



UNITED IN CARE



Brant Community Healthcare System

Annual Report

2024 - 2025

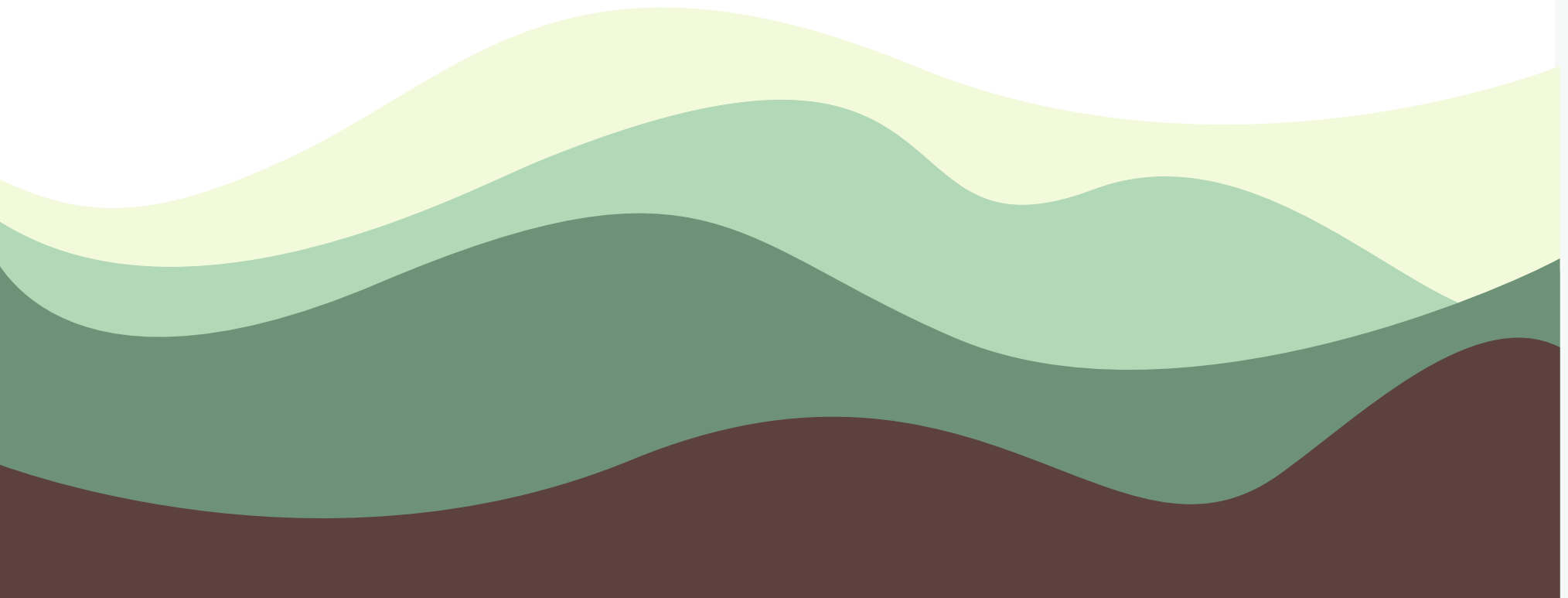


BCHS Land Acknowledgement

We acknowledge that the Brant Community Healthcare System is located on lands that have been the traditional territories of Indigenous peoples for 10,000 years.

For the past millennia, the Grand River valley has been the home of the Anishinaabe, Haudenosaunee, Huron-Wendat, and Neutral nations, who shared these lands under the Dish with One Spoon wampum agreement. This pre-contact social and political philosophy called upon people to respect one another and to care for the environment so that future generations would benefit from all that the land provided, despite the cultural differences that existed between nations. This understanding, that all people are to assist one another and work to resolve conflict in the effort to achieve wellness within society, demonstrates that ancient Indigenous thought is more timely than ever.

As an organization we are committed to working together with Indigenous peoples to address health inequities and creating a care environment that is free from discrimination and racism against Indigenous patients, families and staff. We are committed to creating a culturally safe care environment valuing Indigenous healing practices and medicines, promoting cultural competency and creating opportunities for Indigenous health practitioners.



A Message from the President & CEO



^ Bonnie Camm

Since joining Brant Community Healthcare System (BCHS) in March 2024, I've had the privilege of getting to know an extraordinary organization—and, more importantly, the remarkable people behind it. Every day, I'm inspired by the dedication of our employees, professional staff, and volunteers, who go above and beyond to deliver high-quality care and make a meaningful difference in people's lives.

What stands out most about BCHS is our drive to move forward. This is not an organization that settles for the status quo. We are committed to continuous improvement—seeking out efficiencies, embracing change, forging new partnerships, and creating opportunities to learn and grow.

This report highlights some of the significant progress we've made across key initiatives. Notably, we have made significant progress on our Boiler Replacement and Tunnel Relocation Projects, all while continuing to deliver high-quality patient care despite ongoing physical infrastructure challenges.

We are also proud to have advanced our efforts in Diversity, Equity, Inclusion and Belonging, as well as our Indigenous Health Program—highlighted by the recent opening of the Indigenous Family Room as part of our Emergency Department (ED) Renovation Improvement Project. The steady progression of our ED project captures our investments in infrastructure, operations, and people, and reflects our ongoing commitment to advancing care and responding to the evolving and diverse needs of our community.

This commitment is also captured in our new Strategic Plan 2025–2030, which positions BCHS as both a healthcare leader and a vital anchor in community well-being. With a bold vision of Leading Beyond Care, we are looking ahead—beginning early planning for a new hospital, supported by Ontario's Ministry of Health and our Redevelopment team. We look forward to keeping our community informed as this important work continues.

I also want to express my heartfelt thanks to the BCHS Foundation and its generous donors. Your support is instrumental to our growth and impact—and we are deeply grateful.

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This has been a year of transformation — for BCHS and for me personally. I'm excited for what lies ahead. **I know that, together, we are ready to meet the future — stronger, more united, and more committed than ever to the people we serve.**

A Message from the Chair of the Board of Directors



▲ *Dave Diegel*

As Chair of the Brant Community Healthcare System (BCHS) Board of Directors, I want to thank you for your continued support. This past year has given the Board much to be proud of and much to plan for as we shape the future of healthcare in our community together.



