



## PFA WRAP UP OF 2025



The PFAs sang the holiday spirit at the BCHS staff breakfast on December 17. They caroled in the cafeteria, then went around the hospital spreading lots of joy to patients.

### HIGHLIGHTS

The YAC started a project that brought cuteness to many this holiday! More on page 15.



Will and Janice sharing a holiday moment after rounding. More on page 14.

### MESSAGES

- CEO's Message page 2
- Chair's Message page 3



A snapshot of our coffee house and PFAs in action. More moments on page 13.

## MESSAGE FROM THE CEO



**Bonnie Camm, President and CEO  
Brant Community Healthcare System**

As we reflect on the past year, I want to express my deepest appreciation for the remarkable work and dedication of our Patient Family Advisors (PFA). PFAs continue to be a pillar of our commitment to person-centred care, helping ensure that every decision we make reflects the voices, needs, and lived experiences of those we serve.

In 2025, your insight and partnership have guided meaningful progress across BCHS, from expanding Patient Experience Rounding and enhancing wayfinding, to building stronger connections within our community. These efforts represent the true spirit of collaboration — and they are making a difference every day.

This year also marks the next chapter of our journey with the launch of our new Strategic Plan. PFAs have played a key role in shaping its direction, ensuring that patients and families remain at the centre of how we plan, develop, and deliver care. Your involvement is not only valued — it is essential to achieving our shared vision of a safer, more responsive and compassionate healthcare system.

We are also pleased to welcome new members and celebrate the growth of our first Youth Advisory Council, whose perspectives are vital to the future of patient engagement.

As we look ahead to the coming year, I am energized by the momentum we have built together. With continued partnership and collective purpose, I know we will drive even greater improvement for patients, families and our community.

Thank you for all you have done — and all you continue to do — to support excellence in care at BCHS. Your voice is powerful, your contributions are meaningful, and your impact is felt every day.

## MESSAGE FROM CHAIR



### Harold Stahl

*"Your talent determines what you can do. Your motivation determines how much you are willing to do. Your attitude determines how well you do it."*

-Lou Holtz, former American football coach

This quote is what exemplifies our Patient Family Advisor Group. We have a very dynamic and engaged group, all bringing a different lens and experiences to BCHS striving to prioritize high-quality, person-centered care and improving patient outcomes.

This year we have added two new PFAs, taking us to **20 advisors**. Our Youth PFAs number is currently at 8.

There have been many projects that have been, and continue to

to evolve, driven by this dynamic group.

We launched **Patient Rounding** in various departments and will continue to grow this program to other units as we complete training and get more interested PFA's joining. This is adding real time feedback and information that is shared during huddles with staff.

Over the past summer, there were more than **157 patients**, with roughly 40 of them being supported by PFAs. These covered **post-acute, stroke, rehab, the Willett, C4, C7, pediatrics, family birthing, and inpatient mental health units**.

The pilot for Patient Rounding started on C2. We brought in a student for the summer to help us roll out rounding to other units, and start collecting some data. We also established a training/ shadowing program for any PFA that wish to join the Rounding team.

The **ADT Alumni Program** continues to receive positive feedback from participants, who appreciate the opportunity to build on and continue the work they began in the ADT program.

In summary, the team is looking at how to create a link between ADT, mental health inpatient and family support. There are about 5-10 attending, although this program is not about the number that attend, but rather who comes.

During our **Coffee House sessions**, we are also inviting guest speakers to share insights on ongoing hospital programs and projects, providing learning opportunities on topics such as DEI-B, Hospital-to-Home initiatives, and Foundation fundraising, to name a few. Participation in various aspects of hospital programs continues as needed or upon request, including areas such as Clinical Service Planning, Redevelopment, Wayfinding, and Quality Councils, among others.

I continue to look forward to growing with this group, advancing knowledge, and keeping the focus on being the 'voice of the patient,' in alignment with our Patient Pillar of the Strategic Plan: striving to prioritize high-quality, person-centered care and improve patient outcomes.

