

Brant Community Healthcare System
ANNUAL REPORT
2022-2023



Connecting with





Our **Vision**

Exceptional Care - Exceptional People



Our **Mission**

Working together to build a healthier community



Our **Values**

Compassion, Accountability, Respect, Equity

BCHS Land Acknowledgement

We acknowledge that the Brant Community Healthcare System (BCHS) 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.

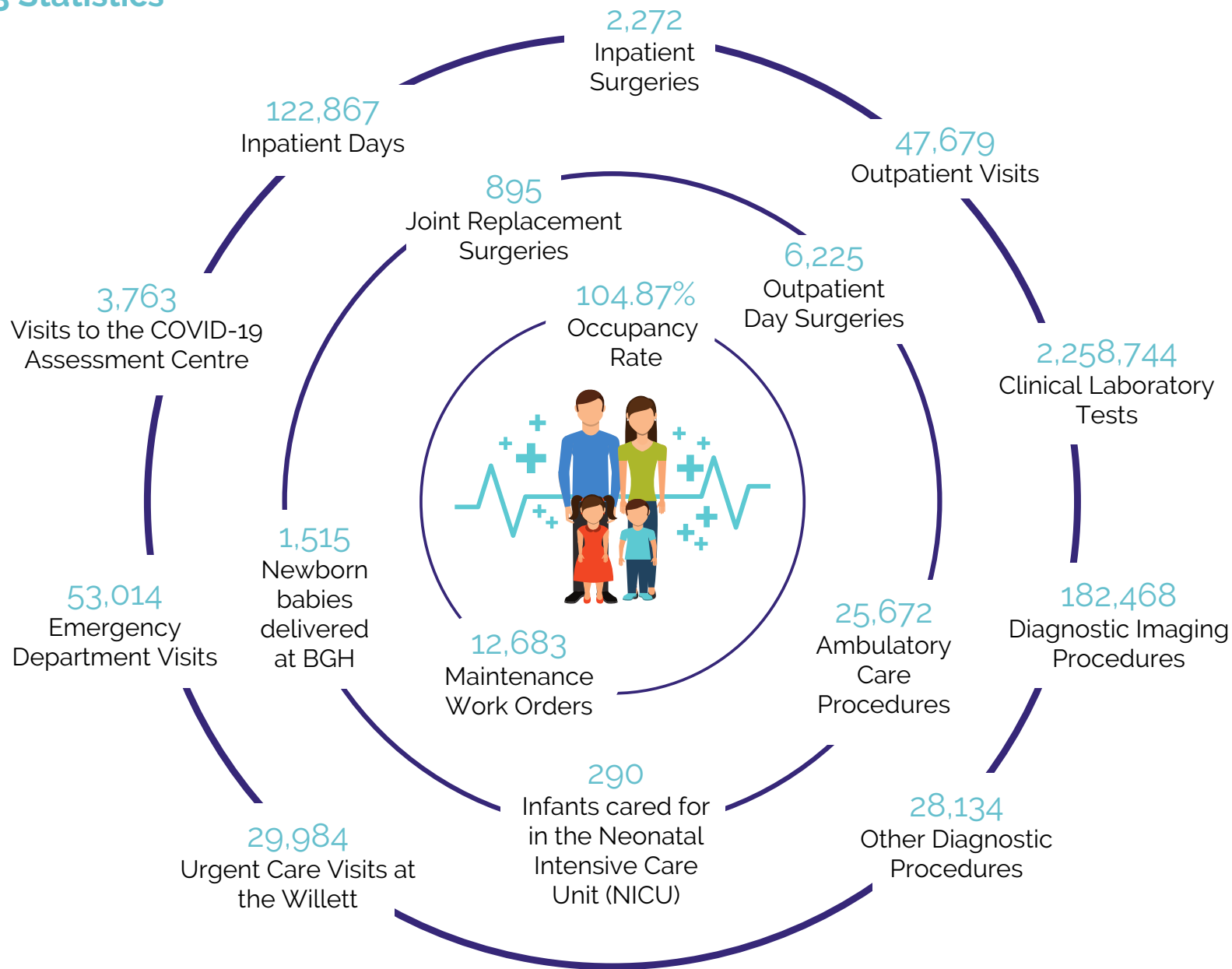
As an organization we are committed to working together with Indigenous peoples to address health inequities and creating a care environment that is free from discrimination and racism against Indigenous patients, families and staff. We are committed to creating a culturally safe care environment valuing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

