



Better Together

**Brant Community Healthcare System
2020-2021 Annual Report to the Community**



Our Vision

Exceptional Care - Exceptional People

Our Mission

Working together to build a healthier community

Our Values

Compassion, Accountability, Respect, Equity



A Message from our Leaders - Better Together



BCHS Board Chair Paul Emerson & David McNeil, President & CEO

Brant Community Healthcare System has achieved some amazing accomplishments this past year, and every member of the team has stepped up time and again to ensure the continued delivery of safe, high quality patient care throughout the pandemic and beyond.

We are so grateful to our community for being with us every step of the way, showing support and cheering us on through messages, thank-you signs and kind gestures. You inspire our BCHS family to continue providing patient-centred care with kindness and compassion, even under the most challenging circumstances.

Together with our world-class staff and physicians, volunteers and patient family advisors, BCHS has worked together with the community, public health, government and health system partners to respond to the needs of the people we serve. Our courage and strength has allowed us to overcome countless hurdles together, affecting positive change in health care delivery through critical thinking and the ability to be nimble during times of uncertainty.

Health care has changed forever and the pandemic experience has pushed BCHS forward, solidifying its position as a leader in innovation, creating care models and services. As a health care organization, we are ready and well-poised for the future.

Our engagement efforts with the community, our staff and government leaders, have resulted in excellent progress with the emergency department redevelopment project at Brantford General Hospital. This is part of our longer term master plan to build a contemporary hospital that will address the growing needs of the communities we serve.

This report presents an overview of our accomplishments over the past year. We are proud of the strides we have made in quality and safety, partnerships that help transform care, building sustainability, championing health equity and supporting and empowering our people.

We have so much to look forward to - including the end to the pandemic. We offer sincere thanks to all BCHS employees, physicians and the community. We appreciate everything you have done to help overcome our collective challenges and fear of the unknown.

Truly, we are **better together**.



BCHS Strategic Plan Key Goals on Track

Brant Community Healthcare System has made it through year one of the [2020-2025 Strategic Plan](#) successfully, 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

BCHS is firmly committed to provide exceptional care that is safe, effective, patient-centred, efficient, timely and equitable. By doing so, we are creating a sound patient safety culture.

Focused on patient safety and positive health outcomes, BCBS multi-disciplinary teams continue to collaborate with our patient family advisors to ensure we are offering the most comprehensive, user-friendly education and awareness materials for patients and their families.

We have [improved information for patients](#) on how to prevent slips, trips and falls, increasing awareness and reducing the number of inpatient falls.

BCBS also continues to measure and improve patient care and services through full [patient experience surveys](#). We rely on the valuable input and ideas of our patients to help us gauge what we are doing right and where we must do better to improve patient care and services.

Our new patient safety incident management system (SIMS) is a modern, best-practice quality management and reporting system. It supports staff and physicians in reporting patient safety events to provide our patients and families with the safest care possible.





KEY GOAL #2 Partner to Transform Care

We collaborate with patients, our community and health system partners to help us develop an integrated patient and family focused care system. We are attracting new members to help grow the BCHS patient family advisor (PFA) program. New advisors with strong voices will work collaboratively with us to design our health care service model.

PFAs are key members of all program councils who assist in co-designing our services. They have been instrumental in shaping hospital visiting guidelines throughout the pandemic.

Our volunteers have also been essential in assisting patients and their families at Brantford General Hospital and The Willett, Paris, even after COVID-19 led to the temporary suspensions of our volunteer program.

