



Clinical Services Plan

Leading Beyond Care through Clinical Excellence

2025 - 2030



Leading Beyond Care

CHARTING OUR PATH



A five-year roadmap for clinical excellence and community impact.

Over the past nine months, Brant Community Healthcare System (BCHS) has undertaken a comprehensive, organization-wide effort to deliver on a key commitment of our 2025 - 2030 Strategic Plan: the development of our Clinical Services Plan (CSP).

Rooted in our vision of Leading Beyond Care, the CSP is a five-year roadmap that outlines how BCHS will strengthen, evolve, and expand clinical services to better meet the needs of our growing and increasingly diverse community.

The CSP is a foundational roadmap that provides a clear, evidence-informed framework to guide decision-making across 11 clinical programs, ensuring that future investments, innovations, and models of care are aligned with our mission of serving as an anchor for community well-being through healthcare excellence.

The planning principles were informed by our organization's four core values:



Be Bold and Courageous



Commit to Excellence



Champion Equity



Be Trustworthy

As BCHS continues to enhance services within our current facilities and prepares for the future development of a new hospital, the CSP ensures we are proactively planning for the evolving health needs, demographics, and expectations of the communities we serve.

This plan positions BCHS to grow with intention, deliver care closer to home, and build a more responsive, sustainable health system for the future.



SHAPED BY OUR PEOPLE AND OUR PARTNERS

The Clinical Services Plan was shaped through extensive engagement with those who deliver care, receive care, and partner with BCHS every day. Through surveys, working groups, and engagement sessions, staff and community voices helped define priorities central to building a culture of excellence and expanding clinical services over the next five years.



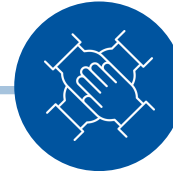
TeamBCHS

Engagement included front-line staff, clinical and corporate leaders, physicians, volunteers, and patient and family advisors. Their insights grounded the CSP in real-world clinical experience, operational realities, and patient-centred perspectives, ensuring the plan is both aspirational and achievable.



Governance and Leadership

The CSP was guided by a dedicated Steering Committee and BCHS' Executive Leadership Team, providing strategic oversight, alignment with organizational priorities, and accountability to the Strategic Plan.



Community and Health System Partners

External partners played a critical role in shaping the CSP, including:

