



# Growing Healthier Communities

Brant Community Healthcare System  
2019-2020 Annual Report to our Community





# Our Mission

Working together to build a healthier community.

# Our Vision

Exceptional Care – Exceptional People



# Our Values

Compassion  
Accountability  
Respect  
Equity



## Building Momentum Together



Paul Emerson,  
Board Chair

David McNeil,  
President & CEO

We are most fortunate to lead an organization of dedicated health care professionals and staff focused on delivering safe, high quality care to the people we serve.

Faced with the changing realities of our health care system and a 'new normal' brought on more recently by the coronavirus pandemic, the Brant Community Healthcare System has embraced this time of new beginnings with confidence and hope as we look forward to the future.

Momentum continues to build around transformational change in our local health care system, and BCHS is already achieving success. A diverse and highly skilled 12-member Board of Directors was appointed in August 2019 – comprised of

individuals who live and work in our communities, and committed to improving the health and wellbeing of their fellow citizens.

We have worked collaboratively with our patients and families, system partners and community leaders to achieve success in transitioning from a time of unstable financial health to a solid plan. As a result, BCHS achieved its budget plan for the past year and the organization is now in an excellent position to achieve a balanced budget in the coming fiscal year.

Inspired to provide exceptional care that works better for our patients and providers, we continue to engage them to share ideas about community health care needs and how best to improve care delivery. Thanks to the board's guidance, BCHS is doing everything possible to provide maximum value and working to ensure transparency and accountability.

These efforts have resulted in the development of a new five year strategic plan and a revised mission, vision and values to guide the BCHS team in everything we do.



In addition, BCHS has been accredited – a major accomplishment and testament to the quality of care and services provided at Brantford General Hospital and The Willett.

There are exciting times ahead for us and, in our immediate future, we will be engaged with the community through every step of our renewal process, starting with the next stage of planning and redeveloping the BCHS Emergency Department and eventually, the larger redevelopment of BCHS.

Our community partnerships are strong thanks to proactive collaboration and engagement to help us build for the future. We have established the CEO Patient Family Advisory Committee to co-design and transform care, and continue to work closely with the BCHS Foundation – a steadfast partner providing important resources for purchasing hospital equipment and building redevelopment.



Our Volunteer Association and its many volunteers provide countless hours of support and are an integral part of the BCHS team. We have missed our volunteers during the pandemic and look forward to the day we can welcome them back.

Other BCHS highlights include:

- Expanding capacity to care for patients including a 20-bed transitional care unit at The Willett operated by Thrive Group
- Enhanced care and assistance for people living with addiction through the opening of the St. Leonard's Society Withdrawal Management and Residential Addiction Service
- Providing support as a key partner in the development of our local Ontario Health team for Brantford/Brant County.

We could not have achieved so many accomplishments without the support and goodwill of the people we serve. Your positive recognition, expressions of thanks and generosity have left us filled with gratitude, especially as we continue to manage the coronavirus pandemic.

There may be some uncertainty as we continue down the long road ahead, but BCHS will be right here, ready to care for you with compassion and respect. We look forward to working together with you to continue building healthier communities.

**“ BCHS continues to engage the people we serve about community health care needs and how we can improve care delivery. ”**

## BCHS Physicians and Medical Staff – We are here for you!



Dr. Eugene Jarrell,  
BCHS Chief of Staff

As Chief of Staff, I have the privilege of leading a highly skilled group of physicians and medical staff at BCHS, providing guidance and promoting effective communication across the organization. As a team, physicians and health care professionals diagnose and treat illness and injuries within Brantford General Hospital and The Willett.

There have been many achievements over the past fiscal year focused on enhancing our team including:

- Training for emergency preparedness and leadership
- Successful recruitment of physicians in emergency, orthopedics, hospital base medicine (internal medicine, hospitalists)
- Recruitment of Locum radiologists who provide coverage in diagnostic imaging and perform after hours night-time reads.

In addition, we are focused on developing a stronger regional approach to community mental health care services, and have appointed Dr. Steve Selchen as Chief of Psychiatry at BCHS.

Focused on providing exceptional care, we do our best each day to ensure we enhance the experience of every patient we serve. I am proud to lead such a nimble team of health care

professionals, especially over the past number of months during the coronavirus pandemic.

I am awestruck by the ability of our physicians and medical teams to be innovative and versatile. Their level of professionalism and solutions-based thinking during such a challenging time – even through uncertainty and anxiety – is nothing short of amazing. The BCHS physician and medical team has met every challenge head on and continues to deliver the best care to the people we serve.

Our efforts to bring more physician talent to BCHS will continue, and we are actively engaged with primary care physicians and our community in forming our local Ontario Health Team.

Together, we will grow as an organization and do our part to help transform our local health care system with the goal to provide seamless care and services to the patients and families who live in our communities.