The BCCHS Land Acknowledgement was developed in partnership by Dr. Richard Montour, the Board Indigenous Advisory Committee and the BCCHS Board of Directors.



Serving Our Patients and the Community

2022-2023 Statistics



A message from David & Peter

Connecting with CARE



David McNeil, BCBS President & CEO, and Peter Quinlan, BCBS Board Chair

As we reflect on the year that was, this year's annual report theme of "**Connecting with Care**" truly resonates with the work being done at the Brant Community Healthcare System (BCBS). Despite the obstacles and challenges that we have faced together as we continue to emerge from the COVID-19 pandemic, BCBS has remained steadfast in its vision to providing exceptional care by exceptional people, and is proud to have served our communities with compassion, accountability, respect, and equity.

From implementing innovative technologies and expanding our healthcare services, to investing in our health human resources and modernization through capital redevelopment and digital health projects, our healthcare teams have worked tirelessly to enhance the patient experience at every available opportunity.

At the heart of our dedication is a deep-seated belief in the power of human connection. We understand that each & every patient who comes to BCBS is unique and deserves equitable care that is dignified, affirming, and inclusive, and we are committed to creating a healthcare environment that is safe and welcoming for all.

Community plays a significant role in supporting our hospitals, and we would like to extend our sincerest appreciation to you, our community members. We are beyond grateful for the unwavering support you have shown our hospitals. Your ongoing encouragement is a testament to the power of collective action and truly impacts the pathways for positive change at BCBS.

It is also of the utmost importance that we recognize and extend our deepest gratitude and appreciation to all of our dedicated staff, professional staff, volunteers, and learners, whose perseverance and staunch commitment to exceptionalism has supported and propelled BCBS to where it is today.

This is indeed an exciting time at BCBS and we are enthusiastic in continuing our work in advancing the systems and services that support the needs of our communities today and well into the future.

We are proud of this past year's accomplishments and are pleased to share this year's annual report. Our hospitals and communities are built on the ideals of hope and courage, and we will continue to devote ourselves in working together to build a healthier community.

The following report provides a glance at the tremendous year BCBS has had and the work being done to further our mission, vision, and values.

Compassion

Caring for those who care for us

BCHS is grateful for every employee, professional staff member, and volunteer who continue the hard work of caring for our community every single day. The last several years have highlighted gaps in support for healthcare workers, and as an organization BCHS is actively working on ways to close those gaps and care for those who care for us.

In April 2022, Code Lavender was launched at BCHS. This silent code supports individuals who are experiencing an episode of high stress or emotional distress. The purpose of Code Lavender is to provide immediate emotional support to staff and physicians when a traumatic event occurs,

Following the successful launch of Code Lavender, efforts turned to building a larger program that would offer further emotional support to the teams at BCHS. **In February 2023, the Peer Support Program was launched** after months of coordination, recruitment, and training. A new position of Peer Support & Wellness Coordinator was created to lead these efforts. Peer volunteers were recruited from across the organization and trained to offer debriefs and resources to their colleagues after they experience a traumatic event, or a period of emotional distress.

Human Connection leads to Harm Reduction

Substance use is a complex social issue that has been a priority in Brantford-Brant for many years. The tragic impact of the opioid crisis is felt throughout our community and has increased the urgency for action and individualized, patient-first care. Brant Community Healthcare System is proud to support a number of harm reduction strategies in our hospital and our community. **The Rapid Addictions Support Team (RAST)**, co-run by BCHS and St. Leonard's Community Services (SLCS) aims to support individuals in the BCHS Emergency Department, while making connections to community supports such as the Rapid Access Addictions Medicine Clinic (RAAM) and SLCS.



