

2015 ANNUAL REPORT

Your Community Hospital Serving Leeds, Grenville and South Lanark

130th
ANNUAL
REPORT



Brockville
General Hospital

75 Charles Street, Brockville ON K6V 1S8 • 613-345-5649 • www.bgh-on.ca

Report of the BGH Board Chair and President & CEO

Dear Friends,

The Annual Report provides an opportunity to highlight progress and accomplishments from the past year. On behalf of the Brockville General Hospital Board of Governors and the Senior Leadership Team, it is our pleasure to provide you with this detail while also providing a look at what we will be working on in the coming year.

As expected, the 2014 – 2015 fiscal year brought many challenges to hospitals across Ontario.

These challenges represent an opportunity for Brockville General Hospital to improve value for patients, families, physicians and staff. Improving value means different things to different people; for BGH our passion for driving greater value means we will continue to grow, to excel, and to succeed, leading to a viable and sustainable hospital built for the future of healthcare.

While we work hard to improve value, we also need to celebrate the many great things that happen at BGH each and every day.

There are countless stories of actions that make up a year in the life of a community hospital; from the emergency room to the maternity department, from our physician offices to the pharmacy, the lab, support areas, in-patient care, mental health, complex care, and palliative care services.

Over the past year, for example, we admitted 5,730 patients; registered 25,954 emergency room patients; provided regional leadership for the Healthcare Tomorrow project; started the rejuvenation of 15 patient rooms on our 1 East in-patient unit; and, finalized Stage 2 Redevelopment plans, ultimately leading to Stage 3 approval.

We would be remiss to not thank the leadership of the Brockville and District Hospital Foundation. Last year, through the generosity of the community, over \$1.58 million was donated to BGH to support capital equipment needs across the organization. An additional \$645,000 was given to support the operations of the Palliative Care Service, and \$240,000 Brockville Cardiovascular Program.

This, and many more stories and activities are highlighted in this year's annual report.

Going forward into 2015-2016, we will have a few key areas of focus including a continued drive to improve value, but also moving a step closer to becoming a single campus, completing the rejuvenation of 1 East, and being as efficient as possible while maintaining the delivery of high quality and safe patient care.

The road ahead is both challenging and exciting. It is a time of innovation and transformation, and we have embraced our responsibility to be the stewards and architects of the future of our community's hospital.

The Board of Governors and Senior Leaders at BGH are committed to working closer with you as we transform Brockville General Hospital.

We recognize that our staff, physicians, volunteers, and community are key enablers to success. For this reason, this report is dedicated to each of you. Thank you for helping to make BGH a hospital you can be proud of, and thank you for helping us to deliver safe, quality patient care.

A special thanks to our Board members who continue to support the many changes underway at BGH. The unwavering dedication, trust, and focus of the entire Board is the reason we are able to continuously improve as an organization.



Neil T. Bhatt
Chair, Board of Governors



Tony Weeks
President and Chief Executive Officer

About the Board of Governors

The Board of Governors (Board) governs the Brockville General Hospital (BGH) through the direction and supervision of the business and affairs of the corporation in accordance with its bylaws, vision, mission and values, governance policies, applicable laws and regulations and articles of incorporation. The Board adheres to a model of good governance through which it provides strategic leadership and direction to BGH by establishing policies, making governance decisions and monitoring performance related to the key dimensions of the BGH's mission and mandate, as well as its own effectiveness. The Board acts at all times in the best interests of BGH, having regard for its accountabilities to its patients and the community served, the Ministry of Health and Long-Term Care (Ministry) and the Southeast Local Health Integration Network (LHIN). The Board understands the best interests of BGH includes the organization's place within the health system and the benefit to patients and the community of an improved continuum of care arising from collaboration and integration with other health service providers. The Board maintains a culture based on the values as approved by the Board and strives for a consensual approach to decision-making, based on evidence and best practice, while respecting and valuing dissenting views. The Board maintains at all times a clear distinction between the governance and operation of BGH, while recognizing the interdependencies between them. The members bring a diverse range of skills and experience to their leadership role and includes community representatives from within the Southeast Local Health Integration Network.

In Memoriam

John Southin (Board Member 1996-2005, 2007-2014)

A long-time Board Member with Brockville General Hospital, John was a key supporter of the Hospital and its staff.

He served on the Ethics Committee, the Quality and Patient Care Committee, the Governance Committee and the Medical Advisory Committee. He carried valuable historical knowledge of the hospital and was a mentor for many new members.

He was also a champion of hospital staff. In 2014, he attended the BGH Employee Recognition evening and spoke. "It's not what you do, but what you are contributing to, that is most important. You contribute to making the hospital great."

John will be missed.

2015 Board of Governors



Tony Weeks
President and Chief
Executive Office



Cathy Cassidy-Gifford
Vice President and
Chief Nursing Officer



Dr. David Goldstein
Chief of Medical Staff



Dr. Jamie Hynd
President of Medical Staff



Dr. Tammy LeRiche
Vice President of
Medical Staff



Ruth Lockett
President, Brockville &
District Hospital Foundation



David Bessant
President of BGH Volunteer
Association



Neil Bhatt, Chair
Board Member since 2009



Anne Warren
1st Vice Chair
Board Member since 2009



Linda Hansen
2nd Vice Chair
Board Member Since 2013



Charlotte Patterson
Board Member since 2009



Robert Pickens
Board Member since 2010



William Spencer
Board Member since 2012



Bruce Lounsbury
Board Member since 2012



Trea Tuck
Board Member since 2013



Art Koolwine
Board Member since 2013



Art Pullan
Board Member since 2013



Marilies Rettig
Board Member since 2013



Sherri Fournier Hudson
Board Member Since 2014



Jennifer Eastwood
Board Member Since 2014



**Brockville
General Hospital**

Vision

Outstanding Quality Care - Healthy People
- Healthy Communities

Mission

A progressive community partner deliver-
ing an outstanding health care experience,
guided by the people we serve, provided
by people who care.

