IMAGINE BEING ABLE TO GO HOME AGAIN
IMAGINE
PUBLISHING
YOUR FIRST
NOVEL AT 84
IMAGINE A WORLD

WHERE AGE IS JUST A NUMBER

WHERE MOST PEOPLE LIVE LONG, ACTIVE AND SOCALLY ENGAGED LIVES

WHERE BODIES REMAIN STRONG AND BRAINS SHARP

WHERE A NURSING HOME, IF NEEDED, IS A PLACE TO SPEND THE LAST THREE DAYS OF LIFE, NOT THE LAST THREE YEARS

WHERE WISDOM IS RESPECTED AND PASSED ON
This is the next generation of Baycrest.
This is Baycrest now.

Transforming Care
Where clinicians, scientists and educators work in concert to develop and share with the world “next” practices in seniors’ care.

Finding Answers
Where innovation creates, drives and transfers new practices, knowledge and products from Baycrest Health Sciences to Baycrest’s commercialization arm.

Commercializing Our Know-How
Where new products, technologies and practices support better aging worldwide and provide an additional revenue source for Baycrest.
Now is the time to transform the future

Every great achievement starts in the imagination. This past year, the best minds at Baycrest have been imagining nothing short of a transformation in the experience of aging for millions worldwide. How would that be achieved? In leading this transformation, what does Baycrest have to offer that no other organization in our field can match?

Our examination of these critical questions, which involved measuring our strengths and identifying areas for improvement, has resulted in a bold new organizational structure we are calling the “Next Generation of Baycrest”. Outlined in this report, this new approach will enhance the integration of care, research and education at Baycrest and create new sources of revenue by commercializing our science and care innovations through business partnerships.

Why Next Generation? Because whenever the time was right over the course of our almost 100-year history, we adapted to changing needs to remain at the forefront of seniors’ care, research and education.

Today is such a time.

The world is bracing for an unprecedented demographic shift that will see the number of persons over age 60 grow by 1.2 billion in the next 40 years, with those aged 80 and up growing at the fastest rate.

A declining birth rate and rising life expectancy have combined to create this trend. While many seniors will remain healthy enough to enjoy greater longevity, there are serious challenges inherent in this shift, one of the most notable being a sharp increase in the rate of dementia. The social and economic demands of Alzheimer’s disease, stroke and other brain disorders will put an enormous strain on individuals, families and health-care systems everywhere.

We currently provide a comprehensive suite of evidence-based services to 2500 seniors a day. We believe we are uniquely positioned to expand those services on a national and international scale not just to share our excellence in aging care but to create new sources of revenue for the development of Baycrest. An independent benchmarking study has validated our readiness for this role. The study found that while global peers that focus on aging and cognition demonstrate excellence in research and clinical care, few match the breadth and uniqueness of the integrated models of service delivery and the calibre of translational research at Baycrest.

To view this report online, visit baycrest.org.

To view this report on a smart phone scan this QR code.
Our new Next Generation organizational structure will advance our vision of being the global leader in aging and brain health by:

- driving innovation through a model of integrated care, research and education that links patients, family caregivers, health-care workers, research and industry;

- allowing for the development, evaluation, commercialization and dissemination of our care models, supportive technologies and evidence-based approaches for the prevention, early diagnosis, intervention, rehabilitation and treatment of age-related disorders.

Our goal is to take promising ideas that emerge from our day-to-day work, and that of our partners and collaborators, and refine them into the scientifically-validated products, goods and services the market is seeking. The revenue from our commercial enterprise will be used to support our present activities and grow our capacity to influence the best possible care of seniors, first and foremost in our local community, but also across Canada and around the globe.

We will build on our considerable strengths to develop innovations and “next” practices that will consolidate our international reputation and attract to our doorstep more of the world’s top neuroscientists, geriatric medicine specialists, educators, and global partners.

This past year, we have been working with the Ontario government on a number of senior care initiatives. We are partnering, for example, with the Ministry of Health and Long-Term Care and the Institute for Clinical Evaluative Sciences to develop a provincial framework for the evaluation of health innovations.

Baycrest was also invited by the Ministry of Research and Innovation (MRI) to develop an international symposium on brain health innovations.

Dr. Paul Katz, chief of staff and vice-president of Medical Services at Baycrest, has been invited by the Alzheimer Society of Canada to co-lead an initiative to develop best practices in client-centred care for nursing homes.

Baycrest has also been invited by the Community for Excellence in Health Governance to lead a national seniors collaborative initiative that will result in a consortium of up to 12 North American senior care organizations coming together to achieve higher performance in quality and safety. In March, the Neurological Health Charities of Canada honoured Baycrest with a national award for innovation and leadership in aging and brain health.

Baycrest is also making its mark internationally. Following a trade mission to China, led by the MRI, a Memorandum of Understanding between the Ontario government and the Ministry of Science and Technology of the People’s Republic of China to promote scientific, technological and industrial research and commercialization co-operation has paved the way for the Baycrest-Beijing discussions around developing a seniors’ hospital in China (see page 19).

In the end, the successes outlined in this report add up to better care for the aging population, including our own community. At Baycrest, we are not just imagining a better experience of aging; we are promising one.

Whenever the time was right over our almost 100-year history, we adapted to changing needs to remain at the forefront of seniors’ care, research and education. Today is such a time.
IMAGINE
STARTING
YOUR DREAM
CAREER IN
YOUR 60s
In January 2011, we unveiled the Next Generation of Baycrest, a bold new organizational approach that builds on current strengths to create a future where Baycrest leads the world in aging and brain health.