BCHS Physicians hard at work for you

# Partnering to Transform Patient care



Joy Casarin,  
Co-Chair CEO's PFAC

Pat Brown,  
Chair Volunteer Association Bd.

As part of our commitment to collaborate with patients, the community and our health system partners, BCHS established the CEO's Patient Family Advisory Council (PFAC) to provide input and recommendations to help us develop an integrated patient and family-focused care system.

By forming this vital partnership, BCHS is strengthening engagement and working together with patient advisors to assist in co-designing hospital care and services designed to enhance the patient experience.

Patient Family Advisor Joy Casarin is co-chair of the CEO's Patient Family Advisory Committee and proud to be involved

with such an enthusiast group. "As advisors, we share our stories about our personal patient experiences to affect positive change and improve patient care, hospital services and communication," she said. "We are the voice of the patient. We are the advocates."

PFAC has logged many achievements in its short history including support for the Three Wishes Program, leading the implementation of the Family Satisfaction Survey, and advocating for the creation of a mental health family support group.

Over the short term, PFAC recruitment of new patient family advisors will continue with a goal to attract an additional 30 advisors. BCHS would like to thank all members of PFAC for your dedication to ensuring exceptional care experiences for all.



Brant Community Healthcare System Volunteers Shelley White, Cyndy Kirk, Jack Barclay, Rica Maguire, Ron Gashgarian

## BCHS Volunteers. Strengthening Exceptional Patient Care

Across the health care system, volunteers are making a positive difference – especially in our hospitals. At BCHS, volunteers are an essential group of dedicated individuals who assist in countless ways to enhance the patient experience.

The minute you walk into any hospital, chances are the first person you will meet is a volunteer. They provide information, help people get to where they need to be, answer the phones, run the gift shop and provide support to every department throughout the hospital to assist in any way they can.

Fundraising is a major focus for BCHS volunteers who facilitate shop sales, Nevada ticket sales, summer barbecues and other fundraising events throughout the year. This past year, the

Volunteer Association presented a cheque for \$85,000 to the BCHS Foundation.

Since the coronavirus pandemic restrictions took effect in March, BCHS had to postpone all volunteer work and events for safety reasons. "It's difficult not going into the hospital. We miss our work routine and we miss seeing our fellow volunteers," said Pat Brown, chair of the volunteer association.

Everyone at BCHS is so grateful for the great work of our volunteers, and we look forward to the day we can welcome them back to Brantford General Hospital and The Willett to continue working together to provide exceptional care.



# Sustainable Future. Better Care



Brantford General Hospital Emergency Department Concept



BCHS has made a solid commitment to modernize our physical infrastructure. To be successful, we will be completing the redevelopment of the Emergency Department at Brantford General Hospital.

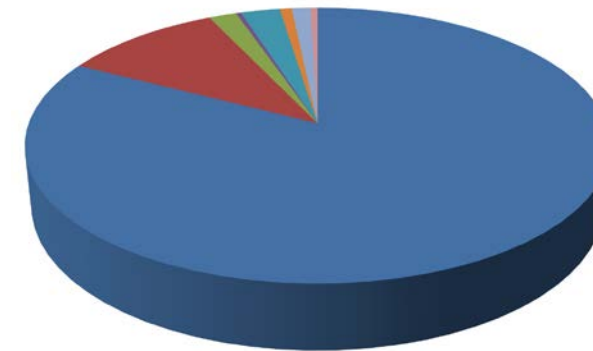
We have been given approval from the Ministry of Health to proceed to Stage 3 of the project and have entered into a competitive bid process to sign a long term architectural consultant and functional programmer to lead BCHS through this work.

While the coronavirus pandemic has slowed our progress somewhat, we look forward to ramping up consultation meetings in the coming weeks and months to work through the preliminary design development and capital cost estimates for the approved scope of the ED redevelopment that will require final ministry approval.

We will continue to engage with our communities to ensure BCHS is making informed decisions to improve patient care and ensure the long-term sustainability of our local health care system infrastructure.

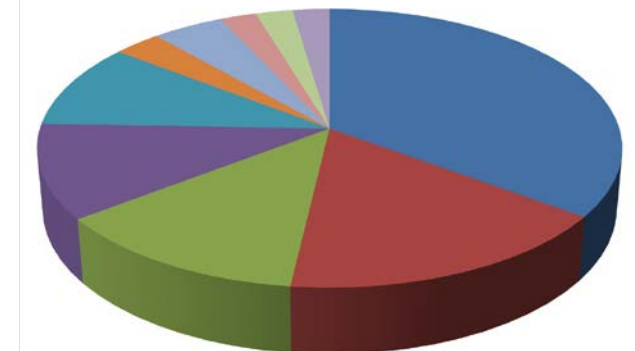
# BCHS Financial Highlights 2019-2020

Total Revenue: \$196,438,030



- Funding (LHIN 4/MOHLTC/CCO) 82.6% (\$162,261,258)
- OHIP Revenue 10.3% (\$20,295,217)
- Paid Parking, Rebates, etc. 1.8% (\$3,516,090)
- Preferred Accommodation 0.3% (\$631,527)
- Amortization 2.5% (\$4,959,386)
- Outpatient Revenue 0.8% (\$1,513,929)
- Marketed Services 1.2% (\$2,398,219)
- WSIB, Uninsured, Non Resident Inpatient Revenue 0.4% (\$862,404)