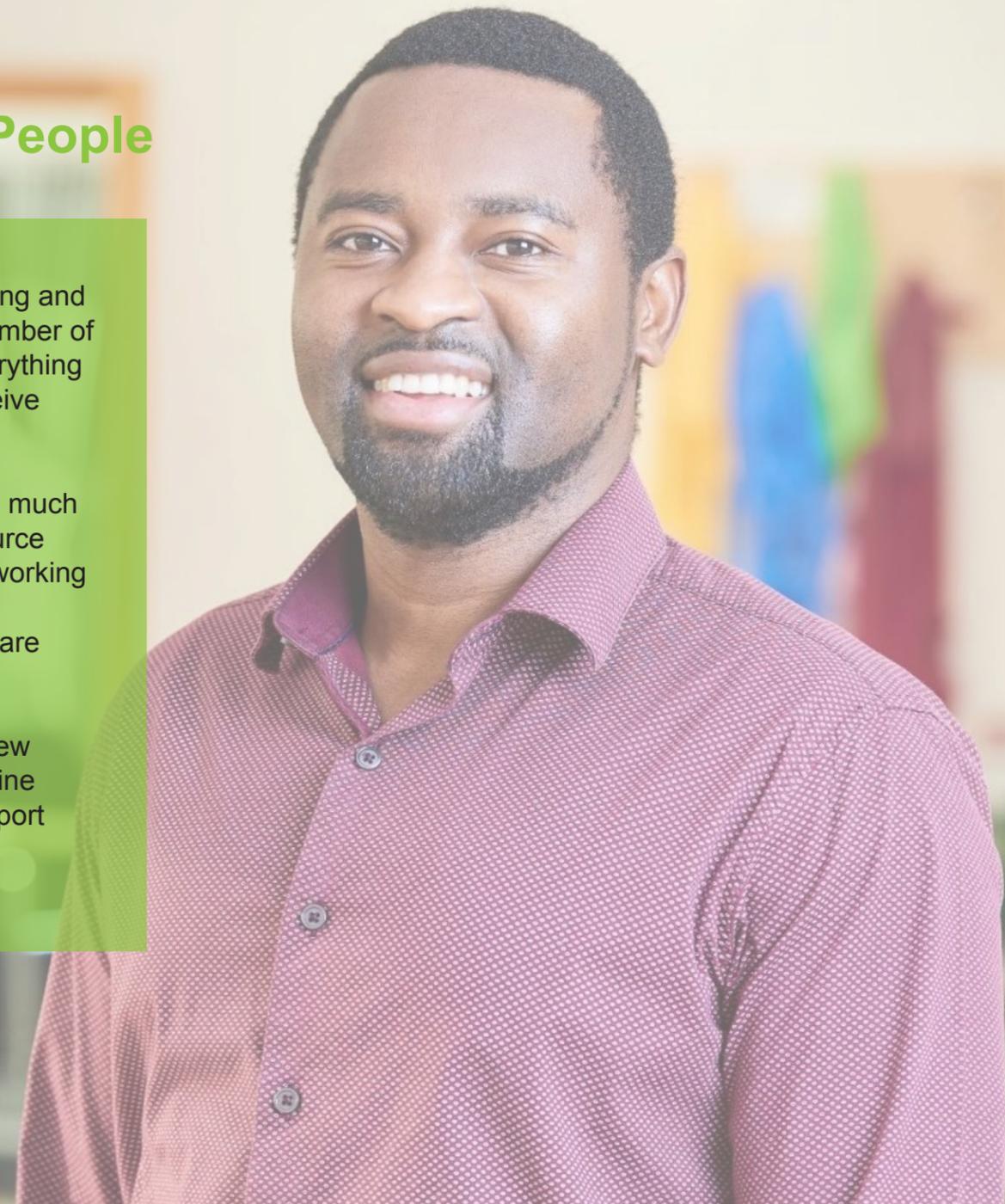
We are grateful to our volunteers and PFAs for their dedication and commitment. Thank you for your contributions.

KEY GOAL #3 Support & Empower People

Our team is getting stronger. We are recruiting new employees and developing and supporting our talented team. Each member of the BCHS team is committed to do everything possible to make sure our patients receive safe, high quality care.

Hospital workers have been through so much during the pandemic, with human resource capacity stretched to the limit. We are working with our educational partners to ensure there is a strong pool of skilled health care professionals, now and into the future.