This new direction is driven by the imperative to find solutions to the challenges posed by a rapidly aging global population. A shift in thinking is demanding a more proactive, concerted and economically sustainable approach to improving the health, well-being and autonomy of individuals as they age.

When we benchmarked Baycrest against other “like” organizations, we found that we are a unique global leader in our field. Our combination of assets — a continuum of care dedicated entirely to aging populations, a world-renowned research institute focused on aging and brain health, and unsurpassed clinical training programs in geriatric care — gives us the strengths needed to bring aging and brain health to a new level of excellence for our community, our nation and people around the world.

The Next Generation of Baycrest is composed of three pillars that work in concert to make Baycrest the global leader in aging and brain health.

Baycrest Health Sciences (BHS) integrates care, research and education to meet the needs of older adults using novel, cost-effective and transformative methods. BHS provides evidence-based clinical programs and services to defined populations. The research component of BHS, Baycrest’s Rotman Research Institute, one of top five brain institutes in the world, leads groundbreaking studies in cognitive neuroscience. The Centre for Education and Knowledge Exchange in Aging at Baycrest, through its local and globally focused efforts, serves as a vital bridge to translate knowledge from the “bench” to clinical care at the bedside, in the community and around the world.

Baycrest Innovation Engine develops, evaluates and transfers new practices, knowledge and products from our health sciences platform to the division at Baycrest responsible for bringing products to market, and has a system-wide impact on care delivery, quality of life and health and wellness.

Baycrest’s commercialization arm is the catalyst for adopting and marketing Baycrest’s innovations in aging, including breakthrough technologies, systems, products, processes and new knowledge. Through its various product lines, this arm will market its products and expertise directly to governments, life sciences corporations, consumers, professionals, students and health systems around the world. Revenue generated will be a new and additional source of funding for Baycrest Health Sciences.
IMAGINE
LEARNING A FIFTH LANGUAGE AT 92
Ask Karima Velji to describe how she imagines the geriatric care facility of the not-too-distant future and the first words that come to her mind are mobility, participation and engagement.

In choosing these words, the vice-president of Clinical and Residential Programs and chief nursing executive at Baycrest is describing a place where seniors are fully engaged in life — keeping physically and mentally fit; learning new skills; interacting with others; making choices about how they want to live the remainder of their lives; and having their culture, history and individuality honoured and respected.

The future of aging is being created at Baycrest today. Introduced this year, Baycrest Health Sciences (BHS) is an academic health-care delivery system designed to take our vision of successful aging and turn it into a reality for millions, at home and around the world. Enhancement of mobility is one of eight “big dot” measures we will be using to assess how well the new system is performing for those we serve at Baycrest.

The new system enhances the integration of clinical care, research and education in patient population-focused, interdisciplinary centres and programs that provide a continuum of health care, wellness and prevention. Patients, family caregivers, health-care providers, scientists, educators and industry are linked in a model that will drive the development of innovative “next” practices in geriatric medicine globally.

BHS has been identified by the Ontario government as its strategic partner for the introduction and testing of innovative models of care delivery and services to the senior population.

Baycrest Health Sciences is comprised of the Rotman Research Institute, The Centre for Knowledge Exchange in Aging (see page 13), and the following clinical centres and programs:

**CENTRE FOR MENTAL HEALTH**
This Centre investigates the causes and effects of mood disorders and develops and applies new prevention and treatment techniques. A specialized mental health team works closely with practitioners who are providing primary care in community settings. The team also offers technology-enabled consultation province-wide, as well as patient assessments.

**RESIDENTIAL AND AGING AT HOME PROGRAM**
This Program provides an array of community-based services that serve as models of care to enable seniors to successfully “age at home.” Combining residential care at Baycrest with programs we provide to the community enhances that all-important continuum of care for seniors, some of whom will eventually move from their community to either an assistive living facility like the Terraces at Baycrest or a long-term care home, such as Baycrest’s Apotex Centre.

“The future of aging is being created at Baycrest today. Introduced this year, Baycrest Health Sciences (BHS) is an academic health-care delivery system designed to take our vision of successful aging and turn it into a reality for millions, at home and around the world. Enhancement of mobility is one of eight “big dot” measures we will be using to assess how well the new system is performing for those we serve at Baycrest.”
**REHABILITATION PROGRAM**
Having a healthy mind and body is fundamental to successful aging. Following a serious illness — a stroke, for example — appropriate and timely rehabilitation, both physical and cognitive, is key to helping patients return to health and independent living whenever possible. The Rehabilitation Program combines both high- and low-intensity rehabilitation for patients on one floor of Baycrest Hospital. This allows our students to experience the continuum of rehabilitation care to acquire their competencies, and allows our scientists to conduct research that spans the rehabilitation care continuum.

**COMPLEX AND SPECIALIZED GERIATRIC CARE PROGRAM**
This Program is the hub for developing and delivering new models of integrated, interprofessional collaborative care. Our expertise in the care of frail, elderly individuals has historically placed Baycrest at the forefront in this field. We have combined the complex care program with the specialized geriatrics program we deliver to seniors as outpatients or in their homes. The integration of these two services allows our health-care providers to follow patients through the various levels of wellness and illness across the continuum. Seniors benefit from the program through better access to timely and appropriate care, reduced wait times for care, and being able to live longer in communities rather than in institutions.

The centres and programs are interdisciplinary because, as Dr. Paul Katz explains, “it is a basic paradigm of treating geriatric patients that you need a team.” Katz is vice-president of Medical Services and chief medical officer at Baycrest.