Total Expenses: \$199,036,010



- Direct Inpatient 35.1% (\$69,874,624)
- Direct Outpatient 16.7% (\$33,336,489)
- Lab/Diagnostic Imaging 12.7% (\$25,362,929)
- Housekeeping, Plant Maintenance, Patient Food Services, etc. 11% (\$21,812,293)
- Finance, Human Resources, IT & Other Services 9.9% (\$19,690,235)
- Pharmacy, Speech Pathology, Social Work, ect. 3% (\$6,018,269)
- Amortization 4.5% (\$9,000,700)
- Community Health, Organizational Development, etc. 2.3% (\$4,598,114)
- Therapeutic Services 2.3% (\$4,674,853)
- Marketed Services 2.3% (\$4,663,503)

## Our Statistics

- Occupancy Rate: 100.87%
- Inpatient Days: 108,484
- Newborns: 1,348
- Inpatient Surgical Cases: 2,751
- Maintenance Work Orders: 15,782
- Outpatient Surgical Cases: 6,246
- Ambulatory Care Surgical Cases: 8,010
- Emergency Visits: 57,606
- Urgent Care Visits: 21,587
- Outpatient Visits: 61,658
- Clinical Laboratory Tests: 2,174,174
- Diagnostic Imaging Procedures: 173,373
- Other Diagnostic Procedures: 25,816

Audited Financial Statements are available at [www.bchsys.org](http://www.bchsys.org)

## Championing Health Equity



Indigenous Family Space Opening  
Brantford General Hospital – December 2019

Understanding and meeting the unique needs of local communities and addressing priority health concerns make up a large part of the BCHS commitment to champion health equity across the communities served.

Critical to our success is the continuation of building and strengthening relationships with local Indigenous peoples and communities, and developing solid partnerships to provide navigation and a culturally safe environment.

To ensure success, our Indigenous Cultural Safety Committee (ICSC) has been working diligently to achieve a number of notable accomplishments over the past year. Among those highlights is the expanded Indigenous cultural safety training offered to BCHS staff and leadership by Michelle Thomas of the Seneca Bear Clan, and the San'yas Indigenous cultural safety

training offered through the Provincial Health Services Authority in British Columbia.

This two-phased educational workshop helped BCHS leaders, emergency physicians, physician assistants and nurses gain a greater understanding of the worldview and cultural beliefs of the Haudenosaunee people who reside in Six Nations of the Grand River Territory and Mississaugas of the Credit First Nation. In addition, the sessions provided practical information about how BCHS can be a partner in meaningful engagement with Indigenous communities and improve care to Indigenous patients.

BCHS honoured its second annual Indigenous Solidarity Day, an outdoor event for Indigenous community organizations from the area who were invited to celebrate with food, music, and dancing, and share information about their programs with BCHS staff and community members.

ICSC and De dwa da dehs nye>s organized a bi-weekly Drum Circle gathering between June and August open to all BCHS patients and families, community members and staff.

Another major accomplishment was the exciting launch of the Indigenous Family Space at Brantford General Hospital last December, following months of good work by ICSC and BCHS staff.

The space provides Indigenous patients and families with a space available 24/7 to engage freely in traditional ceremonies or gather for compassionate reasons, and is equipped with traditional medicines and other special amenities needed for ceremony.



Margaret Copeland,  
Member BCHS  
Board of Directors

## Collaboration Leads to Increased Care Capacity

Overcrowding has become a common challenge for most Ontario hospitals, including the Brant Community Healthcare System. To help ease overcapacity, BCHS formed a partnership to expand the local transitional care beds program through an innovative delivery model.

Transitional care is a short-term option designed to provide care to patients who do not require the level of care provided in hospitals, but need care and support before returning home or to another destination such as long-term care.

Together with the Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN) and Thrive Group – a non-profit organization with oversight for a number of health care focused charities – Thrive and BCHS spent a number of months planning for the renovation, and coordinating architectural, electrical, mechanical and plumbing work required to improve



and reinstate the space for patient care. Renovations were completed at The Willett between January and April of this year.

This successful collaboration resulted in 20 new transitional care beds at The Willett, up from five transitional care beds that had been available in Brantford. These transitional care beds are located on the first floor of The Willett in eight semi-private rooms and one ward room.