Peer Support Program counselling



Members of the Rapid Addictions Support Team (RAST)

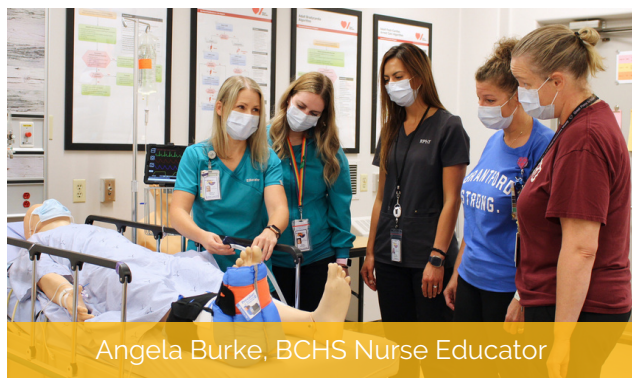
Compassion

Human Connection leads to Harm Reduction (continued)

The RAST team meets patients in the Emergency Department and continues working with them throughout their time in the hospital and beyond. The work that RAST does in the ED provides an opportunity to address complex medical needs and diagnoses, provide Opioid Agonist Therapy (OAT), and aid in forming connections and warm transfers to supports within the community, like addiction and mental health care, housing, and financial resources. The RAST team also offers a safe place for patients to talk, share their experiences, and define their own needs. This helps to empower individuals and provides the tools they need to move through their own healthcare and social trajectory.

"The work we're doing in the hospital around harm reduction is helping to address stigma bred through myths and misconceptions about people who use substances," says Alana Willemsma, an addictions case manager at SLCS. "A lot of us in this community were raised on the idea of the war on drugs and a 'tough love' approach. My hope with this harm reduction work is that we can refocus on compassion, respect and understanding in both BCHS and throughout our community."

Creating a Supportive Environment for New Healthcare Workers



Angela Burke, BCHS Nurse Educator

"I have experienced being hired at hospitals and the types of issues, challenges and difficulties health-care workers can have," Angela Burke says. With this experience in mind, Angela, a Nurse Educator at BCHS, has been working hard to develop an enhanced orientation program to set up the new BCHS team members for success.

In the 2022-2023 fiscal year, the BCHS recruitment team filled 466 positions with external hires; Angela and the orientation team certainly had their hands full in ensuring that every new employee is equipped for the job ahead of them. Each orientation session, conducted monthly, sees 20-50 new employees.

In addition to running orientation, Angela was also instrumental in the launch of a Preceptorship Preparation Program, which matches current staff members with new employees for additional support and training. She looks forward to also launching a New Graduate Nurse Residency program, which will include workshops that provide social support for our newest nurses.

Furthermore, as nursing at BCHS continues to evolve in response to the changing needs of the communities we serve, our exceptional BCHS Human Resources department has also adapted new attraction and retention programs such as the Nursing Graduate Guarantee (NGG) Program, Clinical Externships, and a Supervised Practice Experience Partnership (SPEP) for Internationally Educated Nurses. Starting a new job is challenging, but BCHS and Angela are determined to make the transition into our organization as smooth as possible.

Accountability

100 Years of Caring

On July 1, 2022, BCHS marked 100 years of the Willett Hospital in Paris. Opened in 1922, it has been at the heart of the community, providing acute and urgent care to the residents of Paris and beyond. We were pleased to celebrate the long history of The Willett in our first in-person event in many years on June 22, 2022. Featuring games, giveaways from local businesses, food, and live music, this summer carnival was a wonderful time of celebration to recognize 100 years of care and the community that has kept the Willett operational.

Much has changed in the last 100 years, but The Willett's position in the community has not. As Paul Emerson shared in a 2022 interview, the circle of life for many families in Paris and the surrounding communities has been centred on the Willett. This is a responsibility we take seriously at BCHS, and we are committed to keeping it going.