“These patients problems are complex and bio-psychosocial,” he adds. “For example, the physician is not going to know all of the social issues that come up with a patient – they have expertise in the medical side, but they need access to this other expertise as well, so it is about working together.”

Programs and services also focus on the specific needs of particular patient populations. For example, the Rehabilitation Program will include the full continuum of care services from inpatient to outpatient rehabilitation.

Speaking to the cognitive neuroscience component of the new health sciences platform, Baycrest’s vice-president of Research Dr. Randy McIntosh points out that the new organizational structure means “people who rely on Baycrest will know that we provide excellent clinical care, but also do the latest and greatest research to make sure that their clinical care is at the forefront.”

Because “Baycrest is an academic health science centre, the promise we have made to the people we serve is that the care they receive will be top notch,” says Karima Velji. “That means when a patient comes to Baycrest, they should know that the assessments and interventions we provide here are like no other.”

See the 2010/11 Baycrest Research Annual Report for more information on the integral role scientific discovery and its application plays in the Next Generation of Baycrest.

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**ACUTE CARE PROGRAM BENEFITS SENIORS AND THE SYSTEM**

Since its introduction in 2009, an innovative program at Baycrest Hospital, Ben and Hilda Katz Building, has provided highly specialized care to more than 500 patients and saved the Ontario health-care system an estimated $9.3 million.

The Acute Care and Transition (ACT) Unit provides an inpatient program that diverts patients from hospital emergency departments. Patients with heart problems, pneumonia, infections or other acute conditions are assessed, treated and monitored in the ACT Unit by an interdisciplinary team of geriatric care experts.

Patients are admitted from across the Baycrest campus, from the community at large, and from hospital emergency departments. The ACT model of care is more appropriate for these patients than admitting them to acute care hospitals or having them wait for care in busy emergency rooms, a stressful experience for the frail elderly and costly for the system.

The ACT program has so far diverted more than 400 emergency department visits and close to 400 acute care admissions, and has now been expanded for greater system impact. ACT partnerships have been developed with provincial long-term care homes such as Villa Colombo, and with geriatric emergency management nurses in acute care hospitals, geriatric assessment teams, and community outreach teams.
Baycrest recently opened the Charlotte and Lewis Steinberg Slow Stream Rehabilitation Unit. The 30-bed unit combines low intensity therapy with a longer stay (on average 90 days) for rehabilitating patients who have suffered an acute illness, such as a stroke or a heart attack.

The slow stream program helps fill the gap in services for a frail and elderly population that can’t be treated through traditional rehabilitation. A team of interprofessional health-care providers delivers patient-centred rehabilitation to improve the physiological, physical and cognitive health of these patients.

With the population of seniors in Ontario expected to double in the next 20 years, the Ontario Ministry of Health and Long-Term Care requested that Baycrest develop slow stream rehabilitation because it recognizes our unique expertise in delivering highly specialized geriatric care.

Gently paced to maximize success, the program offers the best chance of recovery for frail seniors, enabling them to return home or to another residential setting. At the system level, the unit helps to reduce visits to hospital emergency departments and unnecessary early admission to long-term care.

Both the slow stream and high tolerance units (the latter is higher intensity, shorter stay) are located on the same floor of the hospital and form the integrated Baycrest Rehabilitation Program. The goal is to create a streamlined, seamless program for patients, focused on rehabilitation care, education and research.

Critical to the overall program’s strength are our outpatient services, which continue to support patients after they leave the hospital.

The program is also being structured to test emerging strategies in cognitive neurorehabilitation based on research.

“The entire rehabilitation program is a base for exceptional care, clinical research and teaching,” said Dr. William Reichman, president and chief executive officer of Baycrest. “It will serve to foster the development of innovative rehabilitation strategies for medically and cognitively frail seniors who are in need of highly specialized approaches to care.”
IMAGINE

EARNING A

Ph.D AT 65
A growing need for expertise in the prevention, diagnosis and treatment of age-related disorders is challenging health-care systems worldwide.

The statistics tell the story. Today, some 4.8 million Canadians are 65 or older, a number expected to grow to 10.4 million by 2036. Yet we currently rely on fewer than 300 geriatricians, 200 geriatric psychiatrists and an insufficient number of family physicians trained in geriatric medicine to provide the specialized knowledge and expertise demanded by this global demographic shift.

Baycrest is responding to this challenge head on. Under a new five-year strategic plan, we are organizing and integrating the different components of our education enterprise into The Centre for Education and Knowledge Exchange in Aging. A key goal of the plan is to recruit and train the best and the brightest and encourage them to focus their practice on the older adult.

Baycrest is already home to the greatest number of trainees of any leading institution focused on aging. Each year, more than 800 students from 24 universities and colleges are trained in a wide variety of health disciplines on our campus. More than 200 members of our staff have academic appointments. We host a number of provincial, national and international educational programs each year, and we are an emerging hub for global tele-education in aging, collaborating with close to 50 institutions around the world. We also provide educational programs for staff, clients, families and caregivers, as well as the general public.

Through the establishment of a state-of-the-art learning simulation lab and recruitment of educational researchers and clinician educators, the Centre will enable Baycrest scientists and clinicians – together with our collaborators and partners – to communicate breakthroughs and discoveries across the province and beyond; teach trainees, patients and families about the latest knowledge regarding seniors’ care; and provide consultation services to organizations in need.