Values

Compassionate Care, Quality and Patient
Safety, Honesty, Respect, Accountability,
Teamwork, Continuous Improvement

Our 2014 - 2017 Strategic Plan. *Better for you.*

Goal #1: Excellence In The Whole Hospital Experience

- Better engage, listen, and inform our people, families, and patients
- Enhanced customer service, performance, recognition, and supporting audit programs

Goal #2: High Performance in Everything We Do

- Practice-ready, high-performing, and engaged workforce
- Continuous improvement with a focus on better quality patient care and safety, better efficiency, and lower waits
- Healthy and responsive financial position which allows for creativity in delivery of care

Goal #3: Champion of Health System Evolution

- An advocate for the right services in the right place at the right time
- Seek out and be a catalyst for partnerships that support patient-first, better patient-outcomes, and better efficiency

Goal #4: Mastery of Information

- Enhanced analytics, decision support, report writing and adoption
- Transparency and accountability through timely information to our people, our community, and our patients and their families

Report of the Chief of Staff

Thank you to the community for welcoming me into the role of Brockville General Hospital's Chief of Staff. It is a privilege to join the many physicians in the area, and to represent them at the Executive and Board level at BGH. I step into large shoes, and thank Dr. Robert Beveridge for his work to date and assistance in my transitioning into this role.

After a short time in Brockville, I realize several things:

1. Brockville General Hospital has the great fortune of having committed health care professionals who care for our patients. These individuals are relentless in meeting the demands of our patients in spite of the many challenges we face.
2. These individuals, working as teams, will continue to overcome many of the challenges we face, and provide safe care for our community.
3. We will make changes in our pursuit of excellent patient care and responsibly monitor the outcome.
4. We will face our challenges with courage, learn from our efforts and with sensitivity, care for our community members.
5. The health care professionals will endeavor to be open, transparent and willing to listen and improve our care.
6. The realization of these efforts will be actualized with health care professionals working together, both from the hospitals and from the communities we serve.

To the health care providers within our community: I encourage you to be patient, tolerant and to work closely together, with a positive outlook to enable us to provide outstanding care for our community. Although a time of transition, it also allows great opportunities to present themselves. We must work together as a team. It is only with collaboration and teamwork that we can fully benefit from the wealth of our health care providers' capabilities and knowledge.

We have the answers to our challenges. Our positive supportive efforts, focused on our patients will enable us to reach our goals of

added value for our community.

To our community and patients: I am committed to the provision of safe, quality care with the resources available.

A positive-focused outlook and a respectful team looking after our community will leap frog us forward in our aspiration for clinical excellence. BGH has made advances in the provision of health care in our community, and we will continue down this path.

Collectively the health care providers, also members of our communities, will be advocates for your health. We will endeavor to support you in your efforts to live healthy lives.

Dr. David Goldstein



Thanks...

Brockville General Hospital would like to recognize the support of Dr. Robert Beveridge in his role of Acting Chief of Staff. Your support and commitment to BGH has been a valuable contribution during the past year.

Pictured ICU nurses and Dr. Robert Beveridge



What Grounds Us Together at Brockville General Hospital

A story shared with me the other day highlights the true 'big picture' of the business we are in - less about the finances and more about our core business - caring for people, and frankly humanity.

The story goes like this. A couple in their 90s, Eric and Ellen, married for nearly 74 years, were recently admitted to the first floor of Brockville General Hospital; both approaching end-of-life.

The staff of the unit, led by Charge Nurse Beth Gibson, worked together to juggle bed assignments to ensure the couple could be side by side, in the same room.

They spent their final hours holding hands, until sadly, the wife passed away.

With no known children, and an inability for the husband to leave the hospital, our caring staff went above and beyond by coordinating a memorial service for his wife, directly on the

unit. The husband was appropriately dressed, and his room decorated for a respectful service, which was led by spiritual care staff on a Friday.

He passed away on Sunday, just two days later.

Staff on 1 East shared with me that Eric and Ellen touched the lives of healthcare workers beyond the walls of BGH as well, including their Personal Support Worker, and Family Physician. I imagine the list goes on, as it seems they were a very nice couple who cared deeply for those around them.

When these stories are shared they are humbling. They remind us of the bigger picture, and they ground us in what's most important in the business of healthcare. Financial challenges will come and go, but what will remain are hospital teams that have an engrained commitment of compassion and empathy for the patients cared for each



and every day.

We should all be very proud. The team provided excellent patient-centred care, and they took it to a whole different level by ensuring a respectful and compassionate end-of-life experience for two wonderful human beings.

Rest in Peace, Eric and Ellen. Thank you for keeping us grounded.