A highlight of the event was the Teddy Bear Clinic, run by frontline staff members. Children in the community were invited to bring their teddy bear or favourite plush friend for a visit to our pop-up hospital. The children were dressed up in gowns, gloves, and scrub caps, and took Teddy through a hospital stay – from admission, to diagnosis and tests, to surgery, rehabilitation, and discharge. Special thanks to Kathy Smith for donating teddy bears for our visitors!



The Willett Hospital in Paris celebrates 100 years



Joy Casarin, co-chair of the CEO PFAC

Accountability

Enhancing the Patient Experience

Joy Casarin and the other members of the CEO's Patient and Family Advisory Council (PFAC) have been critical partners in the ongoing patient experience transformation. Over the last year, BCHS has implemented a number of practices to demonstrate accountability to our patients and community, including: continued widespread adoption of the AIDET communication model, clinical leaders rounding on patients, and fostering more open communication between patients and clinical teams.

Communication boards have also been placed in every patient room, allowing care teams to identify themselves by name and keep patients informed about next steps in their care plans, staffing on the floor, and provide notes about the patient's care and preferences to other staff members. This smooths the transition between shift changes and ensures the continuity of high-quality care.



As the co-chair of the CEO PFAC, my ability to enhance patient experiences is demonstrated by ensuring the voice of the patient and family is heard in all aspects of the hospital experience. I do this by ensuring processes are in place and implemented such as AIDET, weighing in on policies and procedures, Patient Oriented Discharge, etc. All the Patient and Family Advisors work collaboratively with staff, physicians, and senior leadership with the goal of having good patient outcomes.

– Joy Casarin, PFAC co-chair

Respect

Meeting the diverse and unique needs of our community

In December 2022, BCHS was excited to announce the launch of the new integrated **Let's Go Home (LEGHO) program**. This program was developed in collaboration with Participation Support Services and fostered the goal of supporting residents living across the Brantford Brant Norfolk region.

Open to any patients 60 years of age and above with the risk of visiting the Emergency Department (ED) again within two months, and those medically stable through Alternate Level of Care (ALC), the LEGHO program was designed to support patients who require additional support as they are discharged from the hospital and transition to home. Some of the services offered were transportation home from the hospital, transportation and support to follow-up appointments, home safety assessments, home making, and meal support.

While this program is still in its infancy, during the first fiscal quarter it has had 57 referrals, provided 243 meals, 35 individuals using the meal program, conducted 22 hours of home making, 104 home visits, 30 wellness calls, 5 discharge transportations, and 25 transportations to medical appointments.

As we continue to promote and advocate for this program, we look forward to offering these services to our growing population and delivering exceptional care to our patients.



Respect

Integrated Dementia Resource Team (DREAM Team)

Individuals living with dementia are a key priority population of focus in Brantford. It is estimated that over 3,700 people in Brantford/Brant live with dementia and are cared for by 6,000 individuals whose own well-being is often impacted by demands of their role as a caregiver. The recognition of this growing need led to the creation of the Brantford Brant Norfolk OHT (BBNOHT) Dementia Working Group. By incorporating expertise and representation from multiple local service provider organizations, the BBNOHT Dementia Working Group was able to identify gaps in care and develop innovative solutions to emergency department diversion.

In April 2021, after extensive preparation and planning, an Integrated Dementia Resource Team was embedded in the Brantford General Hospital (BGH) Emergency Department (ED) as a pilot project. This team continues to support ED staff in identifying, communicating with, and redirecting patients with dementia to more appropriate outreach support options.

Also referred to as the **DREAM Team – Dementia Resources Education Advocacy Mentorship** – the Integrated Dementia Resource Team, comprised of a community resource team member (led by the Alzheimer Society), hospital navigator, and home and community care support services, identifies appropriate community resources and helps patients and caregivers to access them. Additional benefits include educating front-line staff on strategies to reduce triggers and responsive behaviours, provide one-on-one support and consultation to patients and families, suggest coping tactics to foster resiliency and prevent future emergency room use, offer respite programs to relieve caregiver burden, and provide follow-up through referrals to transition patients from the hospital to home.