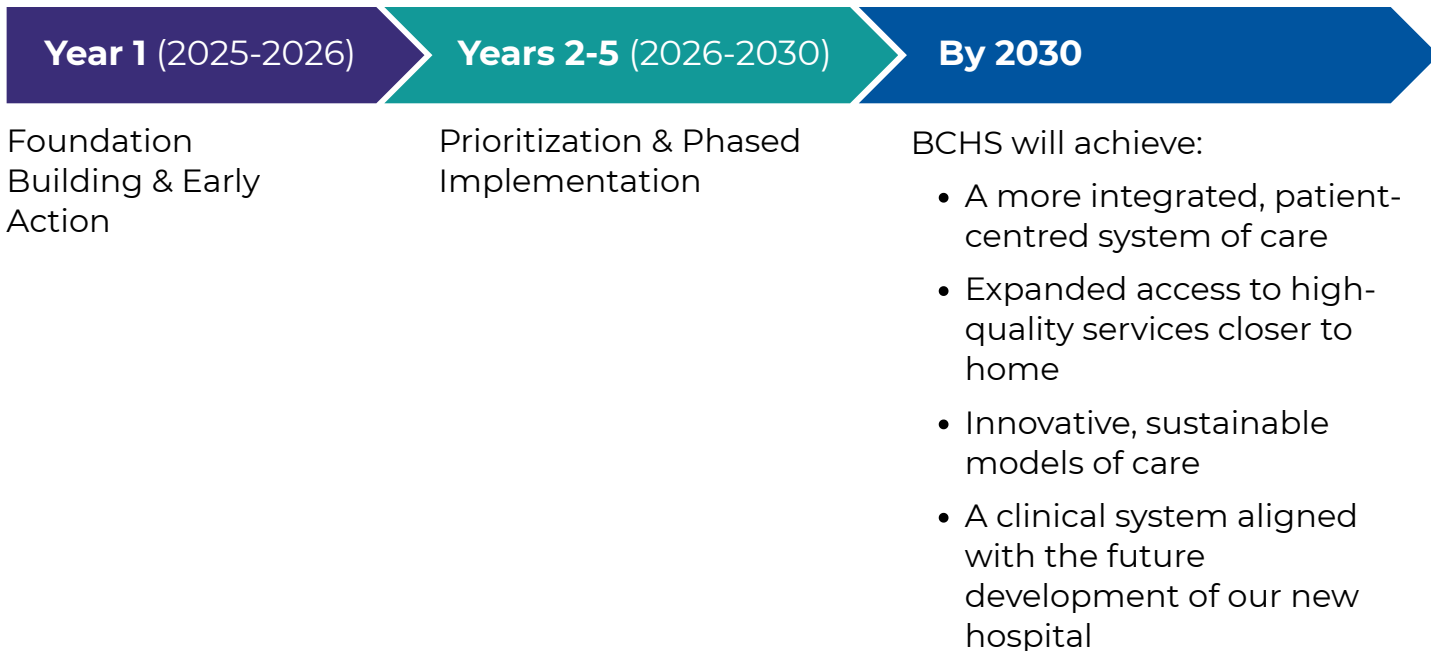


Their input strengthened system alignment, supported integrated care planning, and reinforced BCHS' role within the broader regional health system.

ROADMAP OVERVIEW: From Vision to Action

The Clinical Services Plan establishes a phased, disciplined approach to implementation, balancing innovation, affordability, and impact while ensuring transparency and ethical decision-making.

Timeline Overview



Three-Pronged Implementation Approach

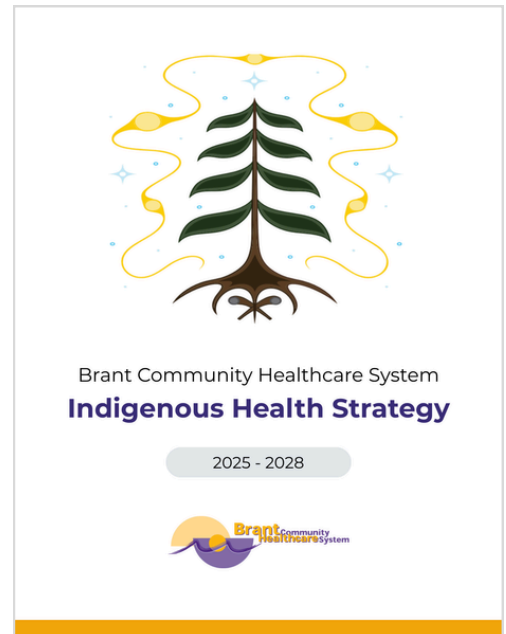
- 1 Internal Approach**
Strengthening clinical programs, workforce capacity, models of care, and quality improvement through evidence-based planning and continuous learning.
- 2 External Stakeholder Engagement**
Deepening partnerships across the health system to support integration, coordination, and shared accountability for outcomes.
- 3 Strategic Resourcing & Innovation**
Aligning funding, infrastructure, technology, and innovation to maximize impact and sustainability.



INDIGENOUS HEALTH STRATEGY

At BCHS, we are committed to engaging in real societal and healthcare change. The BCHS **Indigenous Health Strategy** (IHS) is a separate, organization-wide plan that honours and acts on the Truth and Reconciliation Commission's Calls to Action. It outlines how Indigenous knowledge, cultural practices, and perspectives guide our approach to culturally safe and respectful care.

The principles and directions of the IHS will be woven into the ongoing work of all clinical programs and services across both sites. By running parallel to the CSPs, the IHS helps shape our overall direction and supports culturally informed care across the organization.



Guided by Indigenous voices, traditions, and values, the plan outlines a comprehensive approach across seven pillars:

- 1 Creating a Culture of Safety through Cultural Education and Awareness
- 2 Traditional Indigenous Medicine
- 3 Patient Care
- 4 Patient Activities and Holistic Wellness
- 5 Strategic Communications
- 6 Indigenous Recruitment and Workforce Development
- 7 Community Engagement and Circle of Care

Through engagement with employees, professional staff, First Nation communities (both rural and urban), Indigenous patients, and families, this strategy aims to foster trust, improve care for Indigenous patients, and create a truly effective and inclusive circle of care.

