

Building Together

BRANT COMMUNITY HEALTHCARE SYSTEM



2021-2022 Annual Report to the Community

A photograph of five healthcare professionals (three women and two men) standing in a laboratory or clinical setting. They are all wearing white lab coats and face masks. The background shows laboratory equipment, shelves with boxes, and a sign that reads "Société canadienne du sang". The image has a blue tint.

Our Vision

Exceptional Care - Exceptional People

Our Mission

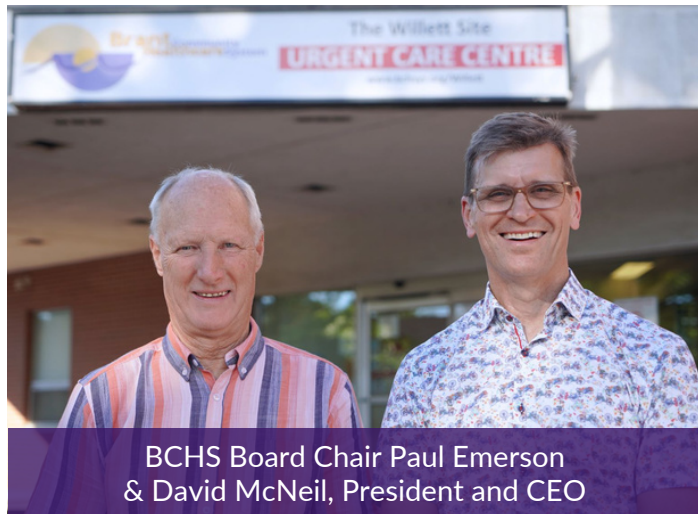
Working together to build a healthier community

Our Values

Compassion, Accountability, Respect, Equity

A note from David & Paul

Building Together



The Brant Community Healthcare System is pleased to share that we have accomplished many of our major strategic goals over the past year. This success is due largely to the extraordinary work of our front line staff, physicians and volunteers. Despite the continued challenges of the COVID-19 pandemic, our staff have truly demonstrated that they are here to care for our communities by continually rising up and remaining dedicated to our patients, community, and each other. Every day, we have the privilege of witnessing our teams provide exceptional care as we continue on our path towards building a healthcare system that will meet the needs of our community long into the future.

We are building a community focused on high-quality, patient-centred care through our partnerships within and outside the hospital. We have strong relationships with community, public health, government, and health system partners. Our Patient and Family Advisors are valued team members that help shape our decision-making and co-design a system that puts patients and families at the centre of their care.

We are building our workforce. Our Human Resources team is creative and persistent in hiring more healthcare workers across the organization to address global health human resources challenges that have been compounded by the COVID-19 pandemic. Our staff are constantly learning and developing their skills and expertise.

We are building pathways to equitable access to healthcare by focusing on our high-priority populations including seniors, children, and the Indigenous peoples we serve. We are leaders in innovation and creating care models and services that meet the unique needs of these populations.

We are building a better BCHS. We received approval to begin planning for the next generation of healthcare in Brantford and are excited to embark on the journey of redevelopment, starting with our Emergency Department.

We are so grateful to our community for their unwavering support over the years. Your encouragement inspires us to continue the work we are doing, even under challenging circumstances.

This report provides a few of many highlights of an exceptional year for BCHS, and our hopes and expectations for the future. We are so proud of the work we have done in quality and safety, partnerships that help transform care, building sustainability, championing health equity and supporting and empowering our people.

We are building something incredible together.

BCHS Strategic Plan Key Goals on Track

Brant Community Healthcare System continues to be motivated and guided by the [strategic plan](#), charting significant progress in each of the five key goals outlined in the plan. The strategic plan guides the decisions we make every day and allows us to measure the care and services we provide.



KEY GOAL #1

Advance Quality & Safety

Building a Better Patient Experience

This year we launched the **Patient Experience Bundle!** It consists of 3 different parts, each designed with the goal of improving communication between staff, patients and families in order to better the patient experience and the patient-centred care that is being received at the Brant Community Healthcare System.

