Canadians. Pallium has demonstrated that we:

- Build health care capacity by ensuring health care professionals have a core set of competencies to provide timelier and better palliative care to patients and their families, and that the system is not reliant solely on palliative care specialists to deliver this care;
- Transform practice by equipping health care professionals with the knowledge, resources, and quality improvement tools to improve the care they



deliver and influence the settings in which they work;

- Support integration, ensuring consistent palliative care delivery across systems and settings, and;
- Help support transitions in care for patients and families.

As you will read in this report, we have made some exciting progress this past year, including 30% growth in LEAP sessions and a 66% increase in facilitators trained compared to the previous year. Building on the success of the paramedics providing palliative care initiative in Nova Scotia and PEI, we have worked with our partners to expand this program to five other provinces. Our work in Compassionate Communities also grew to include a Startup Toolkit which has been downloaded over 950 times by individuals and organizations in every province and territory across Canada. Lastly, we are proud to partner with the Government of Nunavut's Department of Health to deliver LEAP courses in English and Inuktitut to over 60 learners in Iqaluit, including nurses, physicians, personal support workers, and pharmacists, representing 5 Nunavut communities.

This was an important year for palliative care in Canada which saw the tabling of the *Framework on Palliative Care in Canada* in Parliament, an important guiding document that will help increase the health care sector's efforts to improve palliative care. We remain hopeful that governments will commit the necessary financial resources to support evidence-based best practices that include

innovative approaches that will help end hallway medicine and ensure that all Canadians have access to quality palliative care.

We begin fiscal 2019 with a renewed commitment to advancing palliative care in Canada. We will focus our efforts to reach more health care professionals in more ways, undertake work to advance palliative care educational research, engage health care leaders across the country to accelerate system-wide change, and support grieving and caregiving Canadians in their communities and places of work. We are energized by the work that is ahead of us and remain optimistic in the sector's ability to work together to provide better palliative care to more Canadians.

In closing, we would like to express our gratitude to our colleagues, facilitators, supporters, partners, and subject matter experts who promote and advance palliative care in Canada and who have contributed to another successful year.

The road ahead is full of opportunity. Let's continue to work together to address the formidable palliative care challenge facing Canadians.

Sincerely,

Jeffrey B. Moat, CM
Chief Executive Officer

Gérald R. Savoie
Chair

¹ Quality End-of-Life Care Coalition of Canada. 2015. The way forward national framework: A roadmap for an integrated palliative approach to care.

Message from the Scientific Officer



Dr. José Pereira
Scientific Officer

Pallium's Learning Essential Approaches to Palliative Care (LEAP) courses and other products such as the Pallium Palliative Pocketbook have contributed significantly to the spread of the palliative care approach across Canada. Patients and families have benefited from the new skills acquired by the thousands of health care professionals who have participated in a LEAP course or used the Pocketbook as a clinical guide.

Over the last few years, we have been readying LEAP courses to become vehicles for quality improvement (QI) in different health care settings. LEAP courses, for example, help identify local opportunities for improvement and participants are encouraged to

undertake improvements in their workplaces. Evidence gathered from the four-month post-course Commitment to Change activity that LEAP learners undertake shows that earlier identification of patients with palliative care needs and improved advance care planning are some of the most common changes implemented by learners in their everyday work as a result of participating in a LEAP course.

QI represents a broad range of methods and approaches that help professionals and the teams they work in—in partnership with patients—to implement changes to improve the quality of care provided, improve the patient experience, achieve efficiencies that lower costs, and improve the work experience of the health care provider. These four goals are referred to as the Quadruple Aim. Evaluations from the LEAP Paramedic program, for example, reveal a high level of satisfaction among patients and family members with the palliative care provided by the paramedics, fewer patients being transferred from home to emergency departments thereby reducing costs while improving care, and an increase in paramedic confidence in providing palliative care.

In the coming year, Pallium's research focus will be two-fold; continue the work on optimizing the learning experience and access to LEAP courses for health care professionals across the country and launch more in-depth

studies on the impact of LEAP on the Quadruple Aim. This research work will leverage existing LEAP courseware, as well as new LEAP courses such as LEAP Emergency Department (ED), LEAP Hospital, and a LEAP for personal support workers and aides working in remote Indigenous communities of northern Canada.

We have already seen that when a large cohort of paramedics are trained on LEAP, it can help accelerate system change. We wish to study this further. The William Osler Health System in Brampton, for example, has recently trained up most of its ED staff on the palliative care approach, and Lakeridge Health in the Durham region of Ontario has, in one year, trained nearly 20% of its nursing staff in the medical units with LEAP Hospital.

