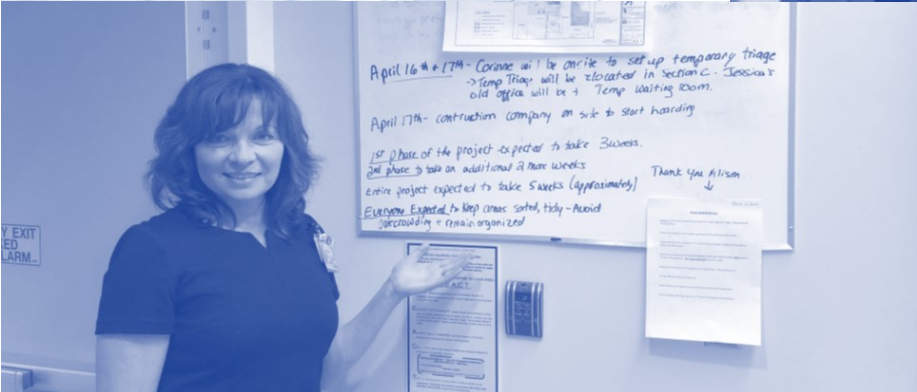


2017-2018

# Annual Report



# Reflecting on the past year

**Following Brockville General Hospital's (BGH) term under provincial supervision (2016-2018), our hospital is stronger and poised to rebuild on our many strengths.**

As a community hospital, it is our people who are our strength. Our renewed Board of Directors, Medical Advisory Council and leadership teams are highly-skilled and ready to lead BGH into the future. Together, we are committed to building on the solid foundations at BGH to ensure the continued delivery of safe, quality care, while balancing our financial responsibilities.

Our teams have worked incredibly hard to make significant progress on the hospital's finances. For the first time in 15 years, BGH has balanced its budget, and is projecting a balanced budget into 2018-2019. The effort and teamwork that made this success happen is a testament to the skills and dedication of our teams.

Building on the foundation of our people and our finances, our delivery of patient care has been enhanced to meet community need.

We have made careful investments into services, like our emergency department, information technology and Phase II Redevelopment Project to ensure the best patient care experience.

As we look ahead, we know that our hard work must continue. We, like many hospitals in Ontario, must remain focused on how we spend our dollars.

And we will not compromise on providing the residents of Leeds Grenville the high quality patient care they deserve and expect from their community hospital.

Sincerely,

*Jim Cooper, Chair, Board of Directors*

*Nick Vlacholias, President & CEO*

*Dr. Robert Malone, Chief of Staff*

thank you!

Brockville General Hospital would like to recognize Kevin Empey, the former provincially-appointed Supervisor, for his leadership during the Hospital's recovery. His term at BGH ran from October 2016 to April 2018.

Kevin's leadership provided BGH with a path to stability.

## Putting patients first

In 2017, I had a procedure in the day surgery unit at Brockville General Hospital. All the nurses I have come into contact with at your hospital are excellent: professional and respectful, but there are two nurses I would like to acknowledge.

Darlene was the nurse assisting in the operating room (OR). When she first came to talk to me, she immediately sensed my anxiety. She sat down next to me. She looked me in the eyes and assured me. She listened to me describe my anxiety about being anesthetized and that I worry about how I'm treated when under. She assured me that she would be there for me, that lessening my distress was her priority. She was not condescending or the least bit judgmental. It was clear that my mental illness did not diminish me in her eyes. She saw me for who I was: a human being of equal worth who struggles with anxiety. She made me feel seen, heard and understood. In a brief moment, she was able to bond with me. .

Nurse Lorna was one of the nurses who cared for me after the procedure. She went beyond the call of duty then to curb my anxiety. And for this procedure, she treated me just like nurse Darlene did: with empathy, kindness and humanity.