## PATIENT FAMILY ADVISOR



Back in June, BCCHS celebrated and recognized our PFA's with an award ceremony.

### What is a PFA?

Check out the WORDLE below to get a glimpse of what our PFA's are all about.



### #DidYouKnow

Our PFAs come together once a month over coffee to collaborate and spark ideas on how to better serve our patients.

### Monthly Coffee House

*Join us for tea, coffee, and good conversation!*



- PFAs are invited to have lunch, coffee/tea, and good conversation with other PFAs within our organization at our Monthly Coffee House.
- To provide monthly sharing on PFA initiatives in order to offer support and hear feedback.
- Provide an opportunity for PFAs to meet each other and socialize for coffee and tea to stimulate interesting conversation, ideas and feedback.

## ALL ABOUT PFA: 2025 EDITION

Total PFA Hours in 2025:  
**1000+**

Total # of New Members  
Onboarded: **2**

Total # of New YAC  
Members Onboarded: **5**

Total Amount of Committees,  
Councils and Initiatives: **60+**

### FAST FACTS

- We have a total of **35 PFAs**
- Our youngest YAC member is **18 years old**
- Some of our PFAs have been volunteering with us since **2013**



## RECAP OF 2025



### **Arooj Shaikh** - PFA for Diversity, Equity, Inclusion, and Belonging (DEI-B) for staff education at BCHS

#### **Arooj's Highlights**

*Arooj was honoured this year to take part in the IBelong Series at BCHS – a campaign where employees, professional staff, and volunteers share their personal stories to strengthen a culture of belonging. Through this initiative, Arooj helped deepen our collective mission to provide exceptional, inclusive care.*

Together, we continue to build a BCHS where every voice is valued and every person feels connected.

Arooj also contributed to several important projects this year, including:

- Providing feedback to the Compass team on how to make cafeteria menu options more inclusive.
- Offering insights into DEI-B training KPIs and reviewing educational materials to ensure meaningful content and impact.

Outside of PFA, Arooj has also been actively involved in community and staff engagement:

- Attended the Iftar dinner hosted at the hospital.
- Collaborated with BCHS psychologist Nazia Zeb and Muslim Women of Brant to deliver a community event focused on women's wellness and mental health.

Arooj looks forward to continuing this work and helping build partnerships that enhance the hospital experience in creative and meaningful ways.



### **David Kirk** - PFA for Emergency Department

#### **David's Highlights**

*David has had an exciting and impactful year as part of the PFA community. David is one of the original PFA's who have been with the committee before it officially began in 2019. He enjoys working within the Emergency Department, assisting patients and families with what can be a difficult time.*

David is proud to see the redevelopment of the ED project from planning into action. This year marked the true beginning of the work, along with the successful launch of new wayfinding tools to help ED patients and visitors navigate the space more easily and confidently.

David continues to support the ED team's commitment to excellence. The department is actively reviewing best practices, and a dedicated committee is now meeting to establish priority initiatives for 2026, ensuring continuous improvement in patient experience and care delivery.

## RECAP OF 2025



### **Anthony (Orazio) Caltagirone - PFA, Co-Chair and Co-Founder for Alumni Peer Support Group in ADT**

#### **Anthony's Highlights**

*Anthony has had an exciting and impactful year as part of the PFA community. One of his proudest accomplishments was co-designing the Adult Day Treatment (ADT) Peer Support Program with Will – an initiative that provides ongoing support for graduates of the ADT 6-week program and helps strengthen continuity of care.*

He's also excited about:

- Deepening his understanding of PFAC and increasing his participation across activities.
- Volunteering in new areas he hadn't previously considered, including supporting fundraisers and participating in rounding.
- Connecting with fellow PFAs and learning from the diverse stories, personalities, and expertise within the group.
- Gathering feedback from ADT participants to help shape and refine the peer support program.
- Being nominated for – and receiving – an Innovation Award, recognizing his dedication and creativity.