I want to recognize and commend the incredible staff at BCBS. **Their unwavering commitment to delivering high-quality care—with professionalism and compassion—is the foundation of our success.**

Our volunteers play a vital role at BCBS. Their generosity of time and spirit enhances the care experience for patients, families, and staff, and reflects the deep sense of community that defines our hospital.

Looking ahead, there is still much important work to do. We have worked closely with BCBS' senior leadership and volunteers on the development of the 2025–2030 Strategic Plan. This plan positions BCBS as the heart of healthcare in our region, and I'm energized by the vision it sets for the next five years.

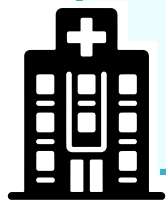
I want to extend special thanks to President and CEO Bonnie Camm for her outstanding leadership in her first year. Her clarity of vision and steady hand have been invaluable, and I have every confidence in the path she is charting for BCBS.

Much of what we've achieved would not be possible without the generosity of our donors. On behalf of the Board, I extend sincere thanks to our donors and the BCBS Foundation for their tireless efforts in raising the critical funds that help us deliver on our mission.

In the pages ahead, you'll read about our successes over the past year, the people who are improving healthcare every day, and the key initiatives that are shaping the future of BCBS. The Board remains committed to advancing BCBS—and we thank you for your trust and partnership as we build a healthier tomorrow, together.

Serving Our Patients and Community

TOTAL NUMBER
OF **BEDS** **330**

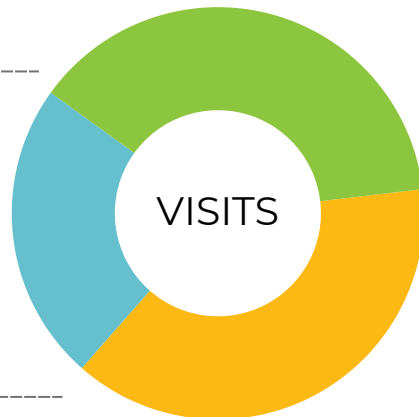


123,536 INPATIENT DAYS
102.56% OCCUPANCY RATE

Emergency Department
51,272

Urgent Care at the
Willett **32,025**

Outpatient Clinic
53,347



1,429 Newborn babies delivered at BGH
309 Infants cared for in the Neonatal Intensive Care Unit (NICU)

SURGERIES

2,744

Inpatient
Surgeries

6,864

Outpatient
Day Surgeries

956

Joint (Hip/Knee)
Replacement Surgeries

CLINICAL TESTS AND PROCEDURES

29,131

Ambulatory Care Procedures

2,140,898

Clinical Laboratory Tests

216,333

Diagnostic Imaging Procedures

30,236

Other Diagnostic Procedures

12,833 Maintenance Work Orders



Emergency Department Ambulance Offload Improvement

Ambulance offload time refers to the duration it takes for paramedics to transfer a patient from an ambulance to a hospital's emergency department (ED) and for the ambulance to be ready for its next call. This time is a critical metric within healthcare systems, as it directly impacts both patient care and ambulance availability. Extended offload times can lead to longer waits for patient needing emergency services, as ambulances are unable to respond to new calls if held in the ED. Reducing offload times not only improve the efficiency of emergency medical services (EMS) but also enhances patient outcomes through timely medical attention.

Brant Community Healthcare System (BCHS) has been working diligently to reduce ambulance offload times to ensure that the community has the necessary level of resources. To that end, BCHS has worked to strengthen relationships between BCHS leadership and Brantford/Brant Paramedic Services, stabilized the ED management structure, and has recruited additional clinical staff.

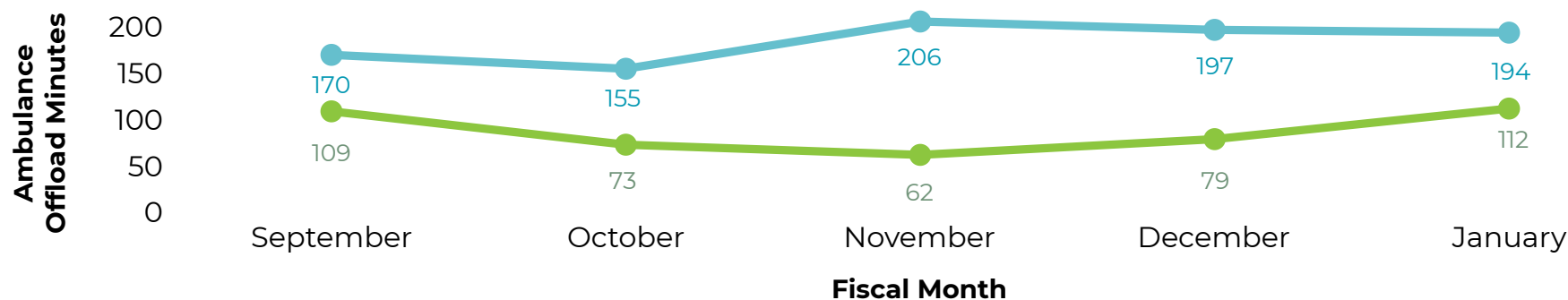
From a policy standpoint, BCHS has armed its ED team with the knowledge and understanding of the importance of the "Pay for Results" (P4R) metrics, which the Provincial government has implemented to incentivize ED efficiencies to reduce wait times and improve performance. The ED also modernized parts of the ED with new policies and focused efforts on flow strategies for this zone.

Year over year, there has been a significant improvement in ambulance offload times. BCHS take pride in this progress and is dedicated to further advancing and maintaining these enhancements.

A very big thanks to the staff, physicians and management of the ED, who have contributed to this very important work while navigating ongoing construction/improvements to the ED and the assessment areas. This is another example of quality care for patients that goes above and beyond.

Ambulance Offload Time (90th) Minutes

Fiscal Year ● 2023-2024 ● 2024-2025



Cafeteria Opening



^ Anthony Gomes, Regional Director of Operations at Compass Group Canada, and Bonnie Camm, BCHS President & CEO, cutting the ribbon at the cafeteria grand opening

After nearly a decade without a cafeteria, we were delighted to celebrate the grand opening of the Terrace Bistro on April 8, 2024.

Terrace Bistro offers breakfast and lunch, Monday – Friday, to employees, professional staff, volunteers, patients, and visitors. Operated and staffed by Compass Canada, it supplements existing retail food options available at Tim Hortons in the Brantford General Hospital A-Wing and D-Wing.