Tony Weeks

President and Chief Executive Officer

2014 WHAT Team Member of the Year

This year's strong nominees prove that Brockville General Hospital has some of the best people! The Workplace Happiness Action Team (WHAT) hosted their second annual peer-evaluation recognition program. Nominees were considered based on BGH values, professional knowledge of position, demonstrating team support and going beyond the call of duty.

Frances Kennedy, a registered nurse on the second floor at BGH's Garden Street site was awarded the prestigious title. Kennedy was recognized by peers for her positive attitude, passion and commitment to patient care.

"Frances exemplifies our hospital values. She provides compassionate professional care to our patients and families. She provides the guidance and support they need to achieve their goals" writes nominator Lorraine White, Charge Nurse on the second floor. The letter of nomination also contained an additional letter with testimonials from her entire team.

"When I started as a co-op student, Frances made me feel very comfortable coming into a new environment. I was nervous and she made me feel welcome and confident. She has taught me many new things that are very

helpful moving forward in my schooling. I am confident now that I have chosen the right career, because of her encouragement", shares one of the many testimonials.

Kennedy was awarded with an engraved desk clock and her choice between a six-month parking pass, a gift of education fees, gym membership, or a \$300 travel voucher.

"Being nominated by a colleague for this prestigious award is a considerable achievement that each nominee should cherish and accept as validation that their peers recognize their commitment to the Hospital's mission. Congratulations to our second Team Member of the Year award recipient – Frances Kennedy!", shares Cameron McLennan, Vice President and Chief Human Resources Officer.



Pictured is Frances Kennedy, 2014 Team Member of the Year with Vaughnette Chatzikiriakos, WHAT co-chair.

Our People Matter

Staff feedback supported the development of our 2014-2017 Strategic Plan. Staff say teamwork and communication are key.

We're Creating a Focus on Teamwork:

- Daily team meetings have been implemented within each department to focus on proactively addressing concerns and offering collaborative resolution.
- An Operations Team was formed, consisting of cross-functional leadership (clinical and non-clinical), to create an environment where organizational decisions can be made collaboratively.

We're Improving Communication:

- Our senior leadership team has begun writing monthly blogs for staff. These updates share news from all areas of the organization.
- We're on Facebook and twitter, to connect with our community and staff.
- "CEO columns" from Tony Weeks, President and CEO, are featured regularly by local newspapers.
- Our staff have designed an "Online Employee Toolkit" for employee access to key human resources information.
- We refreshed our staff forum structure to meet staff needs.

Did you know?

- Staff engagement is formally measured at least once every two years by means of staff survey and benchmarking compared to peers. The last survey was conducted in October 2013.
- BGH's overall staff engagement was 85% positive which compared favourably to our peers (5% above benchmark).

Our Staff Spoke, We Listened!

Here are just a few of the initiatives, which our staff shared with us that we have implemented:

- We relocated senior leadership to ground floor; reinforce open door policy
- We implement a peer-to-peer recognition program, "WHAT Team Member of the Year"
- We implement staff events to bring teams together, like our boat cruise
- We offer wellness information sessions on work-life-balance



AGM Speaker
Keynote speaker at the 2015 Annual General Meeting was Gary Gzik, CEO of BizXcel.

Gary spoke about Thriving in Transition at Brockville General Hospital.



Message from the Chair

In 2014-2015, the Brockville and District Hospital Foundation (BDHF) strengthened its longstanding tradition of involvement in its commitment to Brockville and the surrounding area by working collaboratively with Brockville General Hospital, clinicians, staff, volunteers, donors, community leaders and the general public. The Foundation's various fundraising events are always the highlight of the year, and 2014/2015 was no exception.

The Foundation also relies on the support and generosity of our community groups to host events through Independent Partnerships to fundraise for specific needs within BGH, such as the 30-Hour Telethon, the Tim Hortons Smile Cookie Campaign, The Heart & Solstice Annual Event, the Maternal Child Golf Tournament, and many more.

In closing, I am deeply grateful to the Foundation's directors, and the many volunteers for generously contributing their time and expertise that is needed to support our development and secure our success. The Foundation Board is in turn grateful for our generous and compassionate donors. We look forward to another year of engaging our donors and our community in meaningful ways.

Sincerely,

Ruth Lockett, Chair – Brockville and District Hospital Foundation

The Brockville and District Hospital Foundation is the fundraising arm of the Brockville General Hospital. The Brockville and District Hospital Foundation works to support the hospital with funding for equipment needs and for services not funded by Ministry programs.

The Brockville and District Hospital Foundation supports the Brockville General Hospital's commitment to provide compassionate patient care and excellence in the provision of their programs and services. To achieve this it is necessary to fill the gap between government funding and the greater needs of the hospital. That is why your donations are so important to us; they buy vital equipment and support programs and services. Your donations give our Healthcare Professionals the tools they need to provide the best possible care to every patient at Brockville General Hospital.

Ways of Giving

Giving should be easy. What one individual finds suitable isn't necessarily the same as another. At the Brockville and District Hospital Foundation, we help people find options that fulfill their wishes.

Each gift is personal and generous – and greatly appreciated. **To make a donation or for more information, call 613-345-4478 or send an email to foundation@bgh-on.ca.** The Foundation respects your privacy and safeguards your personal information.