The bundle consists of Patient Communication Boards for each patient, standardized Clinical Leader Rounding and the implementation of the **AIDET framework**.

The acronym AIDET stands for:

Acknowledge - the patient

Introduce - yourself to the patient

Duration - of when a test, etc. will be done

Explanation - of what will happen

Thank you - do you have any questions, etc.

Each of these tools will improve the BCHS "customer service" and advance quality and safety for patients and families. As we move forward, the Patient Experience Bundle will be another tool to provide safe, effective, integrated care to our community.

“ I am the Patient and Family Advisor (PFA) for the Patient Experience Bundle Working Group. I come to the table with my patient and family lens on and provide direct insights into the needs and improvements that can be made when it comes to patient care. Communication is a huge asset in helping patients feel heard and get better. I look forward to continuing to be involved in these exciting times for our hospital!

- Janice Kucharew, PFA



Janice Kucharew, PFA



KEY GOAL #2 Partner to Transform Care

Building a Strong Community

The Brant Community Healthcare System has continued to expand partnership with local and regional service providers through the Brantford Brant Norfolk Ontario Health Team. A strength of the Ontario Health Team is its engagement with clinicians as well as persons with lived experience. The foundation of partnerships and engagement allowed the Brant Community Healthcare System to work closely with the Ontario Health Team in the Fall of 2021 when the Ministry of Health asked local communities to plan for caring for an anticipated increased number of children with viral symptoms consistent with COVID-19 that could not at the time be seen by their primary care provider.

The BCHS Clinical Team, including managers, front-line staff and Chiefs of Pediatrics and Emergency worked alongside the Ontario Health Team and the Brantford Brant Primary Care Council to develop a Pediatric COVID-19 Assessment Centre within a couple of weeks. This clinic was an enhancement to the existing COVID-19 Assessment Centre and included the addition of a family physician with a virtual connection to the Department of Pediatrics. This clinic for a time was seeing 5-6 children a day, which allowed a faster and convenient service for families relative to the emergency department.

As BCHS strengthens its partnerships, it opens up opportunities to improve how we deliver services as a system to better care for our community.

KEY GOAL #3

Support & Empower People

Building Our Workforce

Brant Community Healthcare System has not been immune to the ongoing pressures of the COVID-19 pandemic. Recognizing the challenges of the past two years, we have increased our investment in supporting and building up our workforce, both in numbers but also in opportunities.

Some highlights from 2021-2022 include:

The Nursing Graduate Guarantee (NGG) program, which provides 20 weeks of funding to recent nursing school graduates within 12 months of their registering with the Ontario College of Nurses. NGG participants have the opportunity for 12 weeks of additional training shadowing a more experienced nurse. After the funding period, the nurse has a full-time job and the hospital has a highly skilled practitioner already familiar with the team.

The Preceptorship Preparation Program, available for RNs, PRNs, PSWs, Therapy staff, Allied Health professionals, and physicians. Through a training program, these staff and medical staff members are equipped with the skills they need to serve as preceptors to incoming staff and students.

The Supervised Practice Experience Partnership (SPEP) is a joint effort between the Ontario Government, the College of Nurses of Ontario, and BCHS to expedite the process for internationally educated nurses to start practicing in Ontario. They are able to complete their clinical practice at BGH or the Willett, which is the final step in receiving CNO registration. They are also supported as they and their families settle in Brantford through community partnerships with organizations like Brantford Immigration Partnership.

Clinical Externs were welcomed to BCHS for the first time in January 2022. These nursing students were given the opportunity to work as extra members of the team in various units, participating in care tasks like physical assessments, vitals, and mobility. Each of our externs have the benefit of mentorship from experienced nurses and immersion in the clinical environment.



Ram Javier | NGG Program



Clinical extern program co-creator, program coordinator and former nursing extern



Clinical Externs



KEY GOAL #4 Build Sustainability



Our Voice. Our Vision.
This is Our BCHS.
#OurBCHS

Building Our Hospital

As we watch our community grow, we recognize that our hospital must grow with it. Since 2020 we have been advocating to the government for approval to plan a new BCHS with adequate space and modern equipment for the 100,000+ patients we serve.