This project was prioritized by senior leadership after repeated requests from staff surveys and feedback sessions. Beginning early 2025, Terrace Bistro was pleased to begin offering a wider range of culturally diverse food options, to reflect the population of our organization and community.

Voyce Translation Services

In our commitment to improving patient care and ensuring equitable access to healthcare, we proudly announced the successful implementation of the Voyce live translation service. Communication barriers are a critical quality improvement opportunity and this innovative solution allows staff to connect with interpreters in over 240 languages within approximately 30 seconds.

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Brantford and the County of Brant is growing and becoming more diverse. We sought out Voyce to provide live interpreters on demand whenever patients and staff need assistance, available 24/7.

Alden Leung, Quality & Patient Safety Consultant

➤

The introduction of Voyce is a significant step in our mission to provide high-quality care to all patients, regardless of their primary language. In the first six months, Voyce facilitated over 800 interactions allowing for more accurate assessments and effective treatments, mainly in the Emergency Department and Pediatrics.

We look forward to continuing to leverage innovative solutions to bridge communication gaps and enhance the overall patient experience.



Spiritual Care Programming



^ Matthew Mutamiri, Clinical Manager of Inpatient Mental Health and Addictions & Spiritual Care, stands with Carol Caswell, Spiritual Care Practitioner, in the Multifaith Center at BGH

At BCHS, we recognize the profound impact that religious, cultural, and spiritual care can have on a patient's healing journey. That's why we are proud to have strengthened our Spiritual Care Program with the addition of five new Spiritual Care Practitioners (SCPs).

Supported by partner faith leaders and Indigenous patient navigators, our SCPs provide compassionate, multifaith support to patients, families, and staff during life's most challenging moments.

As key members of our interdisciplinary healthcare team, our SCPs will also provide future guidance in developing a spiritual care strategy for the organization. Their leadership reinforces our commitment to advancing quality and safety, fostering an inclusive healing environment where every individual receives the comfort, dignity, and support they need.

SeamlessMD Patient Advocacy Award

BCHS was the recipient of the **Patient Advocacy Award** from SeamlessMD. This award recognizes the health system with the highest patient adoption of digital care journeys. Since implementing SeamlessMD in 2022, BCHS has enrolled over 2,000 patients.

SeamlessMD is a digital health app that has been customized to the BCHS program for Hip, Knee and Shoulder Arthroplasty. It allows health care providers to virtual engage, connect, and monitor patients before, during, and post-procedure, and is easily accessible through use of a smartphone, tablet, or computer.



^ Dr. Susan O'Leary, Caralee Bolton, and Dr. Michael Woolfrey



^ Sara Fretz, Sandra Nimusiima-Kikulwe, Laura Tremblay, and Sarah Jorgenson

BCHS Ethics Champions

Our Ethics Champions play a crucial role in providing peer support to employees, professional staff, and broader teams facing ethical dilemmas in the healthcare setting. Their dedication helps us reconcile ethical uncertainty, resolve conflicts, and support thoughtful decision-making through ethical reflection, analysis, and resource-sharing.

In order to meet our clinical ethics needs, we partner with Hamilton Health Science's Regional Ethics Network. Together, we train and support BCHS clinical ethics consultants, equipping them with the necessary tools to navigate complex ethical challenges.

This year Sara Fretz, Sandra Nimusiima-Kikulwe, Laura Tremblay, Sarah Jorgenson, and Bettina Kingdon successfully completed the Healthcare Ethics Consultation training course and showcased their commitment to upholding the highest standard of ethical practice in support of the BCHS community.

Brightening Patient Spaces

Artwork has the power to transform hospitals, clinics, and waiting areas into welcoming havens of healing. Brant Community Healthcare System was honoured to receive a variety of pieces, bringing warmth and comfort to patient areas. By incorporating creativity into healthcare settings, patients, families, and staff benefit from a more positive, hopeful environment that supports healing and well-being.



Created and generously donated by local Indigenous artist, Alicia-Lynn Morin.

Grounded largely in her upbringing of being Woodland Cree, these paintings hold incredible significance to the importance of connecting with the earth, each other, and ourselves.

^ "Turtle Island" | BGH A-Wing, Level 2

Symbolizing our connection to community - that we are stronger together in groups with our growth as individuals.

> "Thunderbird / Phoenix"

BGH Inpatient Mental Health Unit

A spirit animal, which symbolizes rebirth, transformation, and hope. Even though we may feel defeated, broken or at a loss, we can always rise again.



"Time Heals All" (2023-2024) | BGH A-Wing, Level 2

This artwork is a collaborative project designed and painted by students of North Park Collegiate Art program and facilitated by their teacher, Sarah Tonkin. This project was initiated, funded, and donated by ViBrant ARC (Art Reconnecting Community) and Belonging Brant.



Nursing Skills Day



BCHS is committed to excellence in professional practice, with monthly Nursing Skills Days playing a vital role in this commitment. These sessions create an environment where continuous learning and high standards of care are prioritized. By fostering an inclusive culture of learning and growth, we strive to enhance patient outcomes and experiences, ensuring the highest quality of care.

TGLN BeADonor Month

At BCHS, we are committed to excellence in patient care, including supporting organ and tissue donation. During BeADonor Month in April 2024, we proudly recognized the C4 Medically Complex and B5 Surgical Inpatient units for their unwavering commitment to this lifesaving initiative. Both units achieved 100% compliance in notifying eligible patients and families about organ and tissue donation – an essential step in the donation process.



^ C4 Complex



^ B5 Surgical

Patient Safety Week



BCHS celebrated Patient Safety Week in October 2024 by focusing on the hidden harms of healthcare. Staff were asked to consider how safe our care is, and how they can create safe spaces for people to talk about safety. Through visiting unit huddles, nursing skills day, and running a two-day booth in the D-Wing, the team engaged in meaningful discussions to continually improve our patient safety culture. Patient safety is our collective responsibility, and we are proud to continue to pursue excellence in this area.

◀ Laura Tremblay, Patient Experience Specialist and Sara Fretz, Patient Engagement Coordinator

Strategic Planning Process



In April 2024, BCHS launched the Vision 2030 Strategic Planning Process, designed to engage our community and stakeholders in shaping BCHS' priorities for the next five years. A Strategic Planning Steering Committee, consisting of 36 dedicated members, provided invaluable guidance and insight throughout the process.