*Shared with appreciation by BJM, a BGH patient.*



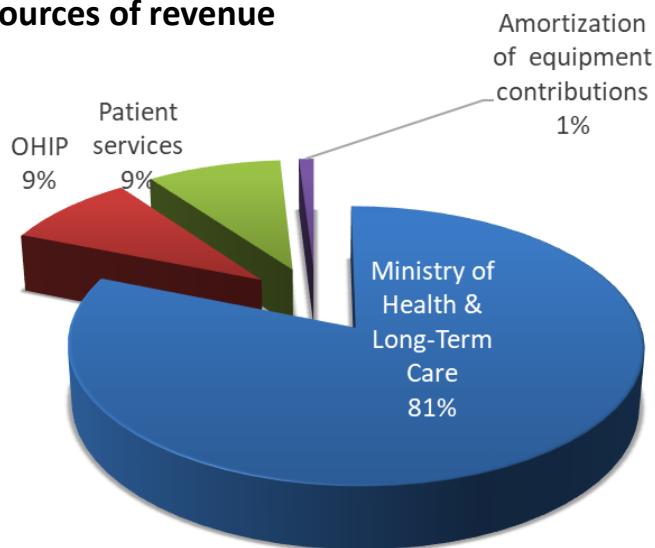


# Financial recovery

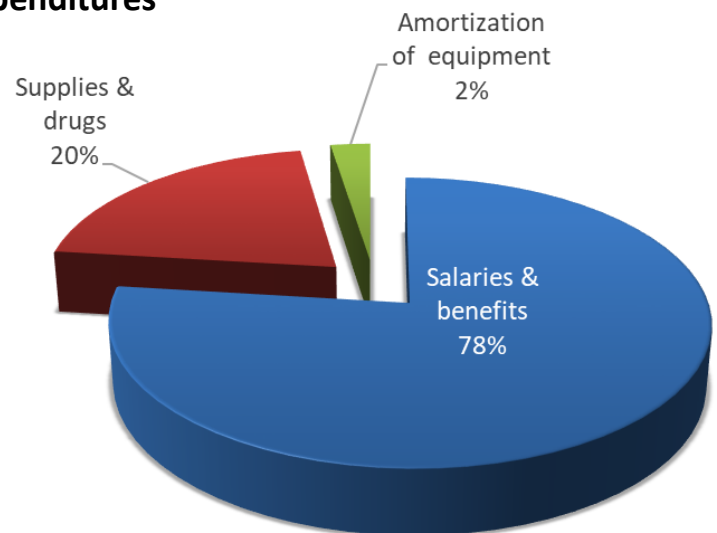
**Fiscal 2017/18 is the first time in 15 years which BGH has balanced its operating budget.**

The staff, physicians and leadership teams who worked diligently throughout BGH's financial recovery are to be commended. Looking ahead, BGH will continue to closely monitor finances in the on-going pursuit to balance operational and patient care needs. Audited financial statements are available on our website at [www.brockvillegeneralhospital.ca](http://www.brockvillegeneralhospital.ca).

## Sources of revenue



## Expenditures



## BGH by the numbers

- ◆ \$82 Million operating budget
- ◆ 810 employees, totaling over \$51.8 Million in compensation
- ◆ 258 physicians credentialed
- ◆ Over 8,500 surgical cases
- ◆ Over 28,500 emergency visits
- ◆ Over 70,000 diagnostic imaging procedures
- ◆ \$81.9 million total revenue
- ◆ \$81.9 million total expenses



# A better patient experience

The main entry point for many patients into their hospital stay is the emergency department. At BGH we are committed to making your experience positive.

## Better wait times

We are pleased to report that BGH, even though patients having higher than average complexity, is providing more timely care compared to our peers.

For 2017, BGH reports show that 73% of patients coming to our Emergency Department required highly complex care, or what is clinically known as CTAS levels 1, 2, and 3. In our peer group, this average sits at 54.8%. Note, data is based on the 90th percentile, which all Ontario hospitals are measured. Despite the urgent care needs of our patients, we continue to see lower than average wait times.

In 2017, BGH also reported averages of less than 7 hours for complex or high acuity with a provincial target of 8 hours. For minor or low acuity we are under 4 hours, with a provincial target of 4 hours.

Most improved are our ambulance off-load times, meaning paramedics are able to be back in the community faster.

## Improved experience

We have renovated our waiting area and triage space to improve the patient experience. By improving staff and patient visibility and communication in the waiting area, this will improve the care and safety of our patients,

The most significant change to the layout includes relocating the triage desk, where patients are initially assessed, to the north wall, adjacent to the ambulance entrance. This will enhance the ability for staff to communicate with and

see patients in the waiting area. Emergency staff regularly review the status of those waiting, to ensure any condition changes are addressed quickly.

Construction costs are being shared jointly by BGH and the Brockville and District Hospital Foundation.

*Thank you to our community!*



# A better workplace

Culture has been made a priority at BGH. Studies have shown that a happy healthcare workforce provides better patient care.

During our recovery process, it was identified that BGH's culture was struggling. This isn't surprising, as the past several years have seen significant change. The 2017 staff survey identified improvements were needed in the areas of senior leadership communication and response to staff feedback; feedback from immediate supervisor; and training and development opportunities.

Following robust organizational and departmental efforts across the hospital, a second survey in 2018 shows that meaningful change is happening. Results of this work, in one year, are showing positive change. Staff are more satisfied, and would recommend BGH to a loved one require hospital services.

- Job satisfaction increased by 14%
- 13% increase in staff who would recommend BGH to a loved one requiring hospital services
- 36% increase in rating BGH as a great workplace



# Building for the future



Financing	
Government share	\$153 million
Community share	\$ 20 million
Total cost	\$173 million

**Brockville General Hospital's Phase II Redevelopment Project will combine programs and services offered at our Garden and Charles Street sites under one roof, at the Charles Street site. This project is one of the largest investments in the history of Leeds Grenville.**

This project recognizes the needs of our growing and aging community. The South East Data Centre shows that growth in the 65+ age group will nearly double from 2001 (16.37%) to 2026 (32.39%). This group is the largest user group of our Complex Continuing Care and Rehabilitation beds.