During the 2022-2023 fiscal year, 305 patients were seen and a total of 197 admissions were diverted making the total diversion rate 64.5%. Sixty-one caregivers have received respite and only two people living with dementia have returned to the ED.

As we look towards the future we are pleased to share that we have received funding to sustain this program through the 2023-2024 fiscal year.



Government officials tour the BGH ED to learn more about our Integrated Dementia Resource Team



Deb Smith and Sara Revelle, BCHS DREAM Team members

Equity

Fostering culturally safe and informed CARE

A key strategic priority at Brant Community Healthcare System is to foster a culturally safe and informed organization, provide appropriate care, and build and strengthen relationships with the Indigenous Peoples and Communities we serve. Part of this important mission is creating dedicated opportunities for reflection, learning, and healing.

We were proud to host an organization-wide event to mark the National Day for Truth and Reconciliation on September 30, 2022. The National Day for Truth and Reconciliation is a day set aside across Canada to reflect on the painful legacy of Canada's Residential Schools. For over 100 years, Indigenous children were forcibly taken from their homes to attend schools, and we know now that thousands never returned home.

BCHS was honoured by the presence of Franklyn McNaughton, a traditional speaker from Six Nations of the Grand River, who opened our flag-raising ceremony and led us in traditional song and dance. Board Member Maggie Copeland shared her lived experiences and David McNeil, BCBS President & CEO, shared remarks before a moment of silence.



National Day for Truth and Reconciliation flag raising



Franklyn McNaughton leads a traditional song and dance



Maggie Copeland, BCBS Board Member





David McNeil makes a statement during the National Day for Truth and Reconciliation ceremony at BCCHS

Equity

Statement from Dr. David McNeil, BCCHS President & CEO

The Truth and Reconciliation Commission of Canada issued a list of 95 recommendations that serve as a starting point for reparations. As a healthcare system we support and encourage efforts to realizing all of these recommendations, and have taken on the task of realizing the healthcare-related recommendations here at Brant Community Healthcare System. It is one of our strategic priorities to foster a culturally safe and informed organization, provide appropriate care, and build and strengthen our relationships with the Indigenous Peoples and Communities we serve.

We have begun this important work with the creation of our Indigenous Medicine Division, hiring an Indigenous Patient Navigator, and forming an Indigenous Cultural Safety Committee. I am so grateful for the leadership of the Indigenous staff, professional staff, and physicians here at BCCHS who have helped us start. Your partnership, expertise, knowledge and sharing of lived experience continue to guide us forward. I am proud that we are able to facilitate access to traditional healing practices, offer a private space for families to gather, and adapt care plans with individual patient needs in mind. But I acknowledge that this is still the beginning – we have much work to do. As an organization, we remain committed to growing in our understanding and strengthening these partnerships in order to provide care that meets the needs of our community. I remain committed as an individual to constant learning and un-learning.

- David McNeil, BCCHS President & CEO



BCHS Foundation

Investing together to re-imagine health care

The **Brant Community Healthcare System Foundation** is committed to raising funds to support the top priority needs of the Brantford General Hospital and the Willett, Paris. It is donor generosity that enables us to purchase medical equipment that is not covered by the Ministry of Health funding model, provide essential resources to maintain the exceptional level of compassionate patient care, and helps us invest in new and innovative technology.



The BCCHS Foundation raised over \$4 million during the 2022/23 fiscal year to help fund our current top priority needs. These significant projects include the \$8 million Emergency Department (ED) redevelopment including a new CT scanner, support of the Pediatric Acute Referral Service clinic renovation, and the need for new imaging equipment for the Willett, Paris. In addition, the BCCHS Foundation continues to invest in essential medical equipment to benefit patient care throughout the BCCHS.