Funded by the Ontario Ministry of Health through HNHB LHIN, Thrive and BCHS determine the appropriate admission of patients to the unit, and Thrive operates the transitional beds independently through AbleLiving using professional care teams including nurses, therapists, personal support and attendant care services.

**“The AbleLiving transitional care beds allow patients who don’t need hospital care to receive short-term care and services until they can go back home or be placed in long-term care.”**



## Supporting and Empowering our People to Provide Exceptional Care

At BCHS, we know that delivering great care begins with creating an attractive and rewarding work environment. Our Workplace Success Plan outlines the measurable steps taken by the organization to help make BCHS a great place for people to work.

Over the past year Human Resources, Organizational Health and Organizational Development teams made great strides in achieving the following goals:

- Filled 743 positions to meet the BCHS vacancy rate target
- Hired 298 new staff – 77 through a BCHS employee referral
- Recruited 93 new BCHS volunteers
- Provided violence de-escalation and self-protection training to 479 staff, physicians and volunteers



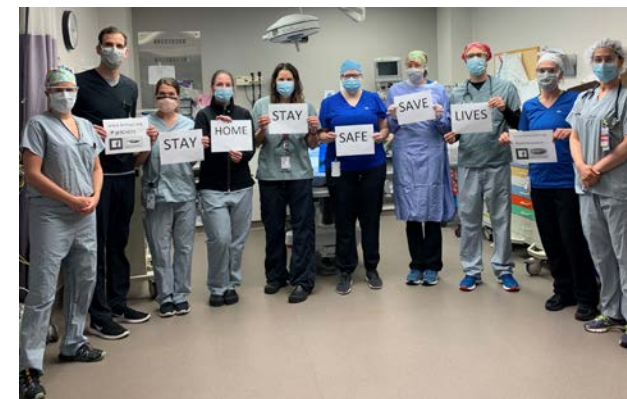
- Completed risk assessments of all BCHS units in partnership with Public Services Health & Safety Association
- Organizational Health responded to all violent incidents reported within 24 hours
- Launched a Centralized Education Fund, with funds provided to 159 BCHS staff for education and training
- Strengthened relationships with our Indigenous partners
- Provided opportunities for staff to participate in health and wellness initiatives at Brantford General Hospital and The Willett
- Completed 70% of SEIU Pay Equity review
- Held nine recognition events for staff, physicians and volunteers, and three social responsibility campaigns.

As part of the Workplace Success Plan, we remain accountable to ourselves and to our community by issuing quarterly updates shared across the organization and public postings online to ensure transparency.

BCHS is committed to support and empower people by promoting a positive and safe work environment where people are engaged, supported and recognized. We encourage continuous growth, learning and development of our highly skilled diverse workforce, and promote wellness strategies for all employees.

## In This Together – A Community Response to the Global Pandemic

The scope of health care all over the world has gone through some dramatic changes over the past number of months in response to the far reaching effects of the coronavirus pandemic.



BCHS has been working together with regional and provincial planning teams and community partners resulting in a well-coordinated response to COVID-19 focused on the safety of the people we serve.

We have implemented a number of changes over a short period of time to help us manage the pandemic safely and effectively in our communities including:

- Opening COVID-19 Assessment Centres at BCHS and within the community
- Implementing 8 negative pressure rooms across Brantford General Hospital to assist in supporting best infection control practices
- Preparing for a pandemic surge by making changes to scheduled care
- Screening all patients, visitors, staff and physicians at site entrances.

- Redeploying staff and staffing plans for high demand areas and COVID-19 priorities
- Putting temporary restriction on visitors
- Connecting patients and families virtually
- Planning for surge capacity beyond BGH including the opening of an offsite surge location and the procurement of personal protective equipment
- Coordinating generous donations from our community.

While the pandemic continues, BCHS is prepared to respond should the number of COVID-19 cases begin to increase in Brantford and Brant County. Our staff and physicians are doing a tremendous job responding to rapid change through challenging times, and showing their unwavering commitment to provide outstanding patient care to our communities.

As our patients and families, your careful efforts to help flatten the pandemic curve have made a significant impact. We ask that you continue to follow government and public health guidelines by staying at home as much as possible, keeping a physical distance of at least two metres when you do have to go out, and remembering to wash your hands frequently.

Our community has been amazingly generous and supportive throughout the pandemic, and your demonstrations of support and kindness are appreciated by the entire BCHS team. We extend our sincere thanks to the community for your ongoing commitment to keeping each other safe and healthy. We are in this together and the Brant Community Healthcare System is here with you, every step of the way!





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Our Voice. Our Vision.  
This is Our BCCHS.  
#OurBCCHS



**Ontario** 

Funding support is provided by the Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN). Views/opinions expressed herein do not necessarily represent official HNHB LHIN policies.