Over the course of several months, we also conducted extensive engagement with approximately 1,600 staff and community members during the Discovery and Validation phases, ensuring a diverse and comprehensive collection of perspectives.

In January 2025, the final draft of the new 2025-2030 Strategic Plan was presented to the BCHS Board of Directors for approval. This plan articulates our mission, vision, values, and a strategic roadmap that will guide BCHS over the next five years.

As we prepare for the official Strategic Plan launch in Spring 2025, we express our sincere appreciation to all who contributed to this process, including our community members, partners, and TeamBCHS, whose feedback was instrumental in shaping our future direction.



ED Wayfinding User Group

In July 2024, the Emergency Department Wayfinding User Group was created as part of the Emergency Department Renovation Improvement Project. With the goal of improving patient and visitor navigation, the group evaluated existing wayfinding signage and established new best practices that enhanced visibility and accessibility of Emergency Department wayfinding signage throughout the hospital.



Relationship Building with Local Indigenous Communities



^ Indigenous Health Services Team at the recently inaugurated Indigenous Family Space at the BGH (L to R): Tania Jonathan (student), Michelle Jonathan (Indigenous Patient Navigator), Michelle Bomberly (Manager), Dr. Karen Hill (Physician Lead), Colleen Montour (Indigenous Patient Navigator), and Stephenie Rowe (Indigenous Patient Navigator - not pictured)

Truth, trust, and understanding. Three important concepts at the heart of BCHS' efforts when approaching the issue of Indigenous relations. BCHS is steadfast in its support of sustaining an environment of quality of care, inclusivity, and one which is culturally safe.

To that end, in 2024, BCHS introduced the physician-led implementation of a Division of Indigenous Health and Medicine – including Indigenous Patient Navigators who help Indigenous patients through the Western healthcare system and assist with community and in-house resources.

In alignment with BCHS' Strategic Plan, its mission and values, and in response to feedback from Indigenous patients and communities, BCHS is working collaboratively with leadership, staff, and physicians to improve the Indigenous patient experience at BCHS and advance the ideals of cultural safety therein.

As part of this work, BCHS hired its first ever Manager of Indigenous Navigation in the Fall of 2024—Michelle Bomberly. From the Cayuga Nation, Six Nations and Turtle clan, Michelle brings over 20 years of invaluable experience within the health, justice, and education sectors.

During this past year, BCHS was also proud to welcome Dr. Karen Hill to lead the Indigenous Medicine team. Dr. Hill is from the Mohawk Nation, Six Nations and Turtle clan and has a passion to see Traditional Indigenous Knowledge return to the center of life and healthcare for Indigenous people across Canada.

In November 2024, health care leadership from Six Nations and BCHS came together for a two-day symposium on building understanding and trust in the field of medicine. This included educational tours, roundtable discussions and identification of areas of medicine where greater knowledge sharing would benefit both parties.

This led to a regular working relationship between the Six Nations Birthing Centre and the BCHS leadership from the Labour and Deliver and Pediatric Departments—in part driven by BCHS' Strategic Plan. The shared goal is to identify ways to blend Western and Indigenous medicine practices and build trust and understanding between both parties. Ongoing efforts include the identification of resources and experiences to assist Six Nations Birthing Centre staff in their work, site visits of BCHS staff to the Birthing Centre to understand more fully the operations of the Centre and an open invitation for Dr. Hill and Indigenous Patient Navigators to join grand rounds weekly.

Youth in Action: Announcing Our First-Ever Youth Advisory Council



BCHS' efforts to involve youth in decision-making came to life through its first-ever Youth Advisory Council in 2024. Having youth engage, take initiative and be the change is a big step towards a more inclusive and welcoming environment at the Brantford General Hospital.

The Youth Advisory Council aims to support BCHS in creating a youth-friendly atmosphere within the hospital. Youth Advisors will provide valuable insights from the perspectives of patients and young people through various platforms, including focus groups, improvement events, community promotions, and youth-led projects.

Key areas of focus for the council include preventing drug abuse, enhancing mental health, and establishing safe spaces for LGBTQ+ individuals. Additionally, the council will work on improving the responsiveness of the mental health system and bridging the gap between child and youth mental health services and adult mental health services.

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I am so excited help play a role in guiding the voices of youth on this council. We are all very passionate about creating and maintaining an inviting, safe space for youth and other individuals.

Aspen Searle

Social Worker, Outpatient Mental Health

This initiative underscores our dedication to empowering youth, fostering leadership, and driving positive change within our community.

Emergency Planning

BCHS continues to strengthen its partnerships with local emergency services by hosting collaborative training sessions with both the Brantford Police Service and the Brant-Brantford Paramedic Services. Through simulations and teamwork, our teams demonstrate their commitment to safety and exceptional care.

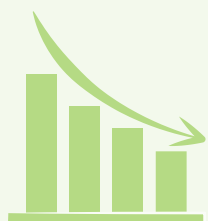
Our thanks to our community partners for their guidance and expertise in helping our team develop the skills and knowledge needed to be prepared in any emergency situation.



Building a Sustainable Workforce

Throughout the past 2024/2025 fiscal year, our People and Culture (formerly Human Resources), along with broader BCHS support, have made tremendous efforts to enhance recruitment and retention.

We are pleased to share the following accomplishments:



BCHS turnover rate decreased from 15.8% in 2023/2024 to

12.8%

A 3% improvement

375

New BCHS staff hired



501

Internal positions filled



129

New volunteers were recruited, 29% increase from 2023-2024

35,660 hours volunteered



338

Staff members accessed the Centralized Education Fund

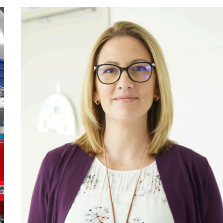
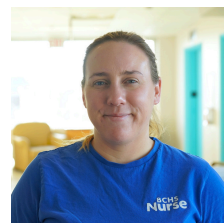
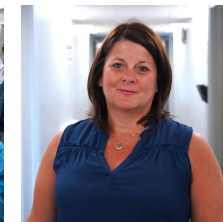
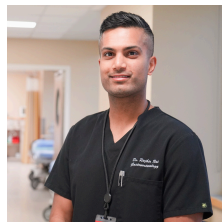
BCHS provided **\$152,457** in education funds



ThumbsUp Awards

1081

Employees and professional staff received a recognition nomination from a peer!