With over 110 volunteer hours, Anthony is looking ahead to 2026 with enthusiasm. He hopes to explore opportunities to connect with the education community, help promote the hospital organization, and continue building meaningful connections that link people to the PFA program.



### **Janice Kucharew - PFA for Medical Inpatient, Oncology, and Post-Acute Units, AIDET Advocate, Falls Committee**

#### **Janice's Highlights**

*One of the projects Janice is most proud of this year is her involvement in Patient Rounding on the inpatient floors. During these rounds, Janice meets with selected patients to learn about their care experience throughout their hospital stay. She listens to all aspects of their journey,*

*identifies common themes – both positive and areas for improvement – and shares these insights with the Clinical Manager, who brings them forward during team huddles. This work has been especially meaningful to Janice, as it gives patients a voice and helps shape improvements across BCHS.*

Janice also participates in several councils and committees as the voice of patients and families. One of the more hands-on initiatives this year was the ED Wayfinding Working Group, where the group walked the hospital hallways to identify where signage was needed to support patients and families navigating to the Emergency Department. It was a fun and very productive project.

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Janice is also looking forward to continuing her Patient Rounding, along with her ongoing council and committee work. She is always open to new opportunities to contribute. Every time she enters the hospital, Janice intentionally “wears” her invisible Patient and Family Advisor hat — always observing, listening, and looking for ways to improve the journey of patients and their families. She is grateful that PFA voices are valued and that their input can help make care experiences smoother, more supportive, and more patient-centred.



**Harold Stahl** - CEO of PFAC, PFA for CCU, Post-Acute and Palliative Care Council, Quality Council on Board of Directors, Reimagine Committee and Clinical Planning Services for Post-Acute and Stroke Unit

### **Harold's Highlights**

*Harold has had an incredibly impactful year, contributing to several meaningful initiatives across BCHS. He is proud to have continued his work in Patient Rounding, helping expand this valuable practice into*

*additional areas of the hospital. His passion for supporting the growth of mental health programs has been a driving force in enhancing care for patients and families.*

Harold has also played an important role in the CSP Program, strengthening patient-centred processes, and has been an active member of the Redevelopment Committee, ensuring the patient and family voice is represented in planning future improvements. His dedication and insight have made a significant difference throughout the organization.

Looking ahead, Harold is excited to continue in several key roles, including:

- Chairing PFAC, ensuring patients and families remain central to hospital decision-making.
- Ongoing involvement with the Redevelopment Group, as progress continues on the new hospital build.
- Supporting CSP groups as they look ahead to future program needs and requirements.

Harold remains committed to bringing the patient perspective forward and is enthusiastic about the work ahead in 2026.



**Anna Maynard** - PFA for Perioperative Unit, Accessibility Committee, Emerging Leaders, Quality Council on Board of Directors, Diagnostic Imaging and Clinical Services Planning

### **Anna's Highlights**

*In 2025, Anna Maynard served as a Patient and Family Advisor (PFA) on the Quality Committee of the Board. This role marked a significant period of personal growth for Anna, as she found it rewarding to highlight the*

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*importance and impact of PFA Rounding throughout her tenure. Anna is also enthusiastic about her continued involvement as a representative for patients, families, and the broader community on the Clinical Services Planning Steering Committee.*

For 2026, Anna is eager to participate in a new initiative with the Perioperative Program Council and Quality. This co-design project will trial increased PFA involvement, specifically in reviewing and reporting on Qualtrics Data at the Perioperative Program Council meetings. Anna looks forward to contributing to this collaborative effort aimed at enhancing patient and family engagement in program quality review.



**Susanne Sauve** - PFA for Mental Health and Addictions, Family Support Group, and EPI Mental Health Family Support Group, Code White Committee, Essential Care Partner Committee

### **Susanne's Highlights**

*Susanne's year was shaped by meaningful involvement in both the EPI Family Support Group and the Mental Health and Addictions Council. These initiatives gave her the opportunity to exchange effective strategies address emerging challenges, and support families and patients in impactful ways.*

In 2026, Susanne is eager to continue the important work started this past year while taking on a few new and inspiring roles. She's joining the Essential Care Partner Steering Committee, where she looks forward to helping define and strengthen the partnership between caregivers and the hospital team. She's also excited about contributing to the Emergency Department Wayfinding initiative, a project that makes a real difference for patients and visitors by helping them get where they need to go with ease, while also reducing interruptions for staff.



