

# A new future for aging and brain health

**Baycrest**

Academy for Research  
and Education



**Strategic Plan 2024-2029**



# BAYCREST ACADEMY FOR RESEARCH AND EDUCATION

## Vision

A world where every older person lives with purpose, fulfillment, and dignity.

## Mission

Revolutionize aging and brain health by discovering, assessing, and mobilizing impactful knowledge through cutting-edge research, interdisciplinary collaboration, and innovative education to enhance the lives of communities worldwide.





# LEADERSHIP MESSAGE

We are thrilled to introduce the Baycrest Academy for Research and Education's strategic plan for 2024-2029, supporting our vision of a world where every older person lives with purpose, fulfillment, and dignity. This is more than a plan—it's a pledge to drive meaningful change for people and communities across Canada and around the world.

Guided by our mission to revolutionize aging and brain health, we will focus on three core goals. First, we will use our world-class expertise to implement innovative approaches to aging and brain health. Second, we will create tools, products, and services to improve the experience of aging for communities worldwide. Finally, we will embrace our culture of inquiry and collaboration to foster diverse talent and ensure impact and long-term, sustainable growth.

To achieve these goals, we will leverage our leadership in the new field of predictive neuroscience for precision aging, a holistic approach that considers the brain in connection with the rest of the body, society, and the environment to create personalized approaches to optimize aging. By advancing discovery and knowledge through our world-class expertise in research and education, we will improve the aging journey and enhance dementia prevention, detection and diagnostics, treatment and therapeutics, and care. We will also prepare individuals, families, communities, healthcare professionals, and the healthcare system to care for our aging population.

We will continue to share our knowledge widely and advocate with various stakeholders, ensuring the critical work we do has the most significant possible impact, through the development of innovative products, effective services, and policies. We remain committed to furthering open science and inclusion, diversity, equity, and accessibility (IDEA) and to sharing our research and education in a way that benefits as many people as possible.

This ambitious plan is only possible with the dedication of our wonderful team of researchers, educators, staff, students, trainees, and volunteers. Of course, we can't forget the invaluable contributions of our board

members, donors, funders, and partners who support our work in Ontario, Canada, and worldwide.

We are united in our vision, mission, and values, and we are grateful for the collective effort that has brought this plan to life.

As we embark on this journey, we invite you to join us in reshaping the future of aging and brain health. Together, we can create a better world for older adults everywhere.



**Dr. Allison Sekuler**

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Baycrest Academy for  
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*Sandra A. Rotman Chair  
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*President & Chief Scientist,  
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Health Innovation, powered  
by Baycrest*



**Dr. Sara Diamond**

*Chair of the Board,  
Baycrest Academy for  
Research and Education*

*President Emerita  
and University  
Research Chair,  
OCAD University,  
C.M., O.Ont., R.C.A., ICD.D*

*Thought Leader,  
Lord Cultural Resources*

# BARE by the Numbers

## \$32.9 M

TOTAL FUNDING  
SPENT

## 46

NEW GRANTS  
AND PROJECTS

## CENTRE FOR EDUCATION

### 508

STUDENT  
LEARNERS

### 166

STAFF ACADEMIC  
APPOINTMENTS

### 32

STAFF



### 89%

OF STUDENTS  
RECOMMENDED  
BAYCREST AS  
A PLACEMENT

### 78K+

Hours Spent  
Learning

### 147

Library Literature  
Searches

### 4,089

Visits to Library  
Homepage



### 31

Academic  
Partnerships

### 357

Tele-Education  
Events

### 237

Clinical Teaching  
Rounds

### 120

Continuing  
Education Events

### 45

Conference Presentations  
& Publications

**Ontario Centre  
for Learning,  
Research and  
Innovation (CLRI)  
in Long-Term Care  
at Baycrest:**

### 9,185

Team Members,  
Students, and  
Clinicians Trained

### 577

Long-Term  
Care Homes  
Reached

### 58

Educational Events  
Offered, Including  
Face-to-Face Workshops  
and Virtual Rounds