On March 1, 2022, we launched the [#BuildABetterBCHS](#) campaign to increase the pressure on the Ontario Government for action. Just one week later, on March 9, we were honoured with a visit from the Honourable Doug Ford, Premier of Ontario, and the Honourable Christine Elliott, former Minister of Health and Deputy Premier. During this visit they announced their approval for BCHS to enter Stage 1 of the Capital Planning Process.

In Stages 1 and 2 of this process, we detail everything that is required in the hospital for the next 30 years, including programs and services that will be required and the volumes, the number of beds required, architectural block schematics, engineering reports, and identifying the location of the building and detailing new construction, renovation, and demolition plans.

Our improved BCHS facility will consist of a 9-story patient tower, located across the street from Brantford General Hospital in what is currently a parking lot and the former Fire Station 2. The lease of this land was formally transferred to BCHS by the City of Brantford on May 11, 2022.

The first step in this project is redeveloping our Emergency Department, which is slated to begin in the next year. Plans are also being developed to renovate the existing Willett Hospital in Paris. This is an exciting step forward for BCHS to achieve our mission of working together to build a healthier community!



KEY GOAL #5

Champion Health Equity

Building Inclusive Healthcare

Indigenous Medicine Program:

The **Indigenous Medicine Program** (IMP) has worked to establish and maintain positive relationships with Indigenous patients and families as well as service providers who serve Indigenous People in Brantford, Six Nations and the Mississauga of the Credit First Nation. The IMP works collaboratively with service providers by linking with various health agencies such as De dwa da dehs nye>s, the Brant Community, Six Nations, and the Mississauga of the Credit First Nation, as well as other community services as needed for patient care and follow-up/discharge.

Within the hospital, we have spent time educating staff about the importance of providing culturally safe environments as well as trauma informed care for Indigenous people. In addition to education, we also provide patient and family support along with access to Traditional Medicine. Activities such as attending nursing "huddles", participating in board meetings, presenting at Medical Advisory Council, attending clinical rounds and 1:1 conversations with our colleagues have helped us to accomplish this goal.

Geriatrics Program:

The Comprehensive approach of the **Geriatric Consult Service** brings into light the diversity of our older adult patients that is influenced by multiple factors including ethnicity, age, gender, sexual identity, physical or mental ability, religious or spiritual beliefs, socio-economic status and other personal experiences that have shaped their identity. Understanding the uniqueness of each patient allows us to provide integrated services and create care plans that meet the frail older adults complex needs and provide support to their caregivers. We are committed to further enhance our staff skills in delivering equitable and culturally safe care to our patients.



Dr. Amy Montour, Christina Ingram and Leigh Staats
**Photograph courtesy of CBC*



Dr. Alexandra George and Dr. Mihaela Nicula

KEY GOAL #5

Champion Health Equity

Building Inclusive Healthcare

PARS Redevelopment:

The Pediatrics Department is eagerly awaiting the renovation of the Pediatric Acute Referral Service (PARS) and Bilirubin clinical space. PARS was developed in 2019 in response to a need for urgent (24-48 hr) follow up for children seen in the Emergency Department (ED), Family Doctor's Offices and discharged from the Pediatrics department. By being able to see children promptly in follow up, we are often able to shorten ED visits, and prevent admission to hospital. The Bilirubin Clinic serves as outpatient follow up for newborns who are at higher risk of jaundice, who don't have a family doctor or who may need follow up after discharge from the NICU. More than 2400 infants and children were seen in these programs in the 2021-2022 fiscal year, representing a 400% increase from 2019-2020. This clearly demonstrates a need in our community and feedback from patients and clinicians is very supportive.

The programs are currently run out of a former operating room, with minimal privacy and equipment. The new clinical space will allow for enhanced care in a private, child friendly environment with the appropriate clinical equipment. This space will also serve as overflow space for our Pediatric Quick Care process in which children are moved expeditiously from the ED to Pediatrics for a short (4-6 hour) stay for work-up and management. This program helps improve both flow through the ER, and patient experience, as children are moved to a quieter, more child friendly environment. The renovations to this space are much anticipated and will greatly enhance the experience of children and their families accessing care at BGH.