Educational excellence is a strategic priority at Baycrest, notes Dr. David Conn, vice-president of Education and medical director of the Mood and Related Disorders Clinic. “In the first phase of implementing our new strategic plan, we are looking at enhancing the student experience here, and asking how are we doing with our students and trainees [in geriatric medicine and psychiatry, and family practice with additional training in the care of the elderly]. We have to be sure we don’t just give them a good experience, but a wonderful experience so that they will want to stay in geriatrics.”
Imagine

riding

a bicycle

across

France

when you

retire
Now more closely integrated with clinical care and research, education is a key component of the new Baycrest Health Sciences model introduced this year. The Centre for Education and Knowledge Exchange in Aging provides a vital bridge for translating knowledge into clinical practice. “How do you move knowledge from basic research to the bedside? How does it actually get there? You do it with education and the right kind of education, actually helping people to change the way they practice, based on new discoveries in research,” says Dr. Conn.

**LECTURE SERIES HAS GLOBAL REACH**

In January, The Centre for Education and Knowledge Exchange in Aging launched the Visiting Professor Lecture Series as a way to expand and exchange professional and scientific knowledge.

“We’re seeing an increase in the number of guest clinicians, researchers and academics who come through Baycrest, so the lecture series is a wonderful opportunity for us to capture and share this broad range of expertise with our staff,” says Dr. Conn. “The series is a tangible way to advance our strategic focus of integrating care, education and research. It is designed to have broad appeal and to enlighten and inspire attendees.”

Endorsed by the International Psychogeriatric Association, the program has so far hosted lecturers from Australia, the United States, the United Kingdom and Canada. The lectures are also broadcast on the Ontario Telemedicine Network and webcast around the world.

**IT’S BACK TO SCHOOL FOR MEMBERS OF THE COMMUNITY**

In May, the Centre introduced a “mini-medical” school for members of the community interested in a crash course in how to maintain good health, navigate the health-care system, and better manage chronic conditions that come with age.

An innovator in aging, Baycrest trains students and fellows from around the world on best practices for caring for older patients and optimizing their health and well-being. The Insights into Aging 101 program is a way to bring this vital knowledge to the broader community. The extensive curriculum has been repackaged into concise teaching modules for a general consumer audience.

The classes cover 10 topics, including advice on how to age successfully; navigate the health-care system; deal with pain; prevent falls; care for an ill family member; and understand the causes and risks of cognitive impairment. At each class, two Baycrest experts discuss the topic of the evening. Speakers represent a wide variety of disciplines, including medicine, psychiatry, neurology, ethics and pharmacy.

“The concept of a mini medical school for the general public was initially developed at the University of Colorado and has been replicated around the globe,” notes Dr. Conn. “We are very excited to offer this program, which is designed to focus specifically on issues related to the challenges of aging.” Dr. Conn, who is also medical director of the Mood and Related Disorders Clinic, was a guest speaker at a class that discussed how to maintain a positive mood as we age.

After completing Insights in Aging 101, participants can expect to know how to access community resources and critically appraise the barrage of health and science news headlines they see every day.

“We’re seeing an increase in the number of guest clinicians, researchers and academics who come through Baycrest, so the lecture series is a wonderful opportunity for us to capture and share this broad range of expertise with our staff.”
Imagine playing hopscotch with your granddaughters.
As a world-leading academic health sciences centre focused on aging and brain health, Baycrest is fertile ground for producing and validating new and innovative products and services aimed at improving care delivery across the continuum and enhancing the health and well-being of older adults.

A key part of the new organizational structure, the Baycrest Innovation Engine is taking the most promising ideas that emerge from Baycrest Health Sciences (BHS) and developing them as care models, supportive technologies and evidence-based approaches for the prevention, early diagnosis, rehabilitation and treatment of age-related disorders.

The Innovation Engine is a bridge between BHS and the new company we have launched to commercialize and bring to the international marketplace our innovations in aging, including breakthrough technologies, systems, products, processes and new knowledge. Working with partners, the company will respond to the growing need for solutions to the challenges associated with a rapidly aging global population. In so doing, it will provide a new and ongoing source of revenue (in addition to government and philanthropic funding) to sustain Baycrest Health Sciences well into the future.

The Baycrest Innovation Engine has three components:

- Aging Innovation and Technology Laboratory
- Centre for Brain Fitness
- Kunin-Lunenfeld Applied and Evaluative Research Unit (KLAERU)

**DESIGN THINKING**

In a process known as design thinking, the Aging Innovation and Technology Laboratory brings together scientists, engineers, architects, designers, clinicians and health-care consumers to inform, evaluate and develop new products, technologies and processes that enable successful aging at home and improve the care environment within the institutional setting. This year, the laboratory has appointed a designer-in-residence and an artist-in-residence, and has explored best practices in design laboratories with other leading organizations.

**BRAIN FITNESS**

The Centre for Brain Fitness (CBF) serves as a catalyst for the commercialization of evidence-based technologies and interventions aimed at early detection and prevention of aging-related memory decline, repair and rehabilitation of function. To that end, CBF scientists and clinicians work with entrepreneurs to develop and market life-changing products and services. The first two entrepreneurs came on board this year, working on three projects over six months to build commercialization plans and explore market opportunities.

One diagnostic prototype is INCAS, a computer tablet testing platform for conducting neurological assessments of patients. The tablet-based interface is convenient for both clinicians and patients and allows for more accurate and timely assessment of cognitive function.