This past year, BCHS welcomed 382 new employees to the organization in front-line health care, specialty services and support and administration.





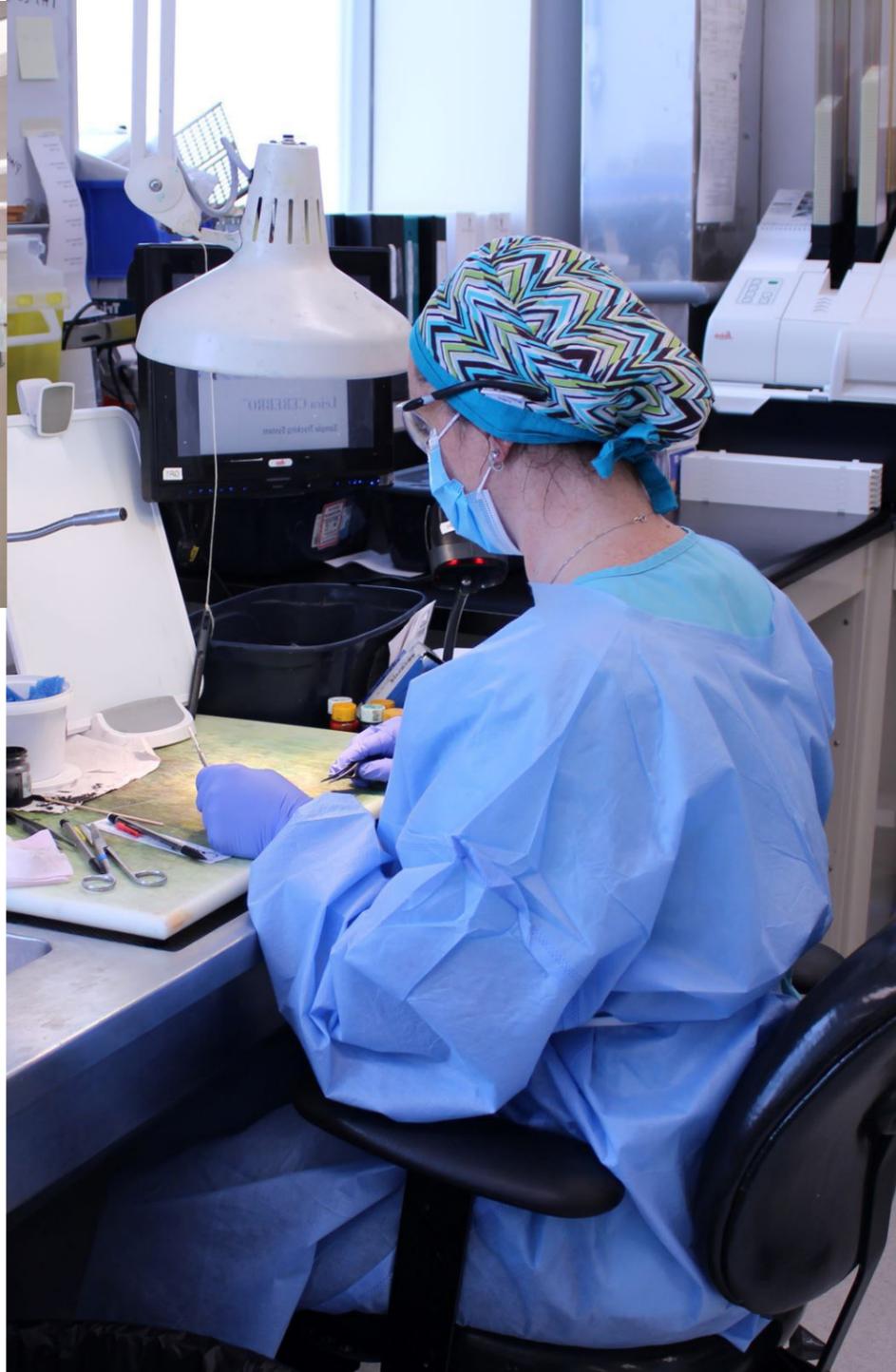
KEY GOAL #4

Build Sustainability

BCHS is building a future that is financially sustainable. To be successful we need to modernize our physical and technical infrastructure.