# \$27.5 M

NEW GRANT AND PROJECT FUNDING  
AWARDED OVER MULTIPLE YEARS



## ROTMAN RESEARCH INSTITUTE

### 26

SCIENTISTS

### 125

TRAINEES

### #1

RESEARCH-INTENSIVE  
HOSPITAL IN CANADA FOR  
THIRD YEAR IN A ROW

### 43

RESEARCH  
STAFF



### 2

SCIENTIFIC  
ASSOCIATES



### 31

ADMINISTRATIVE  
AND SUPPORT STAFF



### 2

CLINICIAN  
ASSOCIATES

### 20K+

Active Research  
Participants



### 40+

International  
Partnerships



### 150

Ongoing  
Studies

### 4

 Canada Research Chairs, including  
a Canada 150 Research Chair

### 3

 Endowed  
Research Chairs

### 100+

 Outreach Events





## Strategic Goals

Use our world class expertise to implement innovative approaches to aging and brain health

- Generate transformative knowledge and apply ***predictive neuroscience for precision aging*** for dementia prevention, detection, treatment, and care
- Drive **synergy and dynamic collaboration** across foundational, applied, and clinical research while championing the principles of open science
- Leverage our **excellence in cognitive neuroscience** to advance educational research and develop the next generation of researchers, clinicians, and educators

Create tools, products, and services to improve the experience of aging for communities worldwide

- Incorporate and reinforce the **strengths, rights, and lived experiences of older persons** through all our programs, services, and initiatives
- Translate research into practical tools, services, and programs that **directly benefit older persons**
- Mobilize new discoveries and actively support the implementation and adoption of **evidence-based practices and influence policies**

Embed foundational systems to ensure impact and long-term, sustainable growth

- Create a **culture of ideation, inquiry, collaboration, and continuous learning** within and beyond the Academy
- Ensure recruitment and support of **diverse, multidisciplinary talent**
- **Stabilize and grow revenue** by optimizing existing and identifying new revenue streams

# Values

**INCLUSIVE:** We promise a workplace culture that welcomes and appreciates everyone equally and without discrimination or judgement.

**COLLABORATIVE:** We focus on teamwork and nurture the cooperation of internal and external partners to maximize our collective strengths.

**AMBITIOUS:** We are driven by relentless curiosity and an imperative to challenge the status quo by making bold choices, learning from failure, and celebrating success.

**RESPECTFUL:** We treat everyone with compassion, professionalism, and kindness, and believe each person is unique with intrinsic dignity and worth.

**EXCELLENT:** We are committed to excellence in everything that we do by fostering a culture of continuous improvement.



## Strategic Drivers

### EXCELLENCE AND IMPACT

We strive for the highest standards in research, education, and practice, continuously pursuing innovation and improvement to **create meaningful, positive change** in the lives of older individuals and communities.

### BOLDNESS, CREATIVITY, AND ADAPTABILITY

We cultivate a daring mindset, **embracing risks and imaginative thinking** to rapidly integrate new information to drive advancements in aging and brain health research and education.

### INTEGRITY, EMPOWERMENT, AND SERVICE

We uphold the **highest ethical standards**, prioritize empathy and understanding, and commit to enhancing the lives of older adults, caregivers, and communities through research, education, and policy advocacy.

### COLLABORATION AND GLOBAL CITIZENSHIP

We encourage teamwork and partnerships across disciplines and borders, recognizing the interconnectedness of our world and our **responsibility to address pressing social, economic, and environmental issues**.

### DIVERSITY, EQUITY, AND INCLUSION

We foster an environment that embraces and celebrates the unique perspectives and contributions of individuals from all backgrounds, actively working against racism and promoting accessibility to **ensure equity in opportunities and resources for all**.

**Thank you** to all our generous funders for supporting BARE's critical work in research, education, and knowledge mobilization. We also thank the Baycrest Foundation for its continued support. To donate, please visit **baycrest.org**.

**BAYCREST ACADEMY FOR  
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**Academy for Research  
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Baycrest is fully affiliated  
with the University of Toronto



UNIVERSITY OF  
**TORONTO**