In the brain training field, Dr. Sylvain Moreno, a lead scientist at the CBF, is developing a “virtual game” product to improve intelligence, memory, decision-making, reaction time, attention and language skills.

continued on page 19
IMAGINE
RUNNING
FOR MAYOR
IN YOUR
70s
APPLYING RESEARCH TO CARE
The Kunin-Lunenfeld Applied and Evaluative Research Unit (KLAERU) plays a pivotal role in the Baycrest Innovation Engine. It provides evaluative science expertise and clinical research support services to the research enterprise, essential elements in the translation of knowledge from discovery to application in patient care. Working at a programmatic level of analysis, KLAERU scientists build on, contribute to and extrapolate from the world-renowned expertise in basic cognitive neuroscience found at Baycrest’s Rotman Research Institute.

For more information about KLAERU and Baycrest’s Rotman Research Institute, see the 2010/11 Baycrest Research Annual Report.

BAYCREST IN CHINA
With a population of more than 1.3 billion, China has chosen Baycrest as the appropriate partner to help develop a “best practices” care model for its growing number of seniors. By 2025, one in five people who live in urban areas in China will be 60 or older.

After surveying different models around the world, Chinese officials came to Baycrest to explore how to develop the first dedicated health system for the elderly in their country.

“Baycrest is excited by this extraordinary opportunity to do business with China and share our leading-edge knowledge and expertise in seniors’ care,” said Dr. William Reichman, Baycrest’s president and chief executive officer.

In November 2011, Baycrest and the Chinese Enterprise Hospital Association will co-host a symposium in Beijing to share Ontario’s best practices in seniors’ care with Chinese government officials and leaders of health-care organizations in China.

A Memorandum of Understanding between the Ontario government and the Ministry of Science and Technology of the People’s Republic of China to promote scientific, technological and industrial research and commercialization co-operation has paved the way for the Baycrest-Beijing discussions around developing a seniors’ hospital.

Ontario and Beijing have each contributed $200,000 to fund a feasibility study for the development of a seniors-focused facility. The building is already constructed in Beijing’s most populated district, Chaoyang, where 3.2 million people live. In April, members of Baycrest’s executive team visited with Chinese health officials and toured the area. Chinese officials have also visited Baycrest.

PARTNERING WITH MICROSOFT
Baycrest has partnered with Microsoft Canada and consulting company Orangutech to create a mechanism for health-care organizations to conveniently share electronic documents using cloud computing. Beginning this year, eHealth2Share will serve as an online hub for the time- and cost-saving sharing of electronic forms and workflow templates, best practices in patient care, clinical user groups, e-Learning, international collaboration, and shareware applications such as a Freedom of Information tracking system.

Membership of e2HealthShare will be open to health-care organizations around the world. An annual subscription fee will cover the cost of maintaining the site, with potential for increased revenue for Baycrest as membership and content volumes grow.

NEXT GENERATION PRODUCTS AND DIAGNOSTIC TOOLS
Cogniciti is a for-profit company with majority ownership by Baycrest that develops and markets brain games, employee assistance memory workshops, smart phone and on-line applications for brain fitness, and clinical cognitive diagnostic tools. The company takes innovations developed in the Centre for Brain Fitness and turns them into market-competitive products that benefit the brain health of end-users.
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Gili Rosen
Karima Velji
Jon Ween

* deceased

immediate Past Chair, Board of Directors
Fran Sonshine

2010/11 Baycrest and Baycrest Foundation Annual Report
2010/11 Baycrest Financial Summary

Year Ended March 31, 2011

Revenue by Organization

- Hospital: 55%
- Research: 12%
- Apotex: 24%
- Terraces/Wagman: 6%
- Other: 3%

Expenses by Organization

- Hospital: 52%
- Research: 11%
- Apotex: 27%
- Terraces/Wagman: 6%
- Other: 4%

Revenue by Source

- Other revenue: 5%
- Other grants: 6%
- Client revenues: 15%
- Foundation grants: 10%
- Commercial activities: 2%

Expenses by Type

- Interest expense: 1%
- Depreciation: 5%
- Operating expenses: 18%
- Medical supplies/drugs: 3%
- Salaries & benefits: 73%
RESEARCH DIVISION REVENUES 2010/11

Growth in external sources of research grant funding from 2001 to 2011.

- 6% Commercialization & innovation funding
- 14% Foundation restricted grants
- 43% Peer-reviewed grants
- 8% Other funding
- 29% Foundation general grants

GROWTH IN PEER-REVIEWED GRANTS 2001-2011
($ THOUSANDS)

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RESEARCH PEER-REVIEWED GRANTS
Growth in external sources of research grant funding from 2001 to 2011.
* Fiscal 2007 includes equivalent of 18 months of funding for multi-institutional project.
2010/11 Baycrest Foundation Financial Summary

Year Ended March 31, 2011

Sources of Fundraising Revenues

- 24% Donor designated gifts
- 38% Events
- 11% Additions to endowment capital
- 27% Annual Campaign & Planned Giving

Total Assets 2006-2011 ($ Thousands)

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Total Revenues 2006-2011 ($ Thousands - Including Investment Income)

<table>
<thead>
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<th>Year</th>
<th>Total Revenues</th>
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<tr>
<td>06</td>
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Number of Donors

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NOW IS THE TIME TO SUPPORT THE FUTURE

In every generation and in every decade since it was founded on the values of Judaism almost 100 years ago, Baycrest has made remarkable contributions to the field of aging and seniors’ health care, both locally and globally.

International governments, universities, hospitals and long-term care facilities, from Beijing to Reykjavik, are looking to Baycrest for its expertise to help meet the escalating needs of the world’s aging population.