Employee Recognition at BCHS

Spring 2024 marked a new milestone for employee recognition at BCHS with the inaugural Recognition and Nursing Recognition awards!

The Nursing Recognition Award winners were nominated by their peers for their exceptional dedication and commitment to impacting positive change for the patients and communities we serve.

The Recognition awards, which were given out at the Service Recognition Awards event in March 2024, were just part of the evening that recognized over 300 BCHS staff and professional staff for their exceptional service to BCHS.

The 2024 award categories were:

- Department Award for Exceptional Collaboration
- BCHS Award for Compassion
- BCHS Award for Accountability
- BCHS Award for Respect
- CARE Champion for Inclusion Award
- Exceptional Leadership
- Exceptional New Talent
- Continuous Improvement
- BCHS Award for Mentorship
- BCHS Award for Resilience

BCHS is so proud of the ongoing commitment to providing quality care to patients, one another, and the communities we serve. We couldn't do what we do without you!

15 YEAR MILESTONE RECIPIENTS

Shan Atwell	Tammy Higgins	Alaina Redcliffe
Guernsey Stokes	Kathleen Stewart	Lynn Ritchie
Leanne Chamberlain	Tami Agnew	Amenda Roach
Christine Chambers	Karen Kachman	Eris Robson
Jill Clark	Aaron MacIntyre	Lynday Sayer
Stephanie Clarkson	Dr. Jeff McQueen	Andrew Shi
Ashley Cross Ventresca	Shirley Nankin	Hollie Smak
Michelle Doble	Mary Pennequin	Lesley Torr
Michelle Dones	Tammy Pison	Terry Vares
Dr. Lisa Frey	Colleen Polner	Christine Whiddett
Dr. Carol Gilson	Sabine Prescott	Dr. Robert Yang



Wellness Initiatives at BCHS

Wellness Wagon

Our Wellness Wagon continues to be a staff favourite. It circulates monthly throughout the entire organization, engaging staff with well-being resources. The wagon now also includes a diverse selection of multi-cultural snacks, so everyone at BCHS can enjoy treats from various cultures (ex. Black History Month, Diwali, Asian & South Asian Heritage Month, Ramadan).



Wellness Fair

For the second year in a row, the BCHS Wellness Fair was a tremendous success! With 22 vendors and around 300 attendees, this October 2024 event provided holistic wellness education and resources for staff. We extend our heartfelt thanks to our internal teams, wellness committee, and community organizations for their invaluable support.

Wellness Roadmap

The BCHS Wellness Committee, in partnership with Leadership, has been working hard to create wellness offerings to support our employees, professional staff and volunteers.

Communications

- Monthly newsletter, Thrive & Shine

Giving Back

- Sexual Assault & Domestic Violence Donation Drive (Spring 2024)
- Back to School Drive (Aug. 2024)
- Supported 26 families through the Christmas Angels Light a Smile program (Dec. 2024)

Wellness Offerings

- Created a dedicated Wellness Space with massage chairs in BGH A2 (Feb. 2025)
- Launched the Calm Cart at the Willett (May 2024)
- Hand Care Program (Launched by Org. Health in July 2024)
- Pet Therapy Thursdays (launched March 2025)

Peer Support Program

Provides confidential and voluntary emotional support to improve the psychological health and safety of BCHS employees, professional staff, volunteers, and learners.

- Recruited 4 new peers in 2024
- Launched Post-Code/Incident Check-Ins and pet therapy post incident

Learning Opportunities

- Your Health Space (YHS) e-learning skill building series for wellbeing at work (Summer & Fall 2024)
- YHS Fostering Trauma Informed Workplaces Workshop (March 2025)

Special Events

- Wellness Bingo (Summer 2024)
- Book Talk with Dr. Christopher Labos (June 2024)
- STEPtember - 28 teams, 245 participants, & 68+ million steps (Sept. 2024)
- Wellness Classes with AIM Dance Studio (March 2025)
- Games Night (March 2025)

Emergency Department Project Successes

Over the past decade, Brantford General Hospital (BGH) has experienced increased demand for emergency care. Currently, over 50,000 patients present at the Emergency Department (ED) annually to receive care. It is anticipated that these patient volumes will continue to grow to over 70,000 patient visits per year by 2030.

To meet the increasingly complex healthcare needs of our growing community, the Emergency Department Renovation Improvement Project, which started in September 2023 at an estimated cost of just over \$30 million, has made significant progress and has reached several key project milestone achievements over the last year:

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This project is transforming our emergency care.

The upcoming opening of the new Ambulatory Assessment Area this Summer marks an exciting milestone for both staff and patients. This modern space, complete with updated finishes and equipment, will seamlessly connect to the main Emergency Department, improving patient flow and accessibility.

The new ED entrance, along with the expansion of the ED department, strengthens the hospital's connection to the community by making emergency care more visible, efficient and patient-centered.

Looking ahead, additional improvements include dedicated rest areas for staff, ensuring they have the space to recharge, reinforcing our commitment to both high-quality patient care and staff well-being.

Dr. Somaiah Ahmed

Chief & Medical Director, Emergency Department

Terrace Hill Street re-opened after a 10-month closure to support construction of the new ED Walk-in Entrance.

A major step forward as a 45,000-pound air handling unit was installed. This system will provide fresh air to the new Ambulatory Assessment Area, triage rooms, and waiting areas currently under construction.



SEPT. 9, 2024

OCT. 7, 2024

OCT. 22, 2024



The new ED Walk-in Entrance officially opened, providing improved 24/7 access for patients and visitors.



Two new heat exchanger units arrive at BGH, a crucial part of the upgraded cooling system for the new air handling unit.

REIMAGINE BCHS

Exceptional Care | Exceptional People
Exceptional Future

The new ED Entrance Corridor was opened, directly connecting the ED entrance to the waiting room for improved patient flow.



Estimated ED Project Completion:
Early 2027

JAN. 10, 2025

JAN. 16, 2025

MARCH 11, 2025

MARCH 17, 2025



To facilitate construction of the new Ambulatory Assessment Area, the B-Wing, Level 1 Corridor was permanently re-routed. Once completed in Summer 2025, the new Ambulatory Assessment Area will add approximately 2,200 square feet of modernized patient care space to the ED.