With these research goals in mind, we are thrilled to announce a new research partnership between Pallium Canada and McMaster University called *The Dr. Joshua Shadd – Pallium Canada Research Hub* named in honour of Dr. Joshua Shadd who was head of palliative care at McMaster and a champion of the palliative care approach. This Research Hub—a first of its kind in Canada—will foster opportunities to advance research on palliative care education and service delivery.

These partnerships, supported by the insights and experience of over 900 facilitators across Canada, has put

Pallium in a strong position to tackle another important body of work this coming year, namely the development of a Palliative Care Atlas for Canada. Pallium has finalized an agreement with the Atlantes Project at the University of Navarra in Spain, whose team has led the development of influential Atlases for Europe, Africa, Central and Southern America, and the Middle East.

So, a busy and productive year behind us, and an exciting year ahead of us! A very sincere thank you to everyone who has organized and facilitated the hundreds of LEAP courses across Canada this past year, all who have contributed to the development of our new LEAP courses and updates to existing LEAPs, and all who have collaborated in our research.

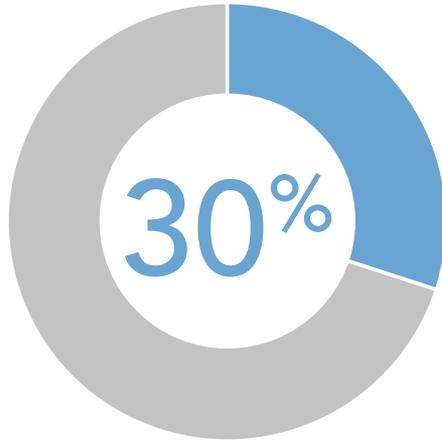
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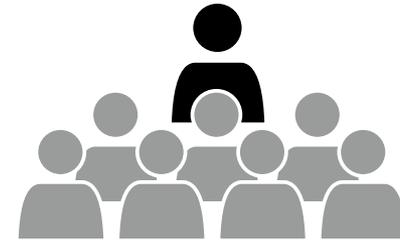
Dr. José Pereira
Scientific Officer



Year in review

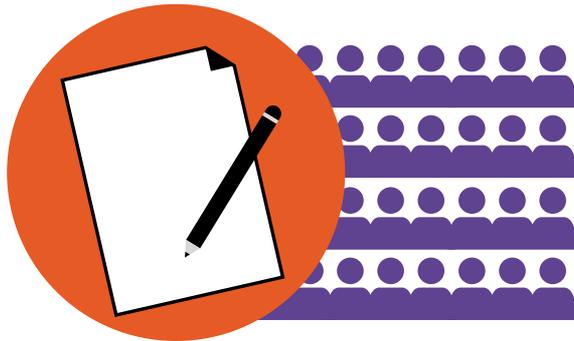


growth in LEAP sessions across Canada vs year prior



198

new facilitators trained

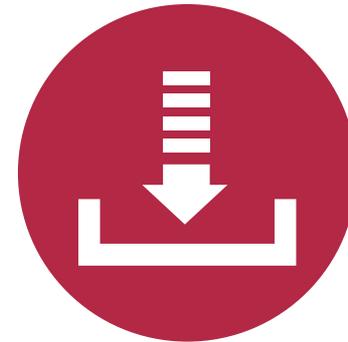


382

LEAP sessions

6,491

new LEAP learners



967

Compassionate Community Startup Toolkit downloads



- LEAP sessions
- LEAP learners
- Startup Toolkit downloads

Highlighting our successes

Growing LEAPs and bounds

In 2018/19, 382 LEAP sessions were held across Canada—representing a 30% increase compared to the previous year. This represents 6,491 more health care professionals trained on the palliative care approach and able to provide better and more timely care to patients across many different settings of care. This growth is a testament to our team of over 900 facilitators and 350 coordinators who are committed to the palliative care approach, our staff who work diligently to support learners, and our valued partners. There is an increasing recognition across the Canadian health care system that palliative care initiated earlier and alongside treatments to control life-limiting illnesses, results in better quality of life for patients and families.

Mobilizing Compassionate Communities across Canada

Pallium launched its Compassionate Community Startup Toolkit—a resource designed to mobilize the creation of Compassionate Communities across Canada by providing community champions with the practical templates, resources, and tools to engage local stakeholders. In 2018/19, the toolkit has been downloaded over 950 times from individuals and organizations in all 10 provinces and 2 territories across Canada. The success of the Compassionate Community Startup Toolkit showcases Canadians’ desire to create more supportive environments for their neighbours, co-workers, friends, and family who may be experiencing serious illness, caregiving, and grieving. While the Compassionate Communities movement is a relatively new endeavor in Canada, we recognize the potential it has to transform our communities into more informed, compassionate places to live, work, and play.