WAYS TO GIVE:

- Gifts in your will (bequests)
- Gifts of Life Insurance
- Gifts of Security
- Gifts of Cash
- Host or support an event
- Pledges
- Monthly giving
- Gifts in kind

For more information please contact:

Joan Simon, Executive Director
Brockville and District Hospital Foundation
75 Charles Street, Brockville, ON K6V 1S8
foundation@bgh-on.ca ~ 613-345-4478 ~ www.bdhfoundation.com



The Foundation's 2014 Annual Appeal raised \$186,869.15 in order to purchase a Sterrad Sterilization System for the Surgical Services Department. The Brockville and District Hospital Foundation (BDHF) is grateful for the gift of \$5000 from Cruickshank Construction Ltd.



In June 2014, the 1 East Revitalization Project came about due to concerns and comments made by the BGH's Community Advisory Committee and the general public regarding the state of the 1 East Inpatient Unit. The 1 East Inpatient unit has not seen any cosmetic enhancements since the early 1960s. A Working Group was formed, and a model room was created. It was determined that a total of \$400,000 would be needed to refurbish 15 in-patient rooms, bathrooms, the patient sitting room and the corridors.



The Annual Community Care and Share Golf Tournament held on August 22nd at the Highland Golf Club raised \$77,000. Eighty percent of the funds raised through this tournament help to support the Brockville Cardiovascular Program (BCP) at the Brockville General Hospital and twenty percent is split between the Brockville Civitan, Kinsmen and Lion service clubs.



The Annual Friends of Palliative Care Golf Tournament held its 21st tournament in August, 2014 and raised \$237,489.57 in support of the Brockville and District Hospice Palliative Care Service. This long standing signature event brings together our friends and supporters in a fun filled day.

To celebrate Brockville General Hospital's 135th Anniversary, the BDHF hosted a Gala Black Tie event, "Springtime in Paris", at the Brockville Country Club. This event, led by Co-Chairs, Ardis and Marsha Lindsay, and a host of community volunteers raised a phenomenal \$410,000 for the 1 East Revitalization Project.



After 32 years of hosting the 30-Hour Telethon and raising \$2,750,000 for Palliative Care during those 32 years, Chairman, Bruce Wylie announced his retirement at the end of the 2015 telethon.

Brockville General Volunteer Association

The Brockville General Volunteer Association has had yet another good year! Last year was our 125th Anniversary and we are the 4th oldest hospital volunteer group in Ontario, with our amazing volunteers putting in another 33,000 hours to help out in our community and our hospitals.

We were very successful in allocating funds to help our hospital to the tune of some \$93,000 and a further \$15,000 through the Hospital Equipment Lottery Project for People (HELPP) we help to run at our secondary site. This compares very favourably with the \$103,000 we used to support our Hospital last year and we are very fortunate to have such hard working fundraising volunteers and those who help us raise the funds in our various activities. From the buyers for our shops, to the folks who run the teas and raffles and spa days, and to the volunteers that work in the Café, it all works pretty well. The funds we raised this year were used to finance the Brockville Cardiovascular Program (BCP) with our 8th annual \$20,000 donation, as well as supporting the 1 East renovation with \$15,000 for one of the patient rooms and \$20,000 for the sitting room. We have also funded a BCP defibrillator for \$11,317, an Emergency defibrillator for \$11,284 and Emergency Bladder Scanner for \$10,529. A Med Surg Blood Pressure monitor with printer was \$4,950 and a further \$2,000 was used to support our Mental Health program, relocated from Elmgrove to the Charles Street site last year. Money raised through the HELPP lottery at the Garden Street site was also used to fund the purchase of 2 Electric tub chairs. All in all, another good year.

We raise our funds through our two gift shops, one at Charles Street and one at Garden Street. This past year we started to offer sandwiches, muffins, drinks and coffee in our Garden Street gift shop and it has been well received. We also have Eleanor's café at the main site and a cash machine that gives us a decent profit. The fundraising group also runs a garage sale, silent auction, and Christmas lunch and bake sale. We had a successful raffle for gas cards this past year, a bus trip, several spa days, and we also derive commissions from our outside vendors in the hallways, our Corridor Art Display. We also get some commissions from the May Court Club for our donations.

In addition, our volunteers work in Day Surgery, the Emergency Department, Ortho clinic and in Palliative Care too. We have a magazine cart or two, and a group of sewing ladies who repair countless sheets and perform various sewing tasks. We have had success with our resurrected Volunteer group, and have quite a few teens now working at Reception and in Emerg. The Volunteers have tapered off somewhat

but we hope to continue the program and are actively searching for more teens. We hope to be able to provide trained Volunteers to Mental Health this year, and are always looking for new opportunities. We have many Palliative Care volunteers working at both sites and we will run another garage sale this fall to benefit patient activities at the Garden Street site. We have an art cart, provide patient visits, a Lunch Bunch and many folks working in Spiritual Care too. We also put in long hours at the recent Palliative Care Silent Auction, helping raise a portion of the over \$250,000 that was raised in the telethon! I am sure I have forgotten some folks but that does not mean they are not appreciated. Our more than 350 volunteers are all valued and we feel fortunate to have such a good group of folks.