**Mohammad Hassan** - PFA for Spiritual Care Committee

### **Mohammad's Highlights**

*As a dedicated Patient Family Advisor, Mohammad is currently involved in supporting the Finance Department, a role that allows him to draw on more than 22 years of professional experience—something he finds both meaningful and energizing.*

Looking ahead, he's especially excited for the opportunity to contribute his insight to the planning of the new hospital in 2026, and to continue ensuring the patient and family voice remains at the heart of future developments.

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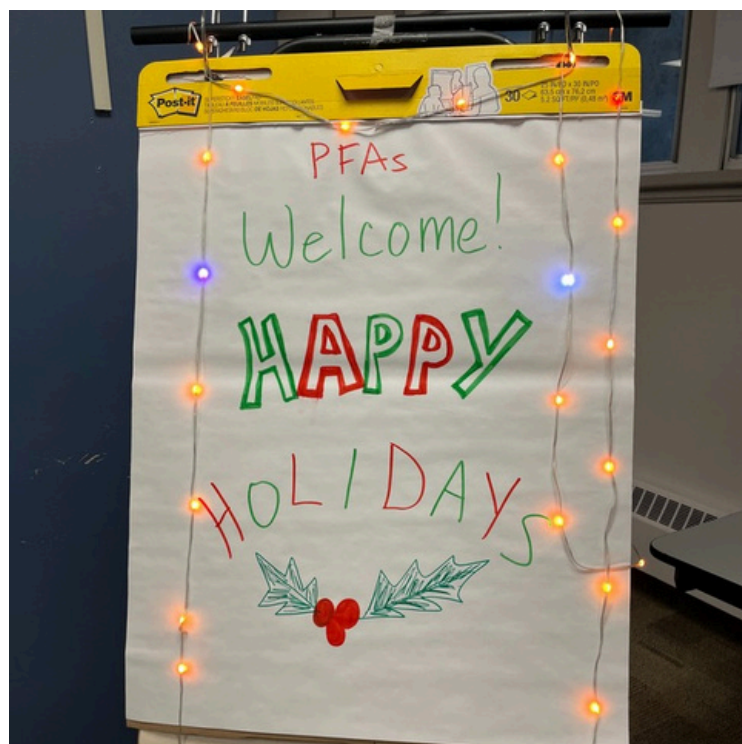


**Annette McGaughey - PFA for Post-Acute Unit, Essential Care Partner Committee, Clinical Planning Services for Medicine, Wound Care and Lab DI, Willett Rounder**

### Annette's Highlights

*Annette is grateful for 2025, as it has given her the opportunity to truly see the impact that Patient Family Advisors are making. This year has brought meaning and purpose into her life, allowed her to meet caring people, connect with others, and become part of a larger, supportive community—experiences she deeply values and looks forward to continuing.*

In 2026, Annette is most looking forward to contributing even more through her involvement in policies and procedures, participating in the Essential Care Partner Policy Working Group, and continuing her work with PFAC.



**The PFA Committee is looking forward to another great year at BCHS!**

## MEET OUR PFAS



### **Nancy Young - Clinical Operations , ISU/Stroke Patient Rounding , Infection Prevention, Pressure Injury Prevention**

#### **Can you tell us about your experience as a patient or family member within the healthcare system that inspired you to become a Patient and Family Advisor?**

As a retired RN, my favourite part of my lengthy nursing career was working alongside patients and families. I was passionate about hearing

individual patient stories, understanding their journeys, and learning from their experiences. In my retirement, I took this interest and drive to somehow be part of the change in improving outcomes in hospital experiences that these patients and many families were experiencing. Volunteering as a Patient Family Advisor has allowed me to remain connected to the heart of healthcare, while helping to shape and improve patient experiences.

