



Annual Report 2021-22



Table of Contents

- [Dear community, page 3](#)
- [Dear community continued, page 4](#)
- [Achieving excellence together, page 4](#)
- [Your hospital experience, page 5](#)
- [Your healthcare workers, page 6](#)
- [Patient and Family Advisory Council, page 7](#)
- [Patient and Family Advisory Council gives thanks, page 8](#)
- [Partnerships, page 9](#)
- [Brockville and District Hospital Foundation, page 10](#)
- [Brockville General Volunteer Association, page 10](#)
- [Resource sustainability and growth, page 11](#)
- [Investing in our people and patients, page 12](#)
- [Growing our team, page 13](#)



Dear community

During the past year, residents from Leeds Grenville and area proved (once again) that we are one of the best communities in Ontario to live and work.

As a community, each of us did our part to help our neighbours during the pandemic. Through the commitment of our friends and neighbours - and the leadership of the Leeds, Grenville and Lanark District Health Unit - we boasted the highest vaccination rates in Ontario.

As a result, the impact on Brockville General Hospital (BGH), and our loved ones, was less severe than most other communities across Ontario. Thank you to everyone who did their part to keep our community, and vital healthcare workers healthy. BGH remains strong because of your support.

In return, we are committed to thinking creatively to deliver the best patient care, by:

- Working with our friends at the Brockville and District Hospital Foundation to invest over \$12.5 million in new tools and technologies, including a new MRI (scheduled to be operational in 2024).
- Expanding ambulatory services to increase the number of people we can help in an outpatient setting.
- Expanding Internal Medicine services to care for individuals with more complex care needs.
- Developing a bed management team to support patient flow.
- Investing in a regional clinical information system, Lumeo, which will connect BGH to six hospital organizations across southeastern Ontario.
- Active leadership in the Lanark, Leeds, Grenville Ontario Health Team.

We can't do any of this without our staff and physicians: they are the heart of BGH.

This past year has been challenging for healthcare workers, as they deal increasingly with stress and burnout. We remain committed to doing all that we can to support them as they care for you, including:

- Building healthy working partnerships with local unions.
- Accessing available government programs to attract new graduates.
- Increasing staff and physician communications.
- Investing in wellness spaces and sleep rooms.
- Holding various staff appreciation events and activities.
- Building a strong, supportive leadership team.
- Investing in tools and technologies to modernize how we provide patient care.



Dear community, continued

These initiatives are made possible because BGH continues to be fiscally responsible. For the past five years, BGH has presented a balanced budget. This allows our teams to be agile in supporting healthcare workers and to look for creative ways to deliver the best patient care to meet the needs of our community. We are committed to investing in our people so they may continue to do what they do best: caring for you.

Thank you to our community.

You continue to show your support, through your generous donations, volunteerism and words of kindness. We have heard from many of you that our doctors, nurses, support staff, and countless others continue to meet or exceed your care expectations. As your hospital, we are honoured to care for our friends, family, and neighbours from across Leeds Grenville and beyond. Thank you for your continued trust in BGH.

Sincerely,

Michael Adamcryck, Chair, Board of Directors

Nick Vlacholias, President and Chief Executive Officer

Dr. Andrew Hamilton, Chief of Staff

Achieving excellence together

Our Mission

Driven by the needs of our community, we collaborate with our patients, their families and our partners to deliver the best healthcare experience.

Our Values

We believe...

Together, we are **accountable** to deliver excellent healthcare.

Everyone deserves **compassion** and **respect**.

Professionalism matters: be proud and be actively present.

Teamwork is key to our success.

When each of us live these values, we fulfill our mission with **integrity** and move closer to achieving our vision.

Healthcare Experience

Safe, trusted and quality healthcare; where and when patients need it.



Partnerships

Leverage partnerships to meet the needs of our community.



Team Well-Being

Invest in our people to be the best at what we do.



Resource Sustainability and Growth

Delivery of safe, quality care through smart resource use.



Your hospital experience

Essential Care Program

Essential care partners, or family caregivers, are an important member of the patient's care team. These individuals may provide help with meal times, translation and mobility, which, in turn, contribute to a healthy mental and social well-being. This program began in March 2021 in response to the health measures introduced because of the pandemic. To date, over 760 loved ones are registered to provide essential support at BGH.

Trillium Gift of Life

In 2021, BGH was recognized by Ontario Health through the Trillium Gift of Life Network, Ontario's organ and tissue donation and transplantation agency, for our efforts to engage patients and families about end-of-life organ and tissue donation in 2020/21. BGH was awarded with the TGLN Eligible Approach Rate Award for having the difficult, yet important, discussions about end-of-life organ and tissue donation with 100 per cent of eligible donors and their families, exceeding the TGLN's target and reflecting the commitment of BGH to saving lives.

Bringing critical care to the patient's bedside



Our Critical Care Outreach Team is a floating team of 30 highly trained registered nurses and respiratory therapists. They offer critical care expertise, 24/7, to any admitted adult patient at BGH. This includes following up on patients discharged from the Intensive Care Unit (ICU) to other areas of the hospital. CCOT also supports clinical staff and physicians with activation calls, which is when clinical unit staff call the CCOT team for consultations on patients receiving care outside of the ICU. They provide support for a number of situations, including cardiac arrests, respiratory issues, low blood pressure, decreases in the level of consciousness, and much more.



Your healthcare workers

Our staff, physicians and volunteers are the heart of our hospital.

We are your friends, family members, and neighbours, here to care for you when you need us. Working together, with the support of our patients and partners, we are committed to delivering the best patient care experience possible.

These past years have been challenging to all healthcare workers. Everyone is feeling the pressures from the pandemic, and our healthcare workers are no different. Working with our people, we are committed to providing a healthy, safe, and happy workplace.

BGH has invested in the well-being of our teams through,

- Staffing recruitment and retention program to address the provincial health human resources shortages.
- Clinical recruitment incentives, including externships.
- Recognizing the increased pressures resulting from COVID-19, by giving staff and physicians access to a variety of 24/7 mental health supports including Right Steps Counseling and Support Services, plus real-time peer support.
- Increased health and wellness programs, including wellness spaces.
- Monthly leadership training.
- Educational funding, personal leaves for education, free in-service training, professional development, mentorship and leadership opportunities. This includes advanced training for our new MRI (coming in 2024).
- A robust five-year, \$15 million capital equipment renewal strategy, which will ensure staff and physicians have access to modern tools and technologies.
- Updated technological systems, to protect staff and patient privacy.
- Fun-raising activities and free incentives.



Learn about our work-life balance, competitive compensation and positive work environment by visiting www.brockvillegeneralhospital.ca/careers

Don't forget to follow us on [Facebook](#), [Twitter](#), [Instagram](#) and [LinkedIn](#).



“I’d like to commend BGH for their dedication to helping keep us healthy and safe.”

Sarah Jane Dumbrille, Patient and Family Advisor

Brockville General Hospital’s (BGH) Patient and Family Advisory Council (PFAC) is comprised of six former patients or family members of patients who have received care at BGH, along with five staff members. The council is co-chaired by a Patient Experience Advisor and a staff member. PFAC plays an important role by making recommendations on matters impacting the experience of patients and their families.

With the help of PFAC, BGH is seeking to increase the number of Patient Experience Advisors engaged in helping advance key service-based initiatives throughout the organization. This work may include,

- Sharing your story.
- Participating in committee work.
- Participating in a quality improvement team (e.g. discharge planning).
- Participating on teams involved in facility design, renovations, and/or wayfinding improvements.
- Reviewing and co-authoring online, audio-visual, and written materials.
- Serving on the hospital's Patient Family Advisory Council.

To apply to become a patient/family experience advisor, please contact our Patient Engagement Specialist at (613) 345-5649 ext. 51287 or email BGHPatientExperience@brockvillegeneralhospital.ca.



Patient and Family Advisory Council gives thanks

Dear healthcare workers,

The Patient and Family Advisory Council (PFAC) want you to know that you are very much in our thoughts. We are very appreciative of what you do because we know together you are making a difference.

On behalf of my family, and myself, I can't even begin to express both the gratitude and admiration I have for each and every one of you. Your selfless dedication to your patients, their families, our beautiful hospital facility, and each other has not gone unnoticed. You are always in our thoughts as Nick informs us with his weekly radio broadcast of the important work you are all doing to keep our community well and safe. We see the sacrifices you and your families make to ensure that we get the best healthcare possible. We are grateful beyond words.

Christine Radford, PFAC Member

Please know that your hard work and dedication are appreciated more than you will ever know. Individually, each and every one of you are making a difference in the quality of life for your patients and their families. You go above and beyond the call of duty daily, and it does not go unnoticed. Thank you for everything you are doing.

Diane Kirkby, PFAC Member

We have always known that "what you do" is important, but now more than ever before we realize just how important "you" are. To you and your families who have had to share you during these difficult days, a sincere "thank you."

Jean Macintosh, PFAC Member

There are not enough words to tell you how much we appreciate you and all the extra miles you do every day, at this time. We need you so please stay strong, stay healthy, and stay confident that we will see the end of it all together.

Ginette Henderson, PFAC Member

As a member of The Patient and Family Advisory Council, I thank you for your selfless service during these difficult times. I recognize that you and your families are making incredible adjustments and sacrifices in your lives to keep us all safe. It takes a village to raise a child! It takes a TEAM to care for those who are ill and vulnerable. Even though there are many departments within the hospital, you are all team players. You are strong, you've encountered unknown challenges every day, but you persevere. Thank you for going above and beyond your duties to care for others. You are All doing an amazing job!

Sylvia Foxton, PFAC Member

Wave after wave of this unrelenting virus is straining our healthcare system like never before. Thanks for your hard work, dedication and professionalism. You are truly making a difference in our community. You bring great credit to not only yourselves, but to BGH. You are greatly appreciated.

Dave Rundle, PFAC Member

We give you all Strength, Courage, Skill, Faith, Caring, and a big thanks.

From the BGH Nurses Alumnae

Audrey O'Hearn, PFAC Member



Partnerships



Mental health and policing partnership

The Mobile Crisis Response Team (MCRT) is a collaborative partnership between BGH, Leeds County OPP, and Grenville County OPP. Together they respond to police calls for service and referrals with the goal of supporting people in the community experiencing crisis. Emotional struggles are often less visible but no less real.

“Many people in crisis phone the police when they don’t know who else to call, and these resources will enable us to better connect people in crisis with the right support at the time they need it most,” says Shawna Marshall, Registered Nurse at BGH. In March 2022, additional government funding for this program will improve police response times for other types of calls, while reducing the number of non-medical crisis cases presenting in the Emergency Department as well.



**Lanark, Leeds & Grenville
Ontario Health Team**

Working together to improve care in our communities

Lanark, Leeds and Grenville Ontario Health Team is a partnership of more than 50 health, community, and social service organizations from across the Counties of Lanark, Leeds and Grenville, who are working together to improve health care for everyone in the region.

We’re partnering with patients, clients, residents, and care partners, in our communities, to improve health care for everyone in the region, and deliver a better and more coordinated health care experience for our patients and their care partners.

For more information, visit www.lanarkleedsgrenvilleoht.ca.



COVID-19 response

Working closely with our partners, our community saw continued strength in our response to the COVID-19 pandemic.

The Upper Canada Family Health Team continued to operate the Brockville COVID-19 Assessment Centre, seeing upwards of 150 people during peak times.

Our local vaccination strategy, led by the Leeds, Grenville and Lanark District Health Unit continued to boast the highest vaccination rates in Ontario.

Brockville and District Hospital Foundation

In November 2021, BGH and the Brockville and District Hospital Foundation celebrated the official opening of a new CT scanner. The new equipment was made possible by the late Dr. Steve Zajacz and his wife, Dina.

Other key partnerships

Children’s Hospital of Eastern Ontario’s clinical engineering team to ensure our equipment remains in safe, high-functioning condition to provide the best patient care.

Lanark, Leeds Grenville Addictions and Mental Health through a corporate services arrangement. This allows both parties to deliver the best care for people, living in our communities, with addictions and mental health issues.

Working with Accreditation Canada and other accreditation bodies, BGH is committed to high quality services within our Diagnostic, Laboratory and Pharmacy departments and improved health outcomes across all of our clinical areas.

Brockville and District Hospital Foundation



The Brockville and District Hospital Foundation, through the generosity of our community, continues to meet—and exceed—the needs of our hospital.

In 2021-22 the Foundation committed,

- Over \$1.4 million in equipment funding
- Over \$819,000 in program funding

Special thank you to Joan Simon, Executive Director.



For over 14 years, Joan has shared her passion with our Foundation, as Executive Director. As she transitions to her new Foundation role, we look forward to working closely so we can meet the needs of our community's health.



[Read more in the Foundation's 2021-22 Annual Report.](#)

For more information, contact:

Joan Simon, Executive Director,
613-345-4478

foundation@brockvillegeneralhospital.ca

www.bdhfoundation.com

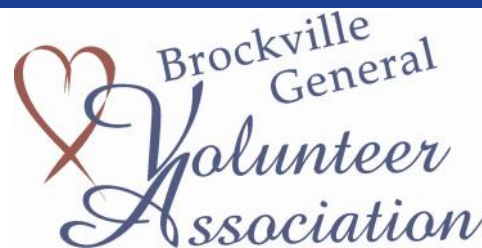
Brockville General Volunteer Association

To ensure their safety, many of our volunteers have been noticeably absent through the pandemic.

Their return was a milestone event for healthcare workers and patients alike.

The BGVA also donated over \$3,500 towards vital equipment.

BGH thanks all of our many volunteers for their dedication and service. Special thanks to those at Eleanor's Café who provided countless meals and treats to our staff and physicians over the course of the pandemic!



[Read more in the Association's 2021-22 Annual Report.](#)

For more information, contact:

Liz Rogers, Volunteer Coordinator

613-345-5649 ext. 52028

erogers@brockvillegeneralhospital.ca

www.brockvillegeneralhospital.ca/BGVA