Dave Bessant, President – Brockville General Volunteer Association

2015-16 Executive List

Honorary President - Marg. Alexander
President-Dave Bessant
Vice President- Karen Matte
Treasurer- Ken Alexander
Secretary- Virginia Thomas
Member at Large- Donna Shram

Standing Committee Chairs

Patient Contact Services- Ken Gallant
Finance- Ken Alexander
Fundraising- Karen Matte
Nominating- Marg. Alexander
Projects- Karen Matte
Social- Carole Lyman
Wagon Gift Shop- Bambi Marshall
Public Relations- Dave Bessant



You Spoke, We Listened!

BGH's efforts on the 1 East Revitalization Project was a need recognized and based on patient and community feedback. This unit has not seen a refresh since the 1960s. A working group was formed and is led by Sherry Anderson, Director, Inpatient Services and Todd Schonewille, Director, Facilities and Infrastructure. Membership includes BGH clinical- and non-clinical staff, a representative from our Community Advisory Committee and members of our Foundation teams.

1 East patient rooms, corridors and the sitting room are being revamped to provide a better over-all experience for our patients. Key enhancements include the addition of electronic bedside charting to increase patient interactions and upgraded Wi-Fi for patient and family use. Cosmetic enhancements include improved lighting, flooring, window treatments, painting, and plumbing fixtures. The working group committed to using local vendors for materials and labour, wherever possible.

The project group began meeting in 2014 to determine the scope of work and plan the design changes and revealed a model room in October 2014.

The 1 East Project, which is well under way, will result in the refurbishing of 15 inpatient rooms, hallways, and a sitting room.



Emergency Department

We appreciate that if you need to wait to see a physician, we need to make your experience as comfortable as possible. Our Emergency Department Working Group has identified several initiatives to improve your experience, whether as a patient or the loved one waiting. Thanks to your feedback, our team has begun identifying areas to review for improvement.

Enhancements currently under review by the working group include:

- Improved wheelchair access from the lower part of the Emergency parking lot
- Improved access to main hospital from Emergency Department
- Addition of a water bottle filling station in waiting area
- Addition of electrical outlets with USB charge ports in waiting area
- Removal of "half wall" in waiting area. This would provide better visibility for the nurse to monitor waiting patients
- New furniture in waiting room
- Provide free Wi-Fi
- Redesign of Triage area to improve patient flow
- Improved signage (reducing the clutter)
- Increase volunteer presence to assist and guide incoming patients



2015 First Baby of the Year

Briar Watson, born to Megan Besharah and Dave Watson at 12:30 a.m. on New Year's Day at the Brockville General Hospital



(Photo credit Nick Gardiner)

Patient and Family Advisory Council

Transform the patient and family experience!

For full details, visit www.bgh-on.ca

Our Patient and Family Advisory Council brings together patients and families with staff members, under the common goal of understanding the patient and family experience.

We strive for continuous improvement and teamwork, as outlined in our strategic plan.

With the support of our Patient Advisory Council, we will provide an outstanding patient-centered hospital experience.

Right Skills, Right Place

BGH and Emergency Department staff have developed a listing of staff and their skills. The purpose of this skills matrix is to provide a standard method of measuring team skill levels to ensure a standard level of care that protects the safety, well-being and satisfaction of patients and their families. The skills matrix serves as a checklist to identify the jobs required to successfully complete a process, the persons requiring training and the status of their skill level. It also supports leadership in scheduling team training.

Registered Nurses' Association of Ontario

BGH is one of nine healthcare organizations across Ontario that have formally committed to improving the quality of life and care for patients by embarking on the journey to become a Best Practice Spotlight Organization (BPSO). BPSOs sign partnership agreements to implement and evaluate the Registered Nurses' Association of Ontario (RNAO) internationally recognized best practice guidelines – clinical tools based on evidence and research that help to enhance care.



We have implemented an Intensive Care Unit Nursing Professional Development Program

Our goal is to develop, implement and evaluate a comprehensive professional development program that:

- Enables staff nurses to provide competent nursing care to ICU patients and their families meeting the Standards for Critical Care Nursing Practice.
- Enables staff nurses to progress along a continuum of competent to expert as per individual potential.
- Promotes research utilization, knowledge translation by nurses in ICU department.

This includes orientation, continued education, leadership and research uptake and utilization portions.



Reducing Wait Times

Our Surgical Care team recently collaborated on a key project for our endoscopy surgery patients. With a mix of clinical and non-clinical staff, combined with lean management tools, the team was able to reduce wait times by one hour!

Meet our Community Advisory Council

The BGH Community Advisory Council was established in 2012. The council is comprised of members recommended from all municipalities in Leeds Grenville and relevant hospital stakeholders. Its purpose is to assist the Hospital in providing exceptional care to the people in our communities. Over the past year, the CAC has advised the Hospital on a variety of projects including strategic planning, the revitalization of 1 East and Health Care Tomorrow.



Health Care Tomorrow – Hospital Services Project

Although the regional hospitals, the South East LHIN and the Community Care Access Centre (CCAC) have worked together for years in delivering high quality care to the people in our region, a new project that was introduced late last year called “Health Care Tomorrow – Hospital Services” will help to improve access to quality care and develop a system of more integrated care that can be maintained well into the future.

As most of us are aware by now, the way health care is funded in Ontario is changing significantly. Our community is also changing, people are living longer and have more complex needs compared to previous years. In order to reflect the new funding structure and address the needs of today's patients, the way we work together with our health care providers across the system needs to change as well.

What is “Health Care Tomorrow – Hospital Services”?