CLINICAL PROGRAM PLACEMATS

Eleven programs. One shared commitment to excellence.

Ambulatory Care and Oncology

Introduce a Survivorship and Volunteer Peer Support program to support patients receiving care in the BCHS Oncology clinic.

PATIENTS



Fully implement and optimize an Alternate Day Model for systemic cancer therapy to improve patient flow and optimize care delivery.

PEOPLE



Implement virtual models of care for Ambulatory Care follow-up appointments, as clinically indicated.

Implement Endoscopic Retrograde Cholangiopancreatographies, including therapeutic ERCP, to expand local access to advanced GI services.

PARTNERS



PROGRESS



STRATEGIC PILLARS

The 4 Ps

Patients

Prioritizing high quality, person-centered care and improving patient outcomes.

People

Focusing on the recruitment, retention, well-being, development, and engagement of TeamBCHS.

Partners

Leading collaborations within our hospital and with community partners to drive innovation, elevate healthcare quality, and improve health outcomes.

Progress

Advancing the redevelopment of our facilities, services, and systems to meet the evolving needs of our communities, ensuring sustainable, environmentally responsible, high-quality, and accessible care for years to come.

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Critical Care

Establish a Continuous Renal Replacement Therapy program to keep care closer to home and improve outcomes for critically ill patients.

Enhance ventilatory care by implementing lung-protective ventilation and weaning protocols, and pulmonary vasodilatory therapy.

PATIENTS



Develop in-house Critical Care Response Team training and simulation-based learning to enhance front-line nursing stability (i.e., clinical skills, recruitment and retention) in the Critical Care Unit.

PEOPLE



Reestablish a community-based research partnership with McMaster University to advance critical care research and innovation.

PARTNERS



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Emergency Department, Urgent Care, and Sexual Assault & Domestic Violence

Enhance Emergency Department (ED) efficiency by optimizing operational work flows to meet key Provincial Pay-for-Results (P4R) metrics throughout departmental redevelopment.

PATIENTS



Enhance Urgent Care Centre capacity by adding and optimizing programs, space, and resources to manage patient volumes and reduce avoidable ED visits.

PEOPLE



Implement a mobile service to increase outreach and provide non-ED care for SADV patients.

PARTNERS



Optimize Mental Health and Addictions services in the newly redeveloped ED through purpose-built spaces, dedicated care providers, and a trauma-informed model of care.

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Laboratory and Diagnostic Imaging

Implement Positive Patient Identification in the Laboratory to enhance patient safety, prevent identification errors, and improve workflow efficiency.

Increase access to Interventional Radiology through the addition of IR outreach days to provide care closer to home.

PATIENTS



PEOPLE



Implement Digital Pathology for improved diagnostic accuracy and efficiency.

Transition to Sectra One Cloud-Based Solution to provide a consolidated imaging system.

PARTNERS



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Maternal Child

Implement Family Integrated Care in the NICU and Pediatrics to improve developmental outcomes and reduce infections and parent stress.

Implement Obstetrical Triage Acuity Scale Framework to consistently identify and prioritize patients' timely access to care.

PATIENTS



Establish enhanced interdisciplinary education programs such as ACORN, PEWS, NICU/Pediatric simulation, Palliative and Chronic patient care and advance technologies to enable more specialized neonatal care closer to home.

PEOPLE



Expand partnerships with midwifery to grow the Beyond Birth service, improving in-hospital and post-discharge newborn and maternal support.

Implement a new hospitalist-based midwifery service to reduce triage visit time, improve post partum obstetrical care for both inpatient and outpatient, and expand capacity in the Early pregnancy clinic.

PARTNERS



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Medicine and Wound Care

Implement the Hospital Elder Life Program (HELP) to decrease delirium rates and improve patient experience.*

Implement a targeted mobility program (i.e., MOVE) to reduce deconditioning and support safe transitions from hospital to home.

** Shared priority with Post Acute Care and Geriatrics.*

PATIENTS



Establish interdisciplinary Models of Care, such as an Acute Geriatric Unit, to integrate clinical education with person-centred care.

PEOPLE



Strengthen partnerships with Ontario Health at Home to seamlessly transition wound care patients across hospital and community settings.

PARTNERS



Implement additional medical subspecialty services at BCHS, including respirology, hematology, and cardiology.