During the first and second waves of the COVID-19 pandemic, we opened 26 additional acute care beds at Brantford General Hospital to build hospital care capacity, and expanded critical care from 15 beds to 20 beds during the third wave.

We are pleased with the progress of our emergency department redevelopment and infrastructure renewal planning and look forward to the next stages.



KEY GOAL #5

Champion Health Equity

The health care system is responsible for understanding and meeting the unique health needs of local communities and to address priority health concerns. As our journey continues, we are building and strengthening relationships with local Indigenous peoples and communities.

These partnerships will provide better navigation and a culturally safe environment for Indigenous communities. Our organization is providing diversity, inclusion and anti-racism education and training.

BCHS has partnered with the Indigenous Primary Health Care Council (IPHCC) to offer staff and physicians an opportunity to complete San'yas Core Indigenous Cultural Safety (ICS) training to educate about the history of health inequities, address power imbalances and understand how historical and generational trauma has shaped the Indigenous health care experience.

This past year, 53 BCBS team members completed the training, with more educational opportunities to be scheduled in the coming months.



BCHS 2020-2021 Accomplishments

April 2020



Ramped up COVID-19 response by retooling our hospitals, redeploying staff, increasing lab testing capacity and introduced negative pressure rooms to be well prepared for the pandemic.

*Photograph courtesy of the Brantford Expositor

May 2020



Implemented geographic rounding on medical inpatient units – hospital physicians meet patients on a single unit instead conducting hospital wide rounds, giving patients and their families more time with their doctor and improved communication among the care team.

June 2020



Implemented Specialized Geriatric Services provided by health professionals experienced in elderly and geriatric care to keep frail seniors safe and well.

July 2020



BCHS special care nursery received neonatal intensive care unit (NICU) designation. Care teams monitor and care for premature babies and medically unstable full term babies.

August 2020



Recognized more than 143 BCBS staff, physicians and volunteers who were nominated through the COVID-19 Heroes program. Their heroic efforts helped keep our patients, their families and the community safe and well during the pandemic and beyond.

September 2020



Launched an online booking process for COVID-19 tests, mobilized COVID-19 assessment teams and increased capacity to address high demand for COVID testing during the second wave.

BCBS Foundation



BCBS Foundation raised a total of \$1,828,498 to help fund the \$8M+ Emergency Department redevelopment project and a new CT scanner. \$439,307 went to the purchase of patient care equipment e.g. defibrillators, patient monitors, bladder scanners and external pacemakers. Thanks to our generous donors and the community for your support.

October 2020



BCBS hosted the first ever BCBS outdoor job fair, attracting 117 applicants with 27 new employees hired.

November 2020



Ontario government granted approval to officially establish the Brantford Brant Ontario Health Team (OHT), who partnered with BCBS to lead development of the local Mobile Enhancement and Support Teams (MEST) to help address health care worker shortages in the community.

December 2020



Improved test result turnaround times from 13% to 95% within 48 hours using lab automation at the assessment centre; partnered with the Brant County Health Unit to support vaccination clinics.

January 2021



Launched a new patient safety reporting system for recording critical incidents and adverse events in an effort to improve patient experience.

February 2021



Received the Echocardiography Quality Improvement Program Certificate of Accreditation for our commitment to the ongoing provision of quality echocardiography services.