Scaling-up innovative programs

Pallium was pleased to partner with the Canadian Partnership Against Cancer (CPAC) and the Canadian Foundation for Healthcare Improvement (CFHI) to support the training of 5,000 paramedics across Canada to be able to provide palliative and end-of-life care in the home. Building on our initial partnership from 2015 in Nova Scotia and in PEI, we have been able to work with paramedic services and provinces across Canada to develop customized plans for the delivery of LEAP training for EMS professionals. These strategic partnerships will lead to paramedics who are equipped to provide a palliative care approach to patients in their homes thereby reducing the number of avoidable trips to the hospital and improving comfort and quality of life for people with life-limiting illnesses and their families.



Adapting LEAP to meet the needs of Indigenous communities

In partnership with the Government of Nunavut's Department of Health, Pallium delivered three LEAP courses in Iqaluit for an audience of 60 physicians, nurses, pharmacists, and personal support workers, many of whom travelled in from across the territory, including the remote communities of Pond Inlet and Arctic Bay. Pallium and its LEAP facilitators engaged with the Government of Nunavut to understand the local context related to care delivery, resources, language, and culture. Modified approaches and strategies for course delivery were developed and local community and health care provider experts were engaged to provide context and supportive resources, such as local interpreters who could speak and write in Inuktitut, and two bilingual nurses. This project showcased Pallium's ability to provide tailored and custom solutions to address unique geographic, demographic, and health system needs including adapting courseware to meet specific learning needs of health care professionals in the region.





IT infrastructure enhancements to better support learners, facilitators, and coordinators

Pallium has made targeted improvements to its learning management system, Pallium Central, and other IT systems to help advance its mandate and better serve its various constituencies. These enhancements have contributed to a better learning experience for health care professionals taking LEAP courses, made it easier for LEAP facilitators and coordinators to access information they need to offer LEAP sessions, allowed us to create a new platform to help connect Compassionate Communities across Canada, and improved Pallium's ability to analyze and report on learning and course outcomes and share the impact of LEAP training with partners and stakeholders. Pallium will continue to make investments to improve IT systems that enhance user experience and track the impact of its courseware and resources.



“ Educating our frontline health care professionals on LEAP has had the single greatest impact on our patients of anything we’ve done in our department in the last few years. The entire nature of our collaboration has changed as their comfort level with palliative care increases. Referrals to our service have decreased, and the ones we are receiving are more appropriate for the specialty team. Consequently, I see patients receiving quality palliative care earlier in their disease, which is, of course, our aim, and has me committed to continuing to build capacity by sharing this education. ”

– Tracy Smith, Palliative Care Consult Nurse and LEAP facilitator, Nova Scotia



Looking forward

For Pallium, advancing palliative care is a team effort that involves a community of clinicians, educators, researchers, carers, administrators, volunteers, citizen advocates, and staff working together to accelerate the integration of palliative care in Canadian communities and health care systems. Our focus in the year ahead is to evolve our product and service offering to reach more health care professionals and Canadians in more ways, to bring more visibility to our organization and sector at conferences and events, to generate new evidence on palliative care practice and capacity building, and to work with national partners to ensure a collective and sustained effort to keep palliative care at the top of the national agenda.

Reaching more health care professionals in more ways

To reach more health care professionals across Canada working in different settings of care and in rural and remote communities, Pallium will launch four new courses in the year ahead—LEAP Hospital, LEAP Emergency Department, LEAP Paediatric, and LEAP Online. LEAP Online represents a new delivery model for Pallium, one that will be ideal for any health care professional who requires training they can complete at their own pace or at a distance. Pallium is also strengthening its ability to deliver LEAP courses to the French speaking community by training and mentoring more facilitators and ensuring more tools and resources are accessible in French.

Leading palliative care educational research

As a leader in palliative care education for health care professionals, Pallium is working to bridge the gap between research and practice by partnering with McMaster University's Department of Family Medicine to form the *Dr. Joshua Shadd — Pallium Canada Research Hub*. The Hub will undertake work to advance palliative care educational research and measure the impact of continuing professional development on the health care system. This Hub is the first of its kind in Canada.

Engaging health care leaders

For the first time, Pallium is evolving its LEAP course offering to support health care leaders and senior administrators—those who are responsible for implementing organization-wide change. In partnership with LEADS Canada, Pallium will launch LEAP Leaders, a program that integrates the strengths of LEAP and the LEADS framework to specifically meet the needs of those who want to implement the palliative care approach at an organization level and require the knowledge, evidence, and tools to help accelerate systems change and garner support and commitment to a systems approach.