#### **What stands out to you most about that experience? What made it particularly meaningful or challenging?**

I began my PFA role on the ISU stroke unit at a time when the position was still new and not yet defined. Wanting to truly represent the patient voice, I initiated monthly patient and family rounding so I could hear firsthand experiences from the bedside—something I've continued for the past three years. This approach has been valuable for patients, staff, and for me personally. I provide feedback directly to the unit manager, offering insight for quality improvement while also sharing positive comments that uplift staff and reinforce strong care practices.

Patients and families consistently express appreciation for being heard and for having their experiences contribute to future improvements. It has been rewarding to see BCHS support this role and implement changes based on rounding feedback, including:

- 1) A flow-chart poster identifying staff by uniform colour to increase role clarity for families and visitors.
- 2) Ear plugs and eye masks now available in the ED for added comfort.
- 3) Expansion of the PFA bedside rounding model hospital-wide.

#### **How has your experience shaped your perspective on healthcare delivery?**

I feel encouraged that BCHS is striving for ensuring high standards with total inclusivity and quality care for our community.

#### **Why is being a Patient and Family Advisor important to you personally?**

I feel energized as a PFA because BCHS continuously shows respect and value for my role as both a volunteer and patient voice. It's inspiring to see the growth of PFA membership, the inclusion of youth PFAs, and the opportunity to collaborate with others who share the same passion for improving patient care outcomes.

#### **How do you hope to use your experience to support improvements in care for others?**

Advocating for continued quality care for patients and families, breaking down silos and striving for a collaborative team approach with hospitals and community partners.

## FEATURED YAC: WILL HARMES



**What stands out to you most about your experience as a PFA? What has made your journey particularly meaningful or challenging?**

My experience as a Youth Advisor is defined by teamwork. Among the monthly formal meetings, our group meets informally two to three times a month to continue our work on projects and learn more about our healthcare system. Never is there a task or issue that I need to solve on my own, as our group is committed to collaborating and supporting one another.

When faced with challenges, for example our reliance on other departments, our group has learned to communicate

with our support and change our plan. Our ability to stick with our goals, despite changing our path towards them, has developed as a team.

**How has your experience shaped your perspective on healthcare delivery?**

My experience has shifted my perspective of healthcare from a system solely governed from the top down, to a system built from the bottom up. As a PFA, I can recognize the power that everyday people can have on real change inside the healthcare system.

**Why is being a Patient and Family Advisor important to you personally?**

My role is important to me because it gives me the opportunity to learn about our hospital and the broader healthcare system that surrounds it. The potential for everyday people of all backgrounds and classes to make a difference is what inspires me about my role.

**How do you hope to use your experience to support improvements in care for others?**

As I continue in my role and plan for my future working in government healthcare, I plan to take with me the experiences and skills to make my voice, and the voices of others heard, no matter the challenge.

For more information about our Youth Advisory Council, or how to join, visit:  
[www.bchsys.org/youthcouncil/](http://www.bchsys.org/youthcouncil/).

## PFA MOMENTS



Our Coffee House is always a wonderful opportunity to come together, share new ideas, and connect socially.

Our PFAs work alongside dedicated staff when patient rounding to better understand patient needs and concerns.



Our YAC members came up with a thoughtful idea to make stars, place them in baggies, and include a note saying "You're a star!"

## PFA MOMENTS



The PFAs held a potluck to celebrate the holidays and enjoyed playing some “reindeer games” too!



## YAC HIGHLIGHTS



### Bracelet Making

The council have been working on bracelets to spread the word and information on the mental health programs at the Brantford General Hospital! For the past months, members have been hand making bracelets and adding QR codes to direct the community to our website.



### The Holiday Project

The Youth Advisory Council had exciting plans to deliver holiday cards, crocheted stuffies, and visit patients in the hospital this holiday season. They looked forward to sharing seasonal greetings and warm smiles.