BCHS officially opened Onkwehon:we Raotihwa:tsire Kanakti:yo and Gudwehaangiswin aachkinigan as the original peoples' family room (Indigenous Family Space) at the Brantford General Hospital.



Investing in the Emergency Department is essential to ensuring BCHS can continue delivering exceptional emergency care to the communities we serve.

Thanks to generous donors and the BCHS Foundation for their fundraising efforts in support of the ED project. In September 2024, the Foundation achieved fundraising success with over \$8 million raised to cover BCHS' share of the project costs, including 10% of construction costs and the purchase of equipment and furnishings for the space.

Capital Project/Funding Announcements



^ Premier Ford had promising news about plans for a new hospital during a visit to Brantford in September 2024.

BCHS submits updated Stage 1.2 Proposal and province signals intent for the redevelopment of new hospital

Plans to build a new hospital took a major step forward in September 2024 when Premier Ford came to Brantford and shared that BCHS would be receiving a new hospital. BCHS is still waiting for the Ministry of Health to provide agreement on our most recent Stage 1.2 Proposal. BCHS looks forward to officially receiving agreement in the near future to support the continued works in preparation of Stage 1.3 Functional Programming.



Follow our progress by visiting www.ReimagineBCHS.ca

Dishwasher Replacement Capital Project Complete

Additionally in March 2025, we were proud to celebrate a \$280,000 capital investment in our Nutrition Services department. This funding enabled the removal of outdated equipment, the installation of a modern dishwasher with 75% lower water and energy usage, ergonomic upgrades, and essential infrastructure improvements – enhancing both efficiency and sustainability.



Ontario Invests an Additional \$16 million to Renew Critical Infrastructure at BCHS

On October 4, 2024, the Government of Ontario announced a nearly \$16 million investment to complete critical upgrades and repairs at Brantford General Hospital – creating a safer, more comfortable space for people and their families to connect to care and services, close to home.

Of this funding, more than \$9 million will support essential repairs to the damaged utility services tunnel and the rerouting of key utility services. Just over \$6 million will fund the replacement and upgrade of three failed boilers, ensuring reliable hospital operations.



> Peter Quinlan, former Chair of BCHS Board of Directors, Will Bouma MPP Brantford-Brant, and Bonnie Camm, BCHS President & CEO, welcomed the \$16M critical infrastructure investment from the Government of Ontario.

We are grateful for the Government of Ontario's continued investment in building a stronger, more resilient BCHS for our community.

REIMAGINE BCHS
Exceptional Care | Exceptional People
Exceptional Future

Visitors to BCHS for Hospital Redevelopment

As part of our hospital redevelopment efforts, BCHS was honoured to welcome Deputy Premier and Minister of Health, Sylvia Jones, and Former Assistant Deputy Minister, Catherine Wang, for site visits at Brantford General Hospital last year.

We appreciate the opportunity to share insights about BCHS and look forward to continued collaboration to meet the evolving healthcare needs of our community.



▲ Bonnie Camm, BCHS President & CEO, and Paul Emerson, Chair, Redevelopment & Properties Committee of the Board, welcome the Deputy Premier and Minister of Health, Sylvia Jones, and Will Bouma, MPP Brantford–Brant, to Brantford General Hospital.

Launch of Project Grand



Project Grand is named after the Grand River, reflecting the continuous transformation and reshaping that mirrors BCHS's journey towards digital evolution. This project bridges our current hybrid digital and paper systems to a fully digital workflow, laying the foundation for future digital health advancements. In 2024-2025, Project Grand celebrated milestones with the successful implementation of Project AMPLIFI (data connection between acute and long-term care), Equina (scheduling and secure messaging for professional staff), and Firstline (antimicrobial stewardship).

Diversity, Equity, Inclusion, and Belonging

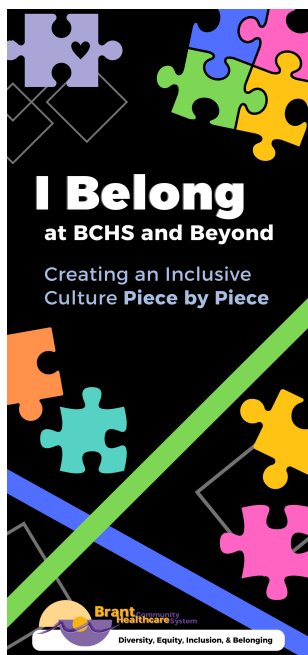
This past year has been monumental for diversity, inclusivity, and equity, and belonging (DEI-B) efforts here at BCHS.

Our intentional focus on Belonging alongside Diversity, Equity, and Inclusion sets us apart > from a typical DEI approach.

Key highlights includes:

Current State Report

In February 2025, we were pleased to share the [Executive Summary of our Current State Report](#) on DEI-B at BCHS. This report provides a snapshot of where we were at the start of our DEI-B journey, based on insights from data collected between August 2023 to September 2024 through surveys, focus groups, and interviews.



I Belong Campaign

Launched in February 2025, this [campaign](#) provides BCHS employees, professional staff, and volunteers with the opportunity to share their personal stories, strengthening a culture of belonging that empowers each individual and deepens our collective mission to provide exceptional care.

Diversity is a fact. Our organization thrives because of the unique backgrounds, perspectives, and experiences each individual brings.

Equity is our goal. We are dedicated to providing everyone with the resources and opportunities they need to succeed.

Inclusion is the outcome we strive for, but at BCHS, we aim for more than just words. It's about creating spaces where diversity, equity, and inclusion are fully integrated.

When individuals feel they truly **belong**, they show up as their authentic selves, leading to deeper engagement, stronger connections, and a more cohesive team—not just among staff but also in the communities we serve.

DEI-B Leadership and Governance

- Established a dedicated DEI-B budget.
- Aligned DEI-B goals with Ontario Health's Equity, Inclusion, Diversity, and Anti-Racism Framework to ensure consistency with provincial standards and strategies.
- Creating a DEI-B Steering Committee (in progress).
- Reconstituted the 2SLGBTQI+ Group and established the Black Resource Group.

Data Gathering, Insights & Strategic Review

- Completed our inaugural DEI-B survey, engaging 662 participants, with over 100 hours of interviews and focus group discussions with leadership, employees, professional staff, and the community.

Communication & Creating Awareness

- Hosted *Pizza and Perspectives*, giving various equity-deserving and employee groups to meet with our Director of Inclusivity, Diversity, and Community Outreach and Vice President of People, Culture, and Corporate Infrastructure on next steps and feedback relating to DEI-B.