The project includes a new 93 bed tower at our main site. The tower will accommodate services for our palliative care, rehabilitation and mental health program. Work involves both new construction and renovations. Patients and staff will benefit from state of the art facilities.

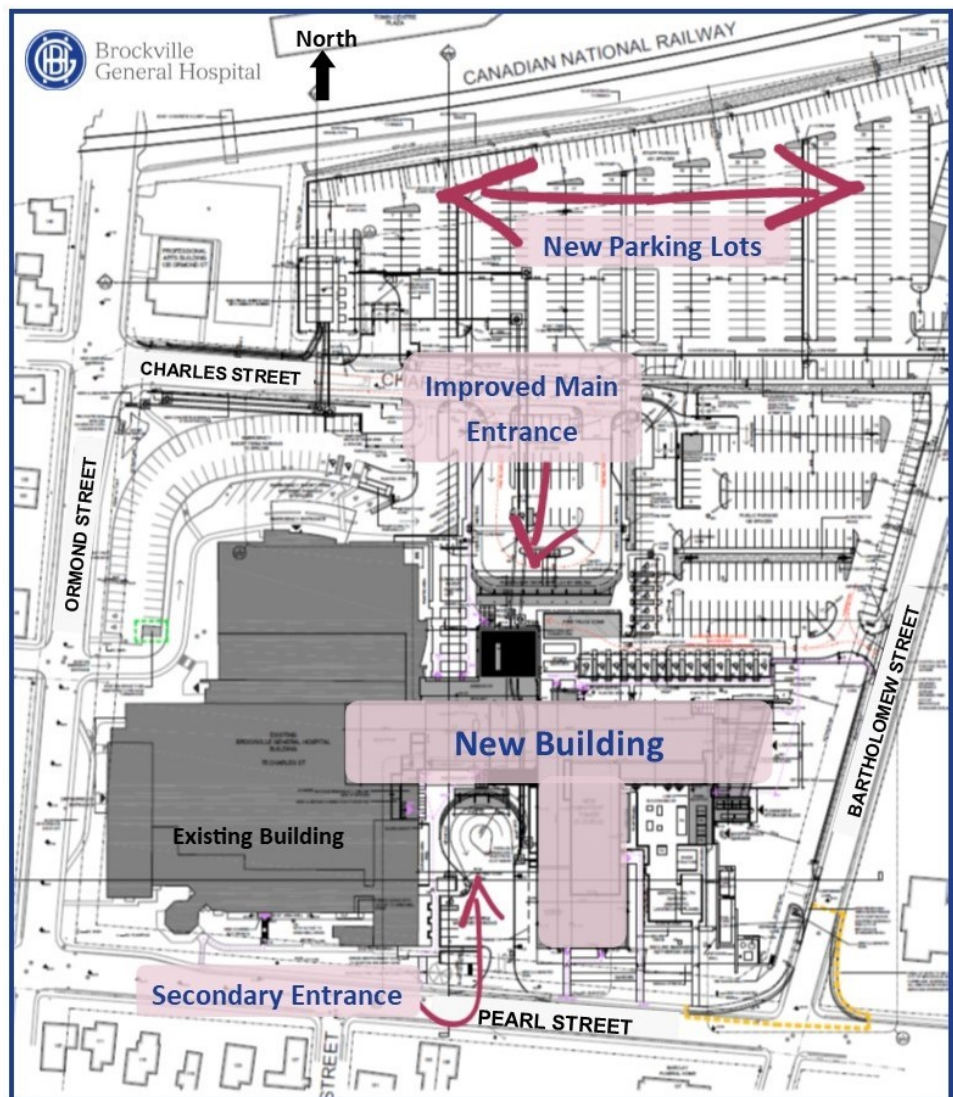
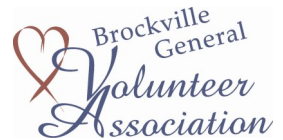
On March 1, BGH and Infrastructure Ontario released a joint statement identifying EllisDon as our preferred proponent. Construction began on March 2, with an official ground breaking taking place on April 4.

Funding for the project is being shared by the government and our community. Community support is being lead by the Brockville and District Hospital Foundation, their donors, and the hospital. Our partners at the Foundation and the Brockville General Volunteer Association are a vital part of this project.

Patient occupancy is expected in the fall of 2020.

**For regular construction updates, please visit our new website at [www.brockvillegeneralhospital.ca](http://www.brockvillegeneralhospital.ca).**

**Thank you to our generous partners for their continued support.**



Sitemap of the Phase II Redevelopment Project at 75 Charles Street. The project will see the amalgamation of hospital services, under one roof.



# Proud to be *your* community hospital



## Thank you

to our staff, physicians and volunteers for  
their commitment to patient care.



Brockville  
General Hospital

[www.brockvillegeneralhospital.ca](http://www.brockvillegeneralhospital.ca)