The Baycrest Foundation is extremely proud of Baycrest’s considerable achievements and the place it has earned on the world stage, and we are excited to support Baycrest’s aspiration to become the global leader in aging and the brain.

The strategic directions set out in the Next Generation of Baycrest are the same for both Baycrest and the Baycrest Foundation: leverage our strengths in order to enhance our ability to care for seniors; increase our impact worldwide; and generate revenue.

Just as Baycrest is seeking ways to commercialize its “know how” to achieve greater financial stability, the foundation is making headway in our endeavours to move beyond our traditional donor base and find new avenues of support.

The growth of our hockey tournament, the Scotiabank Pro-Am for Alzheimer’s, exemplifies our efforts to gain national exposure for Baycrest while raising funds in new markets. With tournaments in Toronto, Edmonton and Calgary this year, the Pro-Am has raised more than $16 million since 2006. Expansion to Ottawa and Vancouver next year, and Montreal in 2013, will generate critical new revenue for Alzheimer’s disease research and care.

Women of Baycrest (WB) is also raising Baycrest’s profile and garnering support from new individuals and corporations interested in finding ways to help women’s brains stay healthy longer. This year’s first academic symposium and upcoming public forum are introducing Baycrest to more people and gaining support for the WB’s $5 million campaign. In two short years, this incredible initiative has raised close to $2 million.
“The strategic directions set out in the Next Generation of Baycrest are the same for both Baycrest and the Baycrest Foundation: leverage our strengths in order to enhance our ability to care for seniors; increase our impact worldwide; and generate revenue.”

Events as diverse as tennis, golf, cycling and dancing with stars continue to attract new participants and sponsors. This year, even with the tight competition for donor dollars, our events raised more than $7.5 million – a one per cent increase over last year – and our total number of donors rose by 18 per cent.

With donations coming in from 49 different countries around the globe, it is evident that Baycrest has made its mark far beyond our local community. However, the importance of our community donors, leaders and volunteers is indisputable. They are absolutely crucial to Baycrest’s ongoing success and we are extraordinarily grateful for their generosity and commitment.

Baycrest would not be where it is today without the formidable and constant support of our community, but a global leader requires global support. The Baycrest Foundation will continue to build on our strengths to ensure Baycrest fulfils its vision to bring innovations in aging and brain health to people around the world.

Warren Kimel
Chair, Baycrest Foundation Board of Directors

Florence Weinberger
Interim President, Baycrest Foundation
IMAGINE
PLAYING
PROFESSIONAL
HOCKEY FOR
FIVE DECADES,
HAVING YOUR
BEST SEASON
AT AGE 48,
AND PLAYING
WITH YOUR
TWO SONS FOR
SEVEN SEASONS

GORDIE HOWE
An innovative Baycrest hockey fundraiser launched in Toronto in 2006 with an ambitious goal to “Stick it to Alzheimer’s” is now becoming a national event, taking the Baycrest name across Canada and raising more than $16 million for Alzheimer’s disease research and care.

Sponsored by Scotiabank, the tournament expanded to Edmonton in 2010, Calgary in 2011, and is expected to arrive in Ottawa and Vancouver in 2012 and Montreal in 2013. Gaining support and awareness nationwide and beyond is central to Baycrest’s new vision to become the global leader in aging and the brain.

“Baycrest’s history has been marked by unique ambition, remarkable accomplishment and unrivalled leadership in our field,” says Dr. William Reichman, president and chief executive officer of Baycrest. “Our new strategic plan, The Next Generation of Baycrest, includes rethinking our current business model and finding new, creative ways to bring in revenue so that we do not merely survive, but really thrive and instill a legacy that is national and global in scope. The Scotiabank Pro-Am for Alzheimer’s is one excellent example of that reinvigorated business model at work.”

“Scotiabank Pro-Am combines our love of hockey with the fight against Alzheimer’s disease and related disorders – a health concern affecting half a million Canadians and their families, and, as our population ages, many more will be affected,” says Duncan Hannay, senior vice-president of Canadian Marketing at Scotiabank. “We believe very strongly in supporting the communities in which we live and work, with a focus on initiatives that are important to our customers and employees.”

CORPORATE PARTNERSHIPS
Scotiabank came on board as the Pro-Am title sponsor in 2008, recognizing the potential of associating its brand not only with Baycrest, but with such an innovative event. Beyond supporting the Pro-Am’s national expansion, the partnership has enabled Baycrest to reach a new donor base through Scotiabank’s in-branch marketing initiatives.

ASSOCIATION PARTNERSHIPS
Association partnerships have also been vital in helping grow the profile and reach of the event. The unique relationship with the NHL Alumni Association is the reason a roster of hockey stars is lacing up for the fight against Alzheimer’s disease. Those players, and the chance to skate and stickhandle with them, drive the impressive fundraising numbers year over year.

continued on page 28
Mark Napier, executive director of the NHL Alumni Association, knows personally from the experiences of his father-in-law the challenge of Alzheimer’s disease or a related dementia and how expert diagnosis, followup and care at Baycrest can make a huge difference. “We play the tournament to raise money for Alzheimer’s research and, hopefully, we can do our small part to help eradicate this awful disease. Every year we get a little bit closer and raise more and more money.”

Newly minted relationships with the Alzheimer Society of Canada and regional Alzheimer societies are helping expand the event’s reach as well. The Pro-Am launched successfully in both Edmonton and Calgary in partnership with the Alzheimer Society of Alberta and Northwest Territories. Proceeds benefit the Gordie and Colleen Howe Fund for Alzheimer’s, which supports research funded by the local Alzheimer society, and research and care at Baycrest. Expansion to other Canadian cities will build on that model.