Training, Education & Capacity Building

- Developed a comprehensive training framework and learning plan, offering both digital and in-person training options.
- Presented at the Leadership Development Institute on September 11, 2024, achieving one of the highest attendance rates.
- Developed train-the-trainer workshops to complement the online training, and facilitated pilot sessions with the Emerging Leaders Network and Nurses Quality Insurance Council.



Diversity, Equity, Inclusion, & Belonging E-Learning Modules

Five e-learning modules were developed and released to BCHS staff: cultural humility, understanding unconscious bias, microaggressions, inclusive language, and allyship. With a goal of creating a shared understanding of DEI-B across our region, these modules are in alignment with Ontario Health training requirements for healthcare leaders and professionals and are part of our shared learning initiative with the Brantford Brant Norfolk Ontario Health Team (BBNOHT) and partners.



Diwali



Pride



Iftar Dinner

Inclusive Practices & Cultural Awareness

- Celebrated a range of events and special months, including the Iftar Dinner, Black History Month, PRIDE, National Indigenous Peoples Day, and Diwali, among others.
- Introduced pronoun buttons and email signatures organization-wide.
- Integrated inclusive options into existing practices, such as offering diverse treats on the Wellness Wagon and at our annual staff BBQ.
- Diversified cafeteria meal options and are working to align our menu options to celebrate significant cultural dates.
- Redeveloped the Spiritual Care team and practices.

Community Engagement & Allyship

- Joined the Community of Practice for Equity and Inclusion professionals in the region.
- Began building and strengthening relationships with community leaders, including the BBNOHT and Wilfrid Laurier University.

Accountability & Transparency

- Engaged with various hospital groups (Management Forum, Town Hall, Retention Committee, Medical Advisory Committee, Patient and Family Advisory Council, Senior Leadership Team) to ensure regular updates and transparent communication.

DEI-B Progress & Future Focus

- Collaborating with leaders to develop a roadmap and set priorities for the next three years, based on recommendations from the current state assessment.



Erin Sleeth, VP People, Culture & Corporate Infrastructure, First Nations artist, Alicia-lynn Morin, and Joe Belancic, Director, Procurement & Nutrition Services

Cafeteria Mural

We commissioned a mural to reflect the diversity and unity of our community by celebrating the universal language of food and its power to bring people together.



Indigenous History Month



Black History Month

As we reflect on our progress and look towards the future, we remain deeply committed to ensuring BCHS is a place where everyone feels they truly belong. We are excited about the next steps in this journey and the positive impact we will continue to make together.

To stay up to date on our DEI-B efforts, please visit www.bchsys.org/DEI-B



BCHS Foundation



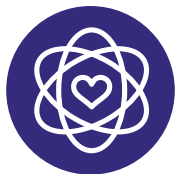
MISSION

Working together to inspire giving to build a healthier community.



VISION

Investing together to re-imagine health care.



VALUES

Innovation, Collaboration, Integrity, Diversity, Accountability

The BCCHS Foundation is accountable to an independent volunteer Board of Directors who are responsible for the governance and oversight of the Foundation.

Dr. Leandro (Lee) Ferrao, Chair
Heather Wilson, Past Chair
Ken McNaughton, Vice Chair
Lisa Ligor, Treasurer
Stephanie Christie, Director
Linda LeBourdais-Near, Director (to March 2025)
Wesley (Wes) Mik, Director
Kerylous (Kero) Moussa, Director
Teja Solleti, Director
Andy Straisfeld, Director
Cindy Swanson, Director
Caitlin Turner, Director
Kari Wilson, Corporate Secretary, Executive Director-BCCHS Foundation (ex-officio)
Bonnie Camm, President and CEO-BCCHS (ex-officio)
Dave Diegel, BCCHS Board of Directors Chair (ex-officio)

The Brant Community Healthcare System (BCCHS) Foundation is committed to raising funds to support top priority needs of the Brantford General and the Willett, Paris. Through the generosity of donors, essential patient equipment not covered by the Ministry of Health funding model can be purchased and put directly in the hands of physicians and care providers at the BCCHS.

The 2024/25 fiscal year was **record-breaking** for the BCCHS Foundation, with **over \$7 million raised**, thanks in part to planned giving and legacy donations.

Significant investments made to BCCHS this past year include final commitments to the local share of the Emergency Department (ED) Renovation Improvement Project and the purchase of \$238,000 in essential equipment for the ED space.

New infusion pumps, code (crash) carts, stretchers, point of care ultrasounds, a bladder scanner and a tonometer will help to enhance patient care in the ED. Donor dollars also made possible the purchase of three ventilators for the Critical Care Unit, birthing beds for the Family Birthing Centre and a Posey chair for the Willett.

We are deeply grateful to our donors whose continued commitment and generosity ignite a bright future for healthcare in our community. Over the past 21 years, the BCCHS Foundation has provided BCCHS grants over \$34.5 million for capital and patient equipment to strengthen our healthcare system.

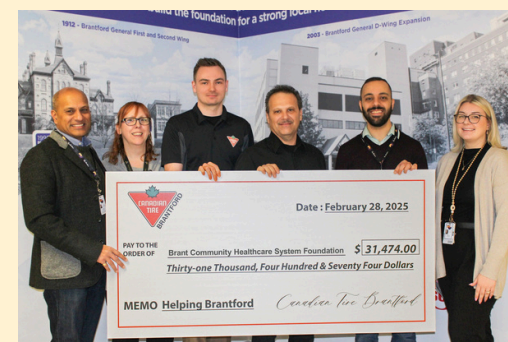




2024-2025 Accomplishments

The BCHS Foundation sincerely appreciates the support of local businesses and community groups through third-party event fundraisers. Thanks to partners like Rotary Brantford Sunrise, which raised \$40,811.96 for pediatric care from an online auction, and Canadian Tire Brantford's Toffifee Chocolate fundraiser, which brought in \$31,474 for Diagnostic Imaging, we've seen incredible community impact. These collaborations highlight the power of working together to invest in local healthcare.

Celebrating the shared success of Canadian Tire Brantford's Toffifee Chocolate third-party fundraiser in support of diagnostic imaging at BCHS.



Grateful pediatric patient Atlas drops the puck at the Brantford Bulldogs special charity game in support of the BCHS Foundation.