BCHS Foundation

Investing Together to Re-Imagine Healthcare

The **Brant Community Healthcare System (BCHS) Foundation** is committed to raising funds to support the top priority needs of the Brantford General and the Willett, Paris. It is donor generosity that enables us to purchase medical equipment that is not covered by the Ministry of Health funding model, provide essential resources to maintain the exceptional level of compassionate patient care, and helps us invest in new and innovative technology.

The BCBS Foundation raised over \$4.1 million during the 2021/22 fiscal year to help fund our current top priority needs. These projects include the \$8 million Emergency Department redevelopment including a new CT scanner, support of the Pediatric Acute Referral Service clinic renovation, and the need for new imaging equipment for the Willett, Paris. In addition, the BCBS Foundation continues to invest in essential medical equipment to benefit patient care throughout the BCBS.

We are incredibly grateful to our donors as you help us strengthen our healthcare system today and for the future. Some highlights of recent BCBS Foundation investments include the CT scanner, CADD pumps, a portable ultrasound, an electrosurgical unit, a bili blanket, operating room equipment, ice machines and a vital signs monitor.

Over the past 18 years, BCBS Foundation has provided BCBS grants over \$27.7 million for capital and patient equipment. Behind each success of the Brant Community Healthcare System Foundation is the generosity of our donors. It is this continued commitment that has enabled us to strengthen our healthcare system. Thank you for your generosity!

Recent Accomplishments:

May 2021 – Read4BCBS took place raising \$27,000 to benefit pediatric care at the BCBS.

September 2021 – The BCBS Foundation held our Hope for Healthcare virtual gala and raised an amazing \$137,475 in support of the Emergency Department redevelopment and the purchase of a new CT scanner.

December 2021 – The BCBS Foundation Hope for Healthcare annual holiday campaign raised over \$300,000 in support of the Emergency Department redevelopment.



Read4BCBS 2021



Hope for Healthcare 2021 | Matching Donor



Hope for Healthcare Virtual Gala 2021

BCHS 2021-2022 Accomplishments

April
2021



In response to the pandemic, many health care workers had to be reassigned in order to alleviate the impact that COVID-19 was having on patients, employees and medical staff.

May
2021



BCHS was honoured to recognize and congratulate Sheri Bruder, Registered Practical Nurse (RPN) at the BCBS, on her **Nursing Now Award**.

June
2021



BCBS was beaming with pride after eight staff and physicians were awarded honorary **Paul Harris Fellowship Awards** by the Rotary Club of Brantford-Sunrise.

July
2021



The BCBS Critical Care Team was published in the Canadian Medical Association Journal (CMAJ) for their involvement in the **3 wishes project**, an initiative that demonstrates compassionate end-of-life care for critically ill patients.

August
2021



Launched the Patient Experience Bundle Pilot on selected units before rolling it out to the rest of the organization. Test units included B2, B5, B7, ISU, DI and registration areas.

September
2021



Launched the **Indigenous Medicine Program (IMP)**. The IMP maintains positive relationships with Indigenous patients, families and service providers in order to work collaboratively to better the patient experience in an informative and respectful manner.

**October
2021**



Introduced the **Same Day Joint Program**. The program enables selected patients to go home on the same day following hip, knee or shoulder surgery.

**November
2021**



In partnership with the Brantford Brant Ontario Health Team and The Brantford Brant Primary Care Council, BCHS launched the **COVID-19 Pediatric Assessment Clinic**. The centre was designed to be a convenient options for children with viral symptoms who cannot be safely seen by their primary health care provider because of COVID-19 protocols.

**December
2021**



BCHS received **Buzz Me Bears** from Seniors and Kids Intergenerational Programs (SKIP). The bears are specially designed with a phone number that people can call when they feel isolated or when they want a friendly wellness chat with a trained volunteer in our community.

**January
2022**



Launched a variety of unique nursing opportunities to continue our employment partnerships within the health care industry and provide training, learning and development for future nurses. These initiatives included the Nursing Graduate Guarantee (NGG) Program, Clinical Externs and Supervised Practice Experience Partnership (SPEP) for internationally trained nurses.