THE POWER OF PLAYERS
In 2011 alone, more than 1,500 amateur players – 15 teams in Calgary, 26 in Edmonton and 48 in Toronto – raised money for Baycrest. Many players are spreading the message through their fundraising networks.

“Because it’s hockey, this event has amazing potential to expose Baycrest to people who are outside its traditional scope of influence,” says Jay Waks, co-chair of the Toronto Scotiabank Pro-Am. “People play, raise money and come back year after year because of the energy of the event, the universal love of hockey and the chance to support Baycrest doing something that is so unique.” That was certainly Josh Mosko’s experience. A lifelong hockey fan and avid player, he participated for the first time in 2010. It was such an amazing and meaningful experience that he captained a team in May 2011. But it’s not only the hockey that draws him to the event; it’s the chance to raise money for research into Alzheimer’s, a disease that has affected a number of his family members, both past and present.

“As one of the top 20 fundraisers last year, I got to play in the all star game and fulfil a childhood dream of playing with my brother alongside some of our hockey heroes, including Wendel Clark and Gary Roberts,” says Mosko. “My goal for this year was to raise even more money for Alzheimer’s research and create more lifelong memories.”

“The Scotiabank Pro-Am combines our love of hockey with the fight against Alzheimer’s disease and related disorders – a health concern affecting half a million Canadians and their families, and as our population ages, many more will be affected.”
Women of Baycrest aim to raise $5 million

**WOMEN OF BAYCREST (WB)** is making great strides in its efforts to raise $5 million for a new research chair in women’s brain health and aging, as well as innovative education initiatives. Through memberships, corporate support and special events, WB has now raised close to $2 million and is supporting the work of Baycrest researchers Drs. Tiffany Chow and Norman Farb.

This year, WB membership increased by 42 per cent from 242 members to 349, and Young Women of Baycrest (under age 35) grew by 38 per cent.

On April 6, 2011, WB held its first full-day academic symposium featuring scientists from across North America, with a focus on women’s brain health. A one-day public conference, The Women’s Brain Health Symposium, on October 18, 2011 will feature CTV News anchor Christine Bentley as emcee and guest speaker, and actress and women’s health advocate Hilary Swank. Materials from the symposia will be published in A Guide to Women’s Brain Health. WB is also working on the first Brain Health Cookbook. For more information, visit womenofbaycrest.com.

Tennis tournament a smashing success

**THE SECOND ANNUAL** Aces for Alzheimer’s tennis tournament was a smashing success, raising $135,000 for Alzheimer’s disease research and care at Baycrest. On April 25, 2010, Mayfair Clubs once again graciously hosted and sponsored the event, which was co-chaired by Andrew Duckman and Laurence Goldstein.

Of the 48 registered players, the top fundraiser was Steve Miller, who was honoured with the Harold Soupcoff Memorial Trophy. Sign-up is about to start for the 2011 tournament, which takes place on October 16. Visit baycresttennis.com for more information.
BIKE RIDERS CHALK UP THE MILES FOR BAYCREST

ON SEPTEMBER 12, 2010, 134 cyclists geared up for the 15th annual Barrie to Baycrest/B2B 100-kilometre bicycle ride, raising $560,000 to bring the event’s grand total to $8.6 million.

Proceeds from the 2010 ride helped fund important brain health and fitness initiatives at Baycrest. All the cyclists are committed to Baycrest and most are repeat participants who often ride with relatives and friends.

Two annual awards are presented to cyclists who demonstrate outstanding contributions and ongoing support. This year’s Harold Lederman Award went to Lisa Draper and Michael Bregman, and the Sam Ruth Award was presented to Michael Diamond. B2B celebrates its “Sweet 16” on September 11, 2011 and is opening spots for new riders. For information, visit baycrest.org/b2b.

SWINGING INTO ACTION FOR STROKE RESEARCH AND CARE

LAST FALL, 60 LUCKY GOLFERS swung into action at the 21st annual Strokes Fore Stroke golf tournament at the exclusive Redtail Golf Course near St. Thomas, Ontario and raised $315,000 for stroke research and care at Baycrest.

Larry Glazer received the Syd Loftus Cup as top fundraiser for the event, which was co-chaired by Perry Steiner, Ronnie Steiner and Lenny Waldman. Special thanks to event sponsors C. A. Delaney Capital Management Ltd. and Allan and Susan Fenwick.

The 2011 Golf Classic is on July 25 at the renowned St. George’s Golf and Country Club, host of the 2010 Canadian Open. For more details, visit baycreststrokesforestroke.com.

Dancing stars light up the night

AFTER WINNING the wildly successful, inaugural Dancing with Our Stars fundraiser in 2009, David Cynamon was back, along with his wife Stacey, to co-chair season two in November 2010. Five community leaders – Zane Cohen, Eliot Muzzo, Honey Sherman, Anton Rabie and Linda Waks – performed complex dance routines with their professional dance partners, dazzling a cheering crowd of 900 supporters and celebrity judges including Bruno Tonioli from the popular television show Dancing with the Stars.

Hosted by actor-comedian Howie Mandel, the highly anticipated event raised an astounding $2.1 million to support Baycrest’s Centres for Innovations in Aging. Honey “Hip Hop” Sherman, who alone raised $725,000, was crowned the champion.
THANK YOU TO ALL OUR BAYCREST SUPPORTERS

WE WOULD LIKE TO EXPRESS OUR SINCERE APPRECIATION TO ALL THOSE WHO MADE DONATIONS TO BAYCREST DURING THE PERIOD OF APRIL 1, 2010 TO MARCH 31, 2011. WE ARE EXTREMELY GRATEFUL FOR YOUR COMMITMENT AND ONGOING SUPPORT.