Building a national palliative care Atlas

Pallium 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 Atlas will showcase a graphical representation of the status of palliative care in Canada and serve to advance a systems-thinking approach to the Canadian health care system by identifying several benchmarks of excellence and leadership. The Atlas will be the first of its kind in Canada and will help to consolidate and analyze the delivery of palliative care across the country.

A campaign for compassionate workplaces

With the seniors' share of the Canadian population expected to increase from 15% to 25% by 2036, increasing numbers of employees across the country will be facing chronic health problems, caregiving of loved ones, and/or grieving the loss of family and friends. This demographic shift requires more workplaces to be prepared with practical tools, resources, and activities to help increase awareness and reduce stigma related to these experiences.

To address this need, and with the support of a team of subject matter experts and an advisory committee representing employees and employers from small, medium, and large businesses across Canada, Pallium will be launching the Compassionate Workplace Campaign to equip workplaces with resources and tools to create more supportive environments for employees experiencing serious illness, caregiving, and grieving in the workplace.



“ I have found that when I mention the Compassionate Community movement, people stop and listen. They are very curious to learn what it means and what it is all about. Piloting the movement in our community was such a wonderful experience. The Compassionate Community Startup Toolkit provided by Pallium was invaluable and gave an outline, an understanding, a process, and the tools to invite and engage community partners to learn more. From participants, there was an eagerness to learn, followed by inspiration to take action. ”

– Andrea Roylance, Manager, Gifts & Gratitude, Matthews House Hospice, Ontario





“ After LEAP training I noticed an instant shift in attitude at work with staff and I see practice improvements every day. The biggest difference was our definition of palliative care...before we thought it meant the very last stages in a patient’s life. Now we understand that it extends from diagnosis to end-of-life, and bereavement. ”

– Sharon Butt, Licensed Practical Nurse, Saskatchewan



Thank You

A federal contribution agreement with Health Canada enables Pallium to undertake its work to equip all health care professionals and communities with the knowledge and tools to provide palliative care to every Canadian.



This annual report reflects the views of Pallium Canada and does not necessarily reflect the official views or policies of Health Canada.

Financial Highlights

Statement of Financial Position

ASSETS	2019	2018
Current		
Cash	\$ 239,595	\$ 657,188
Short-term Investments	1,480,655	250,000
Accounts Receivable	255,664	200,431
Prepaid Expenses	52,870	25,832
Government Remittances Receivable	4,278	33,339
Health Canada Receivable	0	238,846
Inventory	46,817	34,829
	<u>2,079,879</u>	<u>1,440,465</u>
Capital Assets	21,770	30,767
Other Assets	321,308	117,506
Total Assets	\$2,422,957	\$1,588,738
LIABILITIES and NET ASSETS		
Current Liabilities		
Accounts Payable and Accrued Charges	365,774	365,670
Deferred Revenue	48,926	27,494
Total Liabilities	414,700	393,164
NET ASSETS	2,008,257	1,195,574
Total Liabilities and Net Assets	\$2,422,957	\$1,588,738

Statement of Operations and Net Assets

REVENUE	2019	2018
Public Sector Revenue	\$ 2,207,527	\$ 1,804,390
Self-Generated Revenue	870,547	680,898
Other Revenue*	14,669	20,319
Total Revenue	\$3,092,743	\$2,505,607
EXPENSES		
Capacity Building	449,738	474,337
Product Development	373,307	383,458
Program Delivery	420,517	474,342
Research	241,142	202,719
Support Services	795,357	820,760
Total Expense	\$2,280,060	\$2,355,616
Excess of Revenue over Expense	\$ 812,683	\$ 149,991

*Sponsorship and investment income.

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



Rabbi Reuven Bulka,
PhD, 1st Vice-Chair



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



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



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



Paul Labbé,
BSc, BCL, ISMP, Director



Jeffrey B. Moat,
CM, Director



Dr. José Pereira, MBChB,
DA, CCFP, MSc, Director

Missing photo: Donna Kingelin, R.N., ICD.D, Director



What you can do, 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.

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

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

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

EQUIP yourself with clinical practice tools that can be used in your daily work
www.pallium.ca/mobile-app-pocketbook/

DOWNLOAD our toolkit to start your own Compassionate Community
www.pallium.ca/toolkits/

CONNECT with us on Facebook, LinkedIn, and Twitter

REACH out to our team to learn more about what you can do, today
info@pallium.ca or 1-833-888-LEAP (5327)



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