The Hospital Services Project is a component of the larger Health Care Tomorrow initiative whereby the seven hospitals and CCAC that fall under the South East LHIN are working together and exploring opportunities for shared hospital services and considering new or expanded collaborations that will improve access and patient care in our region. For example, this could mean more shared services and/or shared leadership positions between hospitals. The Hospital Services Project is looking at all aspects of hospital operations but is focusing on three areas:

- Clinical Services
- Diagnostic and Therapeutic Services (imaging, laboratory, pharmacy services, etc.)
- Business Functions (administration, finance, human resources, information technology, etc.)

More information and for updates, please visit www.healthcaretomorrow.ca

Our Quality Improvement Plan 2015-2016

The Brockville General Hospital's Quality Improvement Plan (QIP) for 2015-16 builds on our QIP from 2014-15 and our Strategic Plan. It focuses on the following priority indicators:

1. Reduce Emergency Department length of stay for admitted patients
2. Improve overall patient satisfaction in the Emergency Department
3. Reduce our alternative level of care rate
4. Reduce our 30 day readmission rate
5. Improve organizational financial health
6. Improve patient safety with respect to medication reconciliation

We are committing to these improvements through several initiatives, including:

- Create organizational discharge standards
- Identify and implement care pathways for seven Quality Based Procedures
- Revitalize and standardize the usage of the Rapid Assessment Zone (RAZ)
- Provide training of Best Possible Medication History (BPMH)



Should you wish to access our QIP information, it is available on our website at www.bgh-on.ca

MORE^{OB} Obstetrical Program

Brockville General Hospital graduated from Module 2 of the MOREOB obstetrical quality and safety program. Planning has begun for Module 3.

MOREOB stands for the "Managing Obstetrical Risk Efficiently" Program, which was created in 2001-2002 by the Society of Obstetricians and Gynecologists of Canada to address obstetrical risk and patient safety issues. The program incorporates adult education principles, reflective learning, practice modification, and evaluation as the foundation for motivating change and maintaining a current clinical knowledge base.

The team at BGH that participated in the ongoing training for the MOREOB program included members of the MacLean Unit nursing staff, Obstetricians, Midwives, Paediatricians, members of the quality and risk team and hospital leadership.



BGH recently received an Award of Recognition for completion of the second MoreOB module



The 2014 immunization rate reached 71%, matching our best ever record (2013 campaign). Special thanks to our Flu Fighters Team

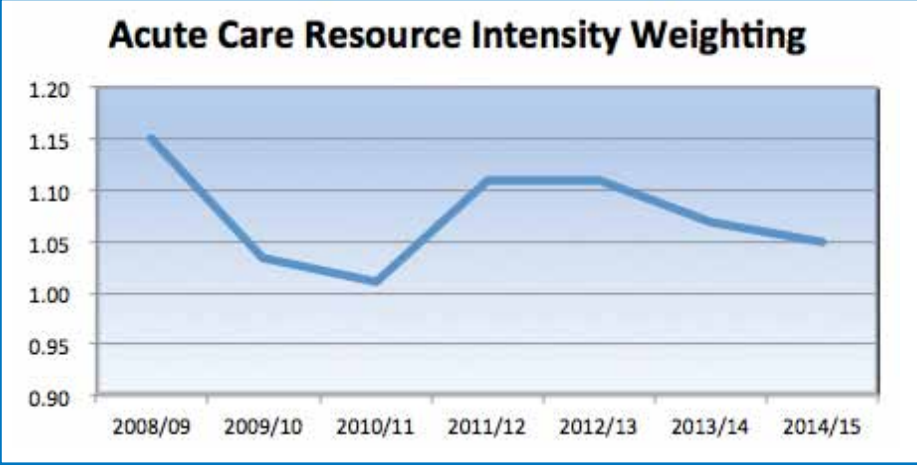
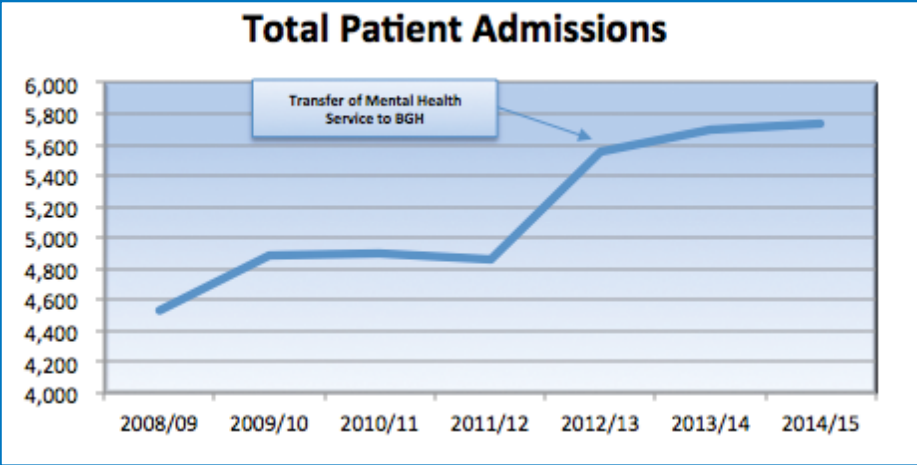
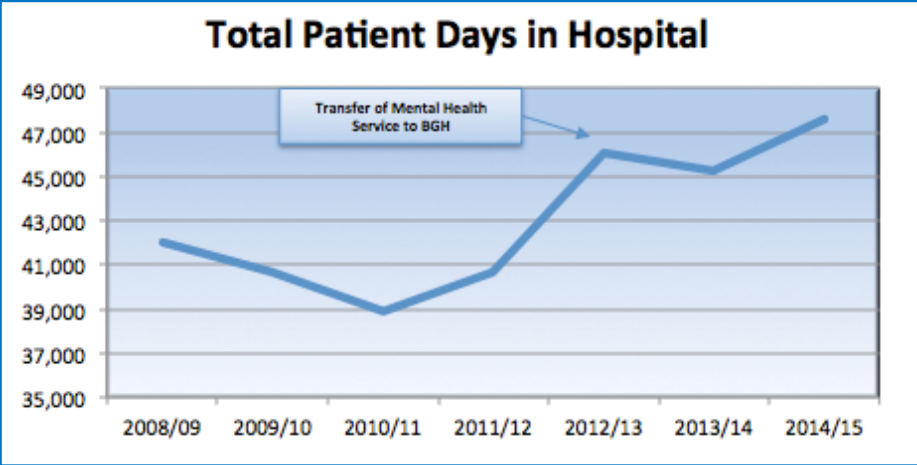
2015 Financial Accountability Report