March 2021



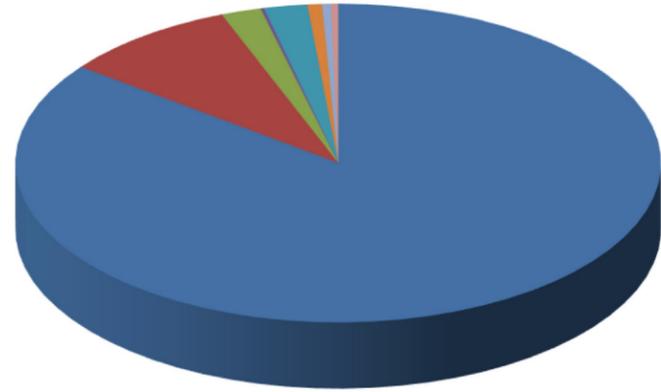
Achieved COVID-19 vaccination compliance rate, with 1,663 BCBS staff, physicians and volunteers receiving their first dose of the Pfizer vaccine by March 26, 2021.



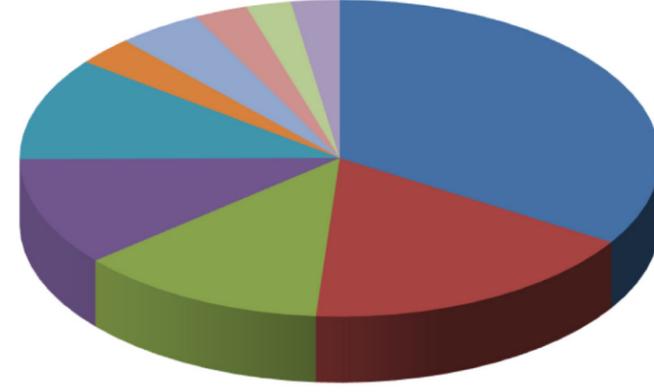
Our Voice. Our Vision.
This is Our BCBS.
#OurBCBS