**February
2022**



After being unable to volunteer due to the COVID-19 pandemic, BCHS was happy to welcome back our amazing volunteers! We are very grateful for all of our incredible volunteers for their hard work and dedication in helping support our staff, patients and community.

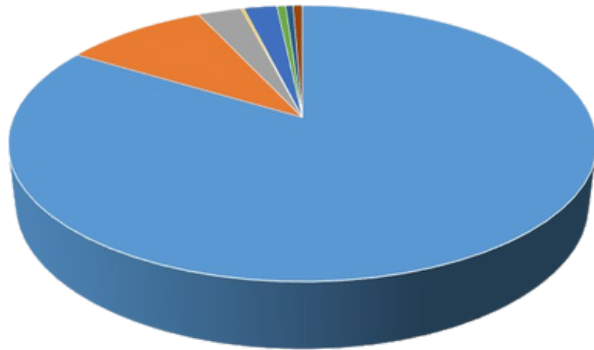
**March
2022**



BCHS had two major milestones this month! We received planning approval to #BuildABetterBCHS and we launched the Geriatrics Program.

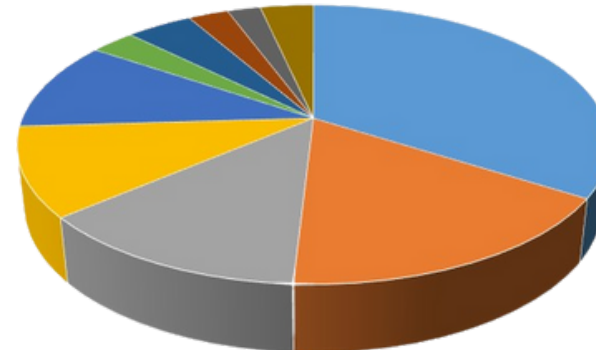
BCHS Financial Highlights 2021-2022

Total Revenue | \$225,456,234



- Funding - LHIN 4/MOH/CCO 83.6% | \$188,517,265
- OHIP Revenue 9.4% | \$21,287,597
- Paid Parking, Rebates, etc. 2.9% | \$6,531,591
- Amortization 2.2% | \$4,917,914
- Outpatient Revenue 0.6% | \$1,315,594
- WSIB, Uninsured, Non Resident Inpatient Revenue 0.6% | \$1,387,031
- Marketed Services 0.5% | \$1,098,599
- Preferred Accommodation 0.2% | \$400,642