The Health System Funding Reform resulted in a decrease of over \$1.0 million in funding provided by the Ministry of Health and Long-term Care in 2014/15. This primary source of hospital funding has been reduced by nearly \$1.8 million over the past three fiscal years. Over that same period of time, operating costs have decreased despite yearly inflationary pressures across all of our expenditure categories. The difficulty has been to decrease costs as quickly as the funding. For 2014/15 the hospital incurred an operating deficit of \$1.8 million as well as a deferral of \$125,996 in unspent mental health program funding and additional one-time restructuring costs of \$245,000 incurred in March 2015.

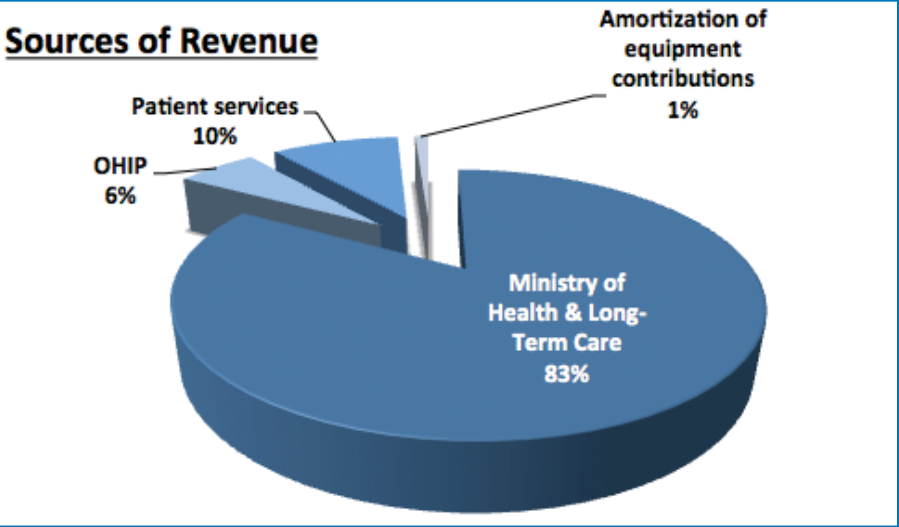
In 2014/15 BGH had 5,730 admissions, 47,561 patient days spent in the hospital, and 25,954 emergency department visits. This represents an increase of .6%, 4.9% and .7% respectively over 2013/14. The increase in patient days in particular resulted in increases in the average length of stay and the occupancy rate of the various nursing units. This has the inverse affect on preferred accommodation revenue which decreases as occupancy increases due to a lack of available beds.

Looking forward to 2015/16, the hospital must address the realities of the decrease in funding by finding efficiencies both within the organization and by working with our regional partners.

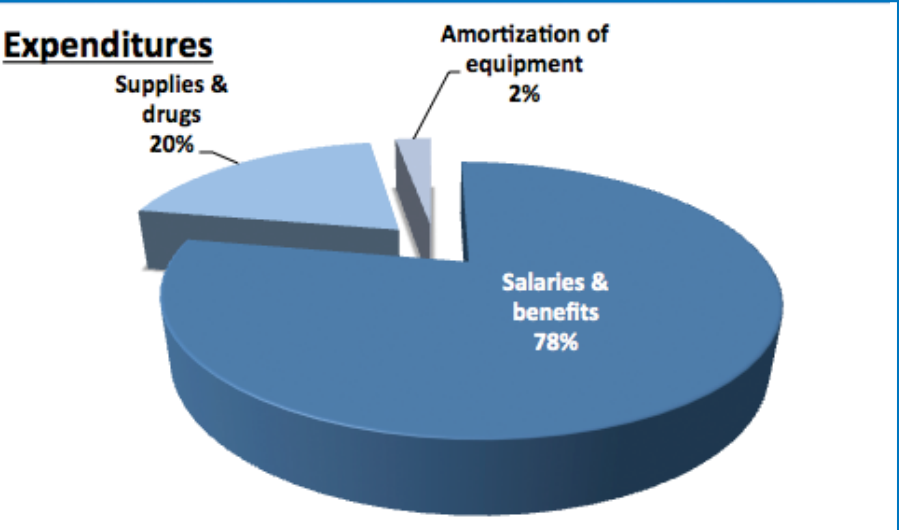
The Board of Governors has approved an operating plan for 2015/16 that preserves services in our community while focusing on providing those services in a cost effective and high quality manner.