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Mental Health and Addictions

Establish a comprehensive Substance Use Disorder pathway to improve access, continuity, and quality of care.

PATIENTS



Expand Psychotherapy services to strengthen inpatient care and provide timely, evidence-based interventions.

PEOPLE



Develop integrated crisis care pathways with Mobile Crisis Response Teams to enhance community crisis support and reduce ED visits.

PARTNERS



Expand timely access to Electroconvulsive therapy and Transcranial Magnetic Stimulation for inpatient and outpatient care to reduce delays and improve patient outcomes.

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Pharmacy

Implement strategies to optimize medication reconciliation, expand pharmacy involvement, and embed discharge counseling to ensure seamless transitions in care.

Establish an in-patient and out-patient pharmacist consultation service for patients meeting defined criteria (i.e., falls, geriatrics, IMRAC, etc.).

PATIENTS



Advance the scope of practice for pharmacists and pharmacy technicians to foster professional growth, strengthen retention, and attract top talent.

PEOPLE



Renovate pharmacy sterile compounding facilities to align with NAPRA standards, ensuring the ongoing delivery of safe, high-quality compounding services and supporting the growing needs of the Regional Cancer Program.

PARTNERS



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Post Acute Care and Geriatrics

Implement the Hospital Elder Life Program (HELP) to decrease delirium rates and improve patient experience. *

Implement a seven-day therapy model to provide continuous rehabilitation support and enable patients to meet their functional goals within their projected hospital stay.

** Shared priority with Medicine and Wound Care.*

PATIENTS



PEOPLE



Develop and implement a palliative navigation service, co-designed with community partners, to coordinate comprehensive patient support and ensure consistent, compassionate transitions and end-of-life care across all care sectors.

PARTNERS



Establish seamless geriatric transition coordination to support older adults through key care transitions within the hospital and into the community, enabling timely transfers, shared care planning, and consistent supports that improve safety and continuity of care.

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Stroke

Establish a Stroke Navigation Service to coordinate seamless transitions from hospital to home, supporting successful reintegration and long-term recovery.

Develop rapid-access clinical pathways for stroke prevention and urgent assessment to enable timely ED-to-Stroke Clinic transitions and minimize avoidable hospital admissions.

PATIENTS



Advance the district stroke program by recruiting a Stroke Neurologist to lead best-practice stroke care.

PEOPLE



Achieve Stroke Distinction accreditation through excellence and continuous quality improvement in stroke care.

PARTNERS



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Surgery

Implement an Acute Care General Surgery model to expedite treatment, reduce length of stay, and enhance patient experience and outcomes.

PATIENTS



Establish and fully optimize an Anesthesia Care Team model to improve timely access for hip fracture patients and decrease OR delays related to emergency C-sections.

PEOPLE



BCHS will Partner with the American College of Surgeons Quality Improvement Network through the Ontario Surgical Quality Improvement Network to strengthen evidence-based quality initiatives and enhance outcomes.

PARTNERS



Introduce and optimize Robotic-Assisted Surgery in orthopedics to advance innovation and improve patient outcomes.

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LIMITATIONS AND ENABLERS

The Clinical Services Plan is a strategic roadmap, and its successful execution will depend on a range of internal and external factors, including funding availability, workforce capacity, infrastructure readiness, regulatory requirements, and system-level priorities. We will continue to advocate and explore innovative pathways for resourcing to support BCHS' bringing leading healthcare programming and practices closer to home.

As a commitment under the Progress pillar of BCHS' Strategic Plan, the CSP will be supported through:

- Ongoing leadership oversight and governance
- Annual review and prioritization processes
- Alignment with capital, workforce, and digital strategies
- Continuous engagement with internal and external partners

The CSP will remain a living document, evolving as community needs, system conditions, and opportunities change.

CONCLUSION AND CALL TO COMMITMENT

The Clinical Services Plan represents a shared commitment to the future of care at BCHS. While this plan reflects the key clinical priorities identified in 2025, future clinical services that may be of value to the community will continue to be explored on an ongoing basis.

It reflects the voices of our people, the needs of our community, and our collective ambition to Lead Beyond Care, delivering high-quality, equitable, and innovative services today while preparing for tomorrow.

Together, through collaboration, accountability, and courage, we will bring this plan to life and continue to strengthen BCHS as a trusted anchor for community well-being.



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