"Being able to go around the hospital and deliver gifts as well as brighten spirits through caroling was extremely fulfilling. Giving back is so important at this time of year, and that is definitely what we accomplished."

- Brianna Leger

Looking ahead to the new year, the Youth Advisory Council is excited to launch fundraisers and events focused on raising money to support patient care.

## YAC HIGHLIGHTS

**Edwina Pan**

*"After often feeling like just another file in the mental health system, BCHS has made me feel genuinely seen and valued as an individual. I'm grateful to be part of the council, where I can support youth in our community, help reduce the stigma around mental health, and raise awareness of the resources BCHS provides."*

**Frankie Costa**

*"The hospital's mental health program has given me the opportunity to grow as a person. Being able to be a part of this council will help me continue my growth and help others grow as well."*

**Harlie**

*"I am excited to help the youth in our community and allow their voices to be heard through our council. Having been in their shoes before, I hope my own experiences and what I've learned will help create a safe and friendly environment."*

## PEOPLE CENTRED CARE

*Reviewed by  
BCHS Patient  
& Family  
Advisors*

Gold Seal Approved

The new Declaration of Patient Values was revised in 2025 with support of the PFAs.

### PATIENT DECLARATION OF VALUES

At Brant Community Healthcare System, we are committed to high-quality, person-centered care that honours the diverse cultural identities, traditions, and values of the people we serve.

Our patients and families have developed statements to guide the care they receive in our hospitals.



[bchs.org](http://bchs.org)

*Reviewed by  
BCHS Patient  
& Family  
Advisors*

#### YOUR EXPECTATIONS As a patient, I expect:

##### QUALITY & ACCOUNTABILITY

- Provide me with high-quality care that follows best practices and standards.
- Make sure my care meets my unique needs.
- Respect my background, culture, religion, gender, identity, language and abilities.
- Give me a way to share my thoughts or concerns about my care — both good and bad.

##### COMPASSION

- Be sensitive to my values, beliefs, and cultural practices.
- Be kind and caring toward me.
- Listen to my worries and respond with understanding.

##### RESPECT

- Treat me with dignity and protect my privacy.
- Involve and educate me so I can make informed choices about my health.
- Include me and those most important to me in my care.

#### OUR EXPECTATIONS

As a Patient or Family Member, I Will:

- ✓ Be kind, patient, and understanding with my care team.
- ✓ Share honest and accurate information about my health.
- ✓ Participate in my health care decisions.
- ✓ Ask questions and talk about any concerns I have.
- ✓ Respect the staff, volunteers, visitors, and other patients.

### People-Centered Care Framework



*Reviewed by  
BCHS Patient  
& Family  
Advisors*

The People Centered Care Framework captures the commitment PFAs have to person-centered care.

## PFA FEATURED RECIPES



## Cheerful Gingerbread Cookies

*There's no better way to feel festive this holiday season than with a fresh batch of warm, spiced gingerbread cookies! Follow this classic recipe to fill your home with the cozy smell of sweetness, molasses, and holiday cheer.*



PREP TIME  
**7 MIN**



COOK TIME  
**8-9 MIN**



SERVINGS  
**3 DOZEN  
COOKIES**

### Ingredients

- ½ cup of sugar
- ½ cup of shortening
- 1 egg
- ½ cup of light molasses
- 2 ¼ cup of flour
- 4 tsp of pumpkin pie spice
- 1 tsp of baking powder
- ½ tsp of salt
- ½ tsp of all spice

### Instructions

1. In a mixing bowl, cream sugar and shortening.
2. Add egg and molasses, whisking into the mix.
3. Mix in dry ingredients: flour, spices, baking powder and salt. Mix until well blended.
4. Chill dough for one hour.
5. Roll out dough to around ⅛ inch for thickness.
6. Cut into desired shapes.
7. Bake at 350°F (175°C) for 8 to 9 minutes, or until lightly browned.
8. Cool on wire rack.