Brantford Bulldogs

On January 22nd, the Brantford Bulldogs faced off against the Niagara Ice Dogs in a BCHS Foundation themed game supporting pediatric care. The evening was a huge success, filled with energy and passion from our community. The Bulldogs Foundation generously donated \$100,000 to support the purchase of pediatric equipment, and in a heartwarming gesture, new ownership matched the donation, doubling the impact for our youngest patients.



Matching sponsor Mott Manufacturing contributed an incredible \$100,000 to the successful 2024 Hope for Healthcare holiday campaign.

Hope for Healthcare

The 2024 Hope for Healthcare holiday campaign raised over \$362,000 to support the purchase of medical equipment for the SC Johnson Departments of Medical Imaging and Cardiac Diagnostics at the Brantford General. Sponsor support, community generosity and donations of all denominations enabled the BCHS Foundation to exceed our fundraising goal.



Layne the Auctionista announces the record-breaking amount donated by generous supporters and guests at the 2024 Ignite Gala.

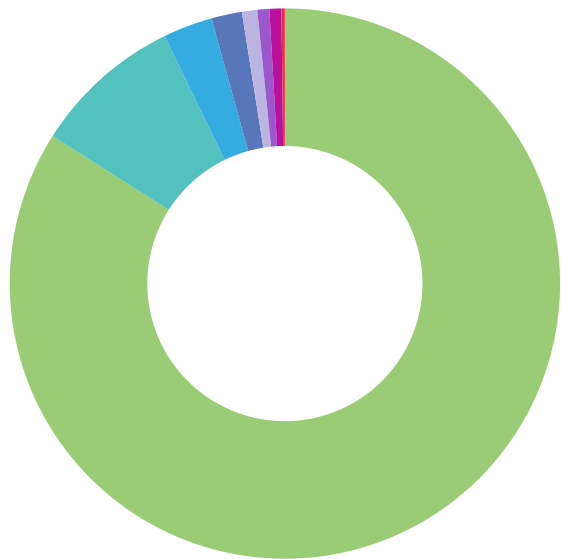
Ignite Gala

The BCHS Foundation's 2024 Ignite Gala, presented by ProResp, was an evening of celebration and incredible philanthropy. The "Fund a Need" portion of the evening raised over \$400,000 in donations and brought the total raised to over \$600,000. Proceeds helped fund the local share of critical diagnostic imaging equipment for BCHS.

BCHS Financial Highlights: 2024-2025

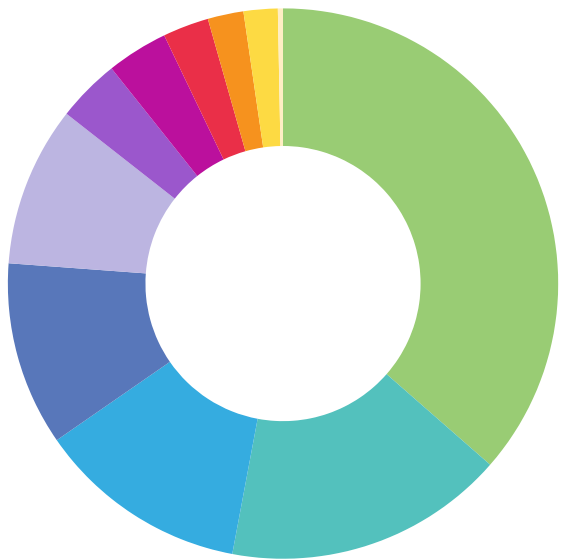
BCHS audited financial statements are available on the [Financial Accountability](#) page of the BCCHS website.

Revenue Sources | \$275,678,551



Funding (OH West/MOHLTC/CCO)	84% \$231,445,817
OHIP Revenue	8.8% \$24,261,285
Paid Parking, Rebates, etc.	2.9% \$7,860,574
Amortization	1.8% \$4,999,189
WSIB, Uninsured, Non Resident Inpatient Revenue	0.9% \$2,476,623
Outpatient Revenue	0.7% \$2,038,598
Marketed Services	0.7% \$1,963,274
Preferred Accommodation	0.2% \$633,191

Expense Breakdown | \$289,001,395



Direct Inpatient	36.4% \$105,302,373
Direct Outpatient	16.5% \$47,608,621
Lab/Diagnostic Imaging	12.4% \$35,873,342
Finance, Human Resources, IT & Other Services	10.8% \$31,194,363
Housekeeping, Plant Maintenance, Patient Food Services, etc.	9.4% \$27,299,454
Marketed Services	3.7% \$10,548,865
Amortization	3.6% \$10,487,027
Pharmacy, Speech Pathology, Social Work, etc.	2.7% \$7,836,398
Therapeutic Services	2.0% \$5,704,165
Community Health, Organizational Development, etc.	0.3% \$935,899
In-Home Support	0.3% \$935,899

Thank You to Our Community

It has been a year of continued successes, identifying new ways to advance patient care and getting more deeply involved in community healthcare. Overall, it has been a year in which the Brant Community Healthcare System (BCHS) has been leading beyond care.

At the heart of our daily actions is ensuring that we are serving the health needs of our community in the best possible ways. This takes a complete team effort and comes with our many thanks.

A thank you to the hundreds of volunteers that give so willingly to advance patient care, bring smiles to our hospital community, and are ever-willing to take on added tasks with grace and professionalism.

A thank you to those in the community who have chosen, and continue to choose, to donate to the Brant Community Healthcare System Foundation. Much of what we do here cannot be done without the generous support from our community – particularly in terms of the technical instrumentation we use daily. Our sincere thanks for that support, and we encourage more of our community to give as the demands on our healthcare system continue to grow - whether through age, diverse needs, or an increase in more families moving to our community.

Finally, we thank our staff and physicians—from clinical and administrative to support teams—for their dedication and contributions. A 24-7 operation cannot succeed without committed people who excel at their work. As our healthcare system grows and serves our communities in new and meaningful ways, this will require a staff that can adapt to change and work to better the overall system. BCHS is so very fortunate to have employees like this. Employees who see the need, work to make improvements, and put high quality patient care above all else.

Over the next few months, you will soon learn our strategic vision for healthcare in this region and beyond, and we will certainly appreciate your feedback on our path forward. For now, we thank you for reading and being a part of our work and we look forward to your support and partnership in the years to come.



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

www.bchsys.org