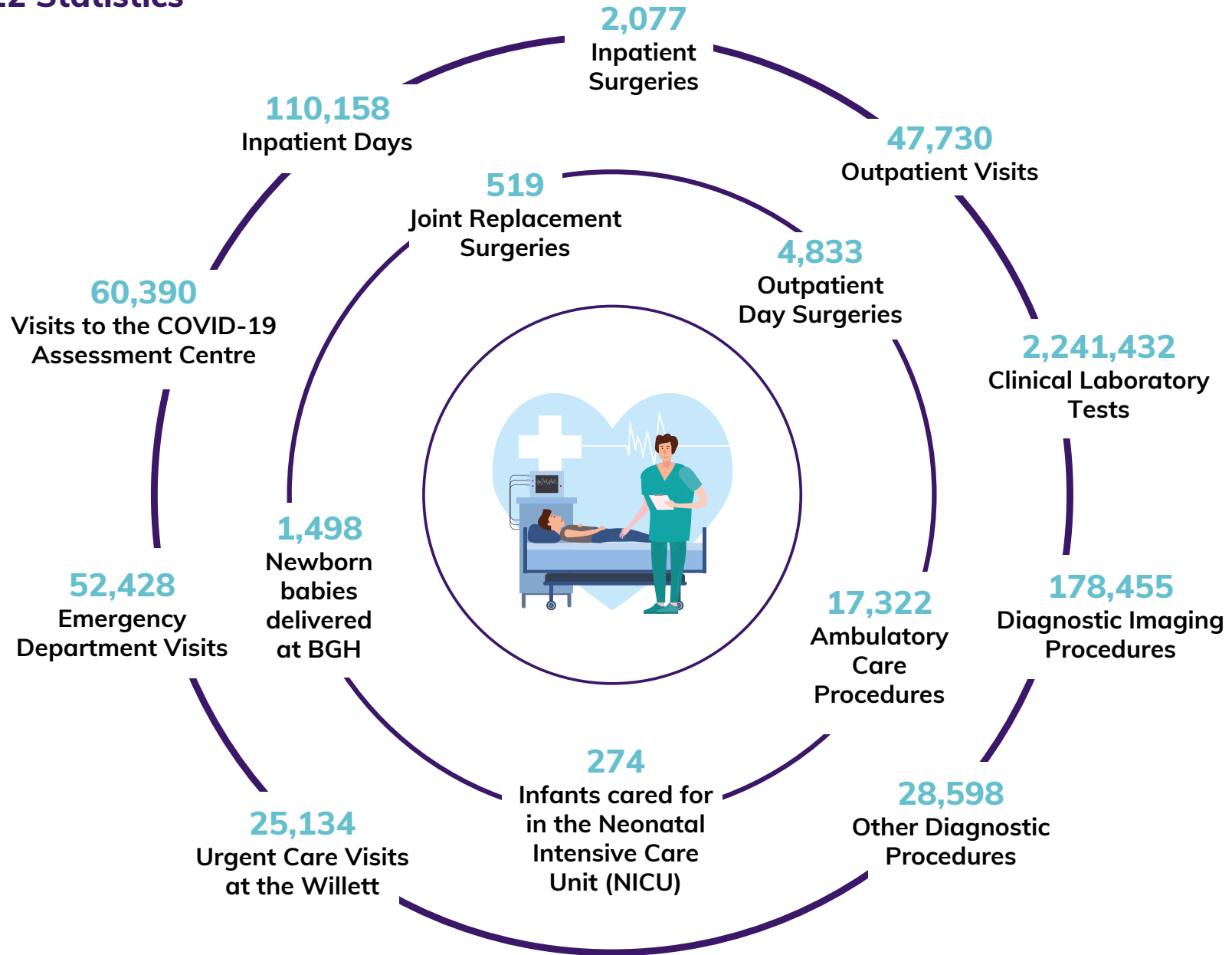
Total Expenses | \$220,141,340



- Direct Inpatient 34% | \$74,898,098
- Direct Outpatient 16.9% | \$37,152,852
- Lab/Diagnostic Imaging 12.9% | \$28,326,694
- Finance, Human Resources, IT & Other Services 10.4% | \$22,879,779
- Housekeeping, Plant Maintenance, Patient Food Services, etc. 10.3% | \$22,675,569
- Amortization 4.3% | \$9,545,239
- Marketed Services 3.5% | \$7,666,800
- Pharmacy, Speech Pathology, Social Work, etc. 2.9% | \$6,412,395
- Community Health, Organizational Development, etc. 2.6% | \$5,789,751
- Therapeutic Services 2.2% | \$4,794,163

Serving Our Patients and the Community

2021-2022 Statistics



Thanks to Our Community!

BCHS is honoured to serve our community. We are committed to continuously growing and working hard to meet our community's evolving needs, through the COVID-19 pandemic and beyond. We look forward to continuing to provide safe, high quality care and services at Brantford General Hospital and The Willett, Paris.

Together we are building a healthier community aligned with our values of compassion, accountability, respect and equity. As we make strides to achieve our key goals, we remain dependent on the support of our community. We are beyond grateful to you for doing your part to continue strengthening partnerships, sharing your voice, and supporting our growth.

Your spirit of generosity and enthusiasm are essential to building a modern local health system and hospital for the future generations of the communities served. Thank you for your continued partnership!



www.bchsys.org



Brantford General Hospital

200 Terrace Hill Street, Brantford, ON N3R 1G9
519-751-5544

Willett Urgent Care Centre

238 Grand River Street North, Paris, ON N3L 2N7
519-442-2251