BCHS Financial Highlights 2020-2021

Total Revenue 2020-2021
\$222,322,670



Total Expenses 2020-2021
\$209,896,264

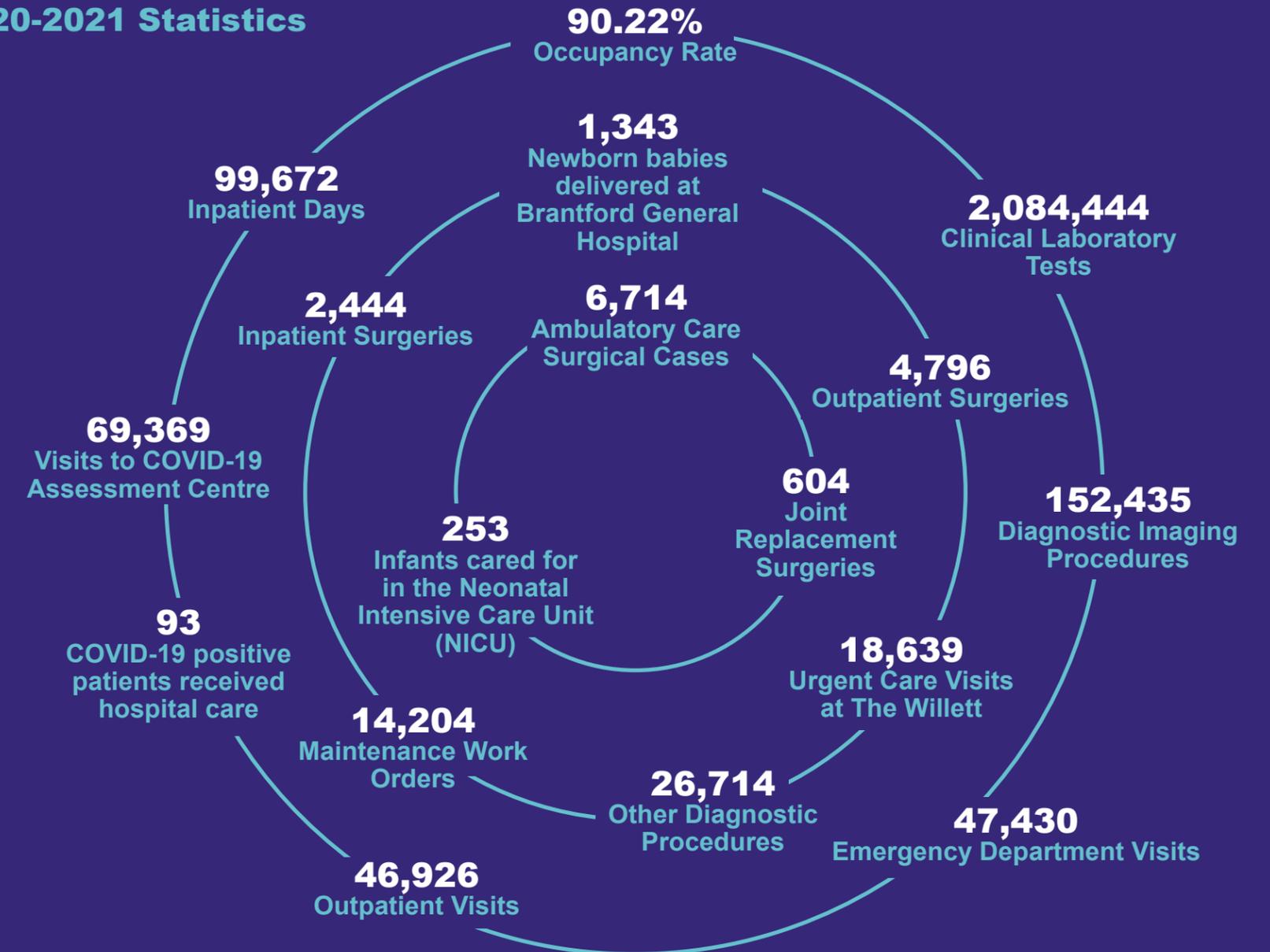


- Funding - LHIN 4, MOH, CCO 85.3% - \$189,660,145
- OHIP Revenue 8.8% - \$19,579,140
- Amortization 2.2% - \$4,834,598
- Paid Parking, Rebates, etc. 2.0% - \$4,460,164
- Outpatient Revenue 0.7% - \$1,607,610
- Marketed Services 0.4% - \$996,214
- WSIB, Uninsured, Non Resident Inpatient Revenue 0.4% - \$799,918
- Preferred Accommodation 0.2% - \$384,881

- Direct Inpatient 33.9% - \$71,179,351
- Direct Outpatient 17.2% - \$36,267,753
- Lab/Diagnostic Imaging 12.6% - \$26,486,011
- Housekeeping, Plant Maintenance, Patient Food Services, etc. 11.1% - \$23,244,844
- Finance, Human Resources, IT & Other Services 10.5% - \$22,024,195
- Amortization 4.3% - \$8,976,625
- Pharmacy, Speech Pathology, Social Work, etc. 2.9% - \$6,087,306
- Community Health, Organizational Development, etc. 2.7% - \$5,693,639
- Marketed Services 2.5% - \$5,157,802
- Therapeutic Services 2.3% - \$4,778,738

Serving Our Patients and the Community

2020-2021 Statistics



Thanks to Our Community

BCHS is honoured to serve in a key leadership role in health care to support the pandemic response throughout the community and across Ontario. Our promise to you: we will continue providing 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. We are beyond grateful to the community for doing your part to help strengthen partnerships, follow public health safety guidelines and for getting your COVID-19 vaccinations.

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



Contact Us

Putting patient-centred care at the forefront of everything we do, BCBS relies on the input and ideas of our patients and their family caregivers to help us understand what we're doing well and where we need to improve.

We welcome your feedback about the care we provide and about the 2020-2021 Annual Report.



Brant Community Healthcare System
www.bchsys.org

Brantford General Hospital
519-751-5544

The Willett, Paris
519-442-2251