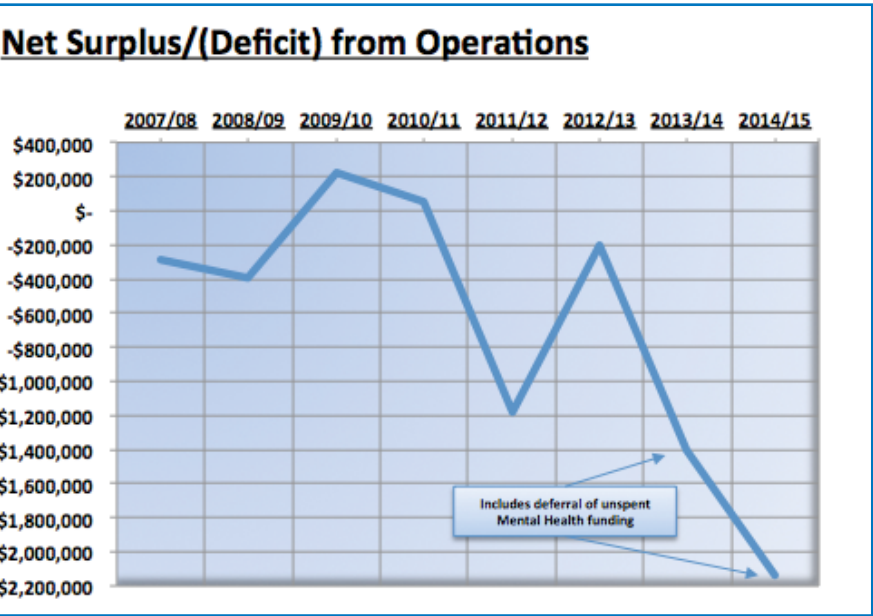
Sources of Revenue



Expenditures



Net Surplus/(Deficit) from Operations



- Notes:
- 1) Amortization of buildings and related deferred contributions, as well as interest costs on long-term capital acquisitions, are not included for the purposes of computing the balanced budget requirement ("Total Margin"), and accordingly are not included in the above figures.
 - 2) Expense figures above also do not include one-time labour restructuring costs incurred in 2013-14, amounting to \$500,167 and in 2014/2015, amounting to \$245,000
 - 3) For 2014-15, Net Surplus/(Deficit) from Operations includes non-recurring costs associated with Organizational Restructuring, as well as a deferral of unspent Mental Health funding.

Audited financial statements are available upon request. Please contact Tony Weeks, Board Secretary at 613-345-5649 ext. 1103

Accreditation

Brockville General Hospital is a fully Accredited hospital. We are working towards re-accreditation for Fall 2015. The accreditation program is a four-year cycle of assessment and improvement, where organizations work to meet standards and raise the quality of their services. The program identifies and rewards competence and innovation, helping organizations to be more efficient.

What does it mean to be Accredited?

- It promotes high-quality care and service delivery, improves efficiency, and reduces operational costs.
- It focuses on enhancing cross-functional and multi-disciplinary teamwork, resulting in improved staff communication and collaboration across the system.
- Helps standardize leadership and service delivery across a continuum of services.



ACCREDITATION
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Redevelopment

Hospital Board Chair, Neil T. Bhatt received a letter from the Ministry of Health and Long-term Care (MOHLTC) approving the Hospital to proceed to Stage 3 of the Redevelopment project.

BGH is working closely with Infrastructure Ontario and the MOHLTC as we undertake design and planning documents. Stage 3 is an exciting phase as we introduce planning documents and design concepts including architectural, structural, electrical, mechanical designs, exterior elements of parking, landscaping, and lighting.

Since 2000, our community has been building on a vision of a single campus hospital to serve the needs of residents in Leeds Grenville. In 2003, we completed an expansion to the Charles Street site. In 2006, there was the transfer of services from St. Vincent de Paul's to BGH. And, by 2012, we saw the transfer of mental health services from The Royal to BGH and the relocation of the Elmgrove site to BGH in 2014. This project will complete the vision by becoming a single campus organization.

The community can expect enhanced patient spaces including the latest hospital design, and environmentally friendly building components, within a five floor addition. The project will increase bed count from 71 to 93. This includes an increase in Mental Health, Complex Continuing Care, Palliative Care, Rehabilitation and Restorative Care beds.

Construction is estimated to begin in late 2016/early 2017.



The Difference Between Capital and Operating Funding

Operating funding supports ongoing hospital expenditures such as salaries, benefits, drugs and supply costs as well as the cost of replacing capital equipment. Operating funding cannot be used for major capital renovation projects or new buildings. In turn, capital funding cannot be used to support operations.

If the hospital has an operating surplus, the Board of Directors may choose to save or restrict these one-time funds for specific purposes, including one-time investments in capital equipment and facilities.

New buildings are never fully funded by taxpayer dollars and rely on a combination of hospital investment, donor support and government investment.