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WAYS OF GIVING

PLANNED GIFT PROVIDES FINANCIAL SECURITY TO BAYCREST

After seeing the benefits his mother-in-law derived from living at the Terraces of Baycrest, David Durbin decided he wanted to make a meaningful contribution to Baycrest through a planned gift.

“I could see how important this place was to my mother-in-law,” he explains. “so I chose to establish a charitable remainder trust as a bequest to Baycrest and to honour my late parents and brother.”

A charitable remainder trust allows a donor to make a gift to a charity that will be realized in the future, yet they can continue to earn income on the money during their lifetime and receive an immediate tax credit. The Durbins add to the charitable remainder trust each year, providing important financial security to Baycrest. In recognition of their support, a third floor wing in Baycrest Hospital was named in their honour.
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ANNUAL CAMPAIGN FUNDS THE MOST URGENT NEEDS

Max and Gianna Glassman feel a sense of responsibility for the frail elderly who require the kind of care only available at an organization like Baycrest. They know each patient and resident is an individual who was once vibrant and energetic with a joie de vivre that may have been suppressed by illness or the effects of aging.

“It could, and possibly will, happen to us,” Max reflects, “so we owe it to them to help.” For this reason, the Glassmans are long-standing Baycrest supporters and founding members of our prestigious Circle of Honour—donors who make a four-year commitment to the Baycrest Foundation Annual Campaign, which provides unrestricted funds for Baycrest’s most urgent needs. This year, the Glassmans made their second four-year pledge to ensure Baycrest has the funding it needs to help those who need it most.
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Planned Giving is simply gift planning from an array of gifts. Gifts may be made through a bequest in a will, life insurance, RRSP or RRIF, annuities, marketable securities, trusts, or property such as real estate. Gifts may be made today or promised now to be given some time in the future. This type of giving allows a donor to make a gift much larger than they ever thought possible. This source of revenue is critical for Baycrest to meet the changing and growing needs of the elderly we serve.

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An Endowment Fund at Baycrest is a meaningful expression of honour and support. The name of the fund endures, providing a lasting tribute to beloved family members or admired individuals. Donations to a fund provide crucial financial stability and ongoing support for Baycrest’s important client services and programs, cutting-edge research and educational initiatives. With a minimum donation of $10,000, you can establish an endowment fund and have the name permanently inscribed in the Gottdenker Hall of Honour. All donations are eligible to receive receipts for income tax purposes.

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Ben & Hilda Katz Research, Education and Care
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CENTENARIAN EXPRESSES GRATITUDE TO BAYCREST IN HER WILL

Rose Piper may have been slight of stature, but her spirit was large and effervescent.

Her friends remember her most fondly for her intelligence, dignity and devotion. Rose was particularly devoted to her husband, Alex, who was a resident of the Apotex Centre for five months before he died in 2007 at age 102. That’s when Rose moved to the Terraces of Baycrest where she was comfortable, happy and active for the remaining four years of her life. She passed away in October 2010 at 101 years.

In appreciation of the compassionate care her husband received at the Apotex Centre, Rose left a significant bequest to Baycrest in her will which she designated to Alzheimer’s research. Her gift will have a lasting impact on the lives of others and Rose will be remembered in perpetuity as a member of the Sam Ruth Legacy Society, a special group of thoughtful donors who have made a planned gift to Baycrest.
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Fay & Alex Mosoff
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Ida Nefskey
Rose Nepom
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Jessie & Charles Norman
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Covenant Funds provide another opportunity to create an enduring testament to a loved one or to celebrate a special occasion. Established with a minimum commitment of $1,000, these named funds are designed so that the capital of the fund is invested and the interest generated each year is directed toward your choice of Client Care, Research, Education, or “Baycrest’s most pressing needs.” In this way, the name invested and the interest generated each year is directed toward your choice of Client Care, Research, Education, or “Baycrest’s most pressing needs.” In this way, the name

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WOMEN OF BAYCREST MEMBERS

Women of Baycrest is leading an ambitious $5 million campaign in support of the Women's Brain Health Research Fund to raise money for a new Research Chair in Women's Brain Health & Aging as well as innovative education initiatives. The objective is to increase the amount of scientific knowledge about women's brain health and aging, and disseminate this knowledge for the benefit of women everywhere. Listed below are the Women of Baycrest members who have already invested in their own futures, and the future of generations of women to come. For more information, visit womenofbaycrest.com.

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$36,000+ ENDOWMENT
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In Honour of Carol Moir
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Faith Banks
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Karen Baruch
Shelley Baruch
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Wendy Posluns
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Ronnie Richman
Ariella Rohringer
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Marjorie Schwartz
Mina Schwarz
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Marla Shapiro
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Every effort has been made to ensure the accuracy and completeness of this list. If we have erred, please accept our sincere apologies. If you have any questions, please contact Carol Berns in the Baycrest Foundation at 416-785-2500, x 2035 or cberns@baycrest.org.

Baycrest gratefully acknowledges the funding we receive from the Province of Ontario and the Government of Canada as well as all other funding agencies. For a full list, please go to baycrest.org.

Funding support for Baycrest provided by the Toronto Central Local Health Integration Network.

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Public Affairs, Baycrest

Concept and design by
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Portrait photography by
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