We are incredibly grateful to our donors as you help us strengthen our healthcare system today and for the future. Some highlights of recent BCCHS Foundation investments include multiple vital signs monitors, a CPM limb exerciser, 22 bassinets, bili lights, a shower bed, a bladder scanner, and an ECG machine.

Over the past 19 years, BCCHS Foundation has provided BCCHS grants over \$29.9 million for capital and patient equipment. Behind each success of the BCCHS Foundation is the generosity of our donors. It is this continued commitment that has enabled us to strengthen our healthcare system. Thank you for your generosity!

2022-2023 Accomplishments

May 2022: Collectively our Read4BCCHS participants read for 27,823 total minutes and raised \$27,360 to benefit pediatric care at the BCCHS.

September 2022: The BCCHS Foundation held our 'Cheers to Healthcare' gala presented by ProResp and raised more than \$235,000, placing it as **one of the most successful gala events in the Foundation's history.**

December 2022: The BCCHS Foundation Hope for Healthcare annual holiday campaign raised over \$300,000 in support of the ED redevelopment.

BCHS 2022-2023 Accomplishments

April
2022



Code Lavender was introduced to provide immediate emotional support to staff and physicians when a traumatic event takes place, and supports individuals who are experiencing an episode of high or emotional distress.

May
2022



The BCCHS Redevelopment Project took a giant leap forward with a lease agreement signed between the City of Brantford and BCCHS that allows BGH to expand on the hospital parking lot on Terrace Hill Street and on the site of a former fire station on St. Paul Avenue.

June
2022



The Staffing Improvement & Sustainability Steering Committee introduced the concept of **Fireside Chats** to increase frontline staff engagement in finding solutions and exploring all options to create a sustainable and attractive work environment at BCCHS.

July
2022



In partnership with Juravinski Cancer Centre, the **BGH Oncology Clinic launched 'EPIC'**, an innovative electronic health records system that better manages patient data and helps cancer patients become more active partners in their care.

August
2022



BCCHS partnered with **Novari** to implement the use of ATC software for surgical wait list management. This highly customizable and easy-to-use software is an excellent solution for surgical teams to address surgical backlog while continuing our standard of exceptional care.

September
2022



The Internal Medicine Rapid Access Clinic (IMRAC) launched at BGH and has since provided improved access to internal medicine expertise for patients with complex and complicated issues.

BCHS 2022-2023 Accomplishments

**October
2022**



In partnership with the Hamilton Niagara Haldimand Brant (HNHB) Regional Cancer Program, BCCHS launched its own **#GetBackOnTrack campaign** to encourage everyone to "Get Back On Track" with cancer screening.

**November
2022**



The BGH Emergency Department implemented the use of a new **Transesophageal Echocardiogram (TEE) Probe**, which provides improved care for intubated patients who are in cardiac arrest or in shock. Through the support of the BCCHS Foundation and its donors, the BGH is now one of a few hospitals in Canada to offer this leading-edge intervention.

**December
2022**



BCCHS orthopedic surgeon, Dr. Bashar Alolabi, **performed a mixed reality shoulder surgery**. By using a special software paired with sophisticated Microsoft HoloLens glasses, Dr. Alolabi created a 3D anatomical model to better prepare for the surgery, which allowed for pinpoint accuracy during the procedure.

**January
2023**



Interventional Radiology Outreach Program launched at BGH. The purchase of a new state-of-the-art C-arm fluoroscopy machine and the opening of the newly expanded angiography suite has allowed for an expansion of services in the Diagnostic Imaging department at BGH.

**February
2023**



The Peer Support Program was soft launched in the BGH Emergency Department. The Peer Support Program seeks to champion emotional support while improving the psychological health and safety, resiliency, well-being, and sustainability of all BCCHS employees, volunteers, and learners.

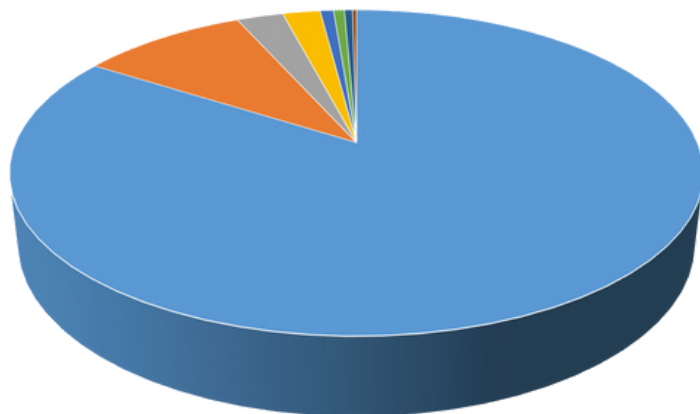
**March
2023**



Formation of the Equity, Diversity, and Inclusion (EDI) Committee. The BCCHS EDI Committee seeks to champion LGBTQIA2S+ health and wellbeing, promote cultural safety and peer support, as well as provide lived-experiences and knowledge to promote enhanced patient and family care and safe practices within BCCHS.

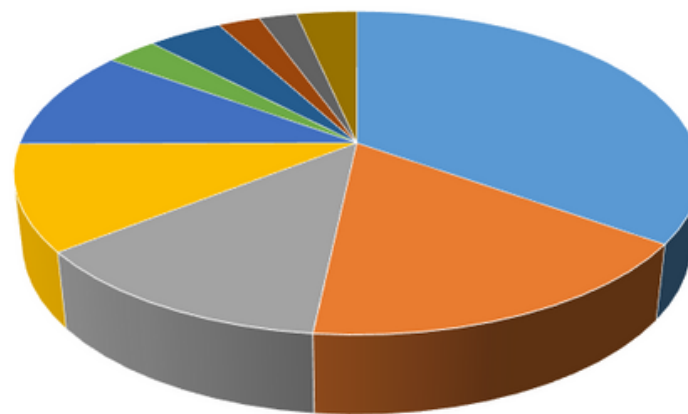
BCHS Financial Highlights 2022-2023

Total Revenue | \$236,559,913



Funding (OH West/MOHLTC/CCO)	84.0%	\$198,704,704
OHIP Revenue	9.3%	\$21,990,687
Paid Parking, Rebates, etc.	2.6%	\$6,117,660
Amortization	2.1%	\$4,963,460
WSIB, Uninsured, Non Resident Inpatient Revenue	0.7%	\$1,757,892
Outpatient Revenue	0.6%	\$1,435,965
Marketed Services	0.5%	\$1,069,202
Preferred Accommodation	0.2%	\$520,344

Total Expenses | \$238,074,389



Direct Inpatient	34.9%	\$82,983,339
Direct Outpatient	16.8%	\$40,086,490
Lab/Diagnostic Imaging	12.6%	\$25,168,603
Housekeeping, Plant Maintenance, Patient Food Services, etc.	10.6%	\$25,168,608
Finance, Human Resources, IT & Other Services	10.1%	\$25,055,336
Amortization	4.2%	\$10,012,285
Marketed Services	3.4%	\$8,087,739
Pharmacy, Speech Pathology, Social Work, etc.	2.9%	\$6,831,729
Community Health, Organizational Development, etc.	2.4%	\$5,645,820
Therapeutic Services	2.1%	\$5,089,319

Thanks to our community!

BCHS is honoured to serve our communities. We've faced challenges and have had triumphs, both big and small, but we've never lost sight of our mission in working together to build a healthier community. We are humbled to have been a part of your lives during the most difficult times, and to have had the privilege of serving you, your family, friends, and loved ones.

Your support and trust in our hospitals, coupled with your generosity and gratitude, have inspired us to be more. So, thank you. Thank you for believing in us, for putting your trust in us, and for allowing us to serve you. BCCHS would not be where it is today without your support.

As we move forward, we promise to continue to be there for you, whenever you need us, and will strive for exceptionalism in everything we do. Our future is bright and we'll be connecting with care, every step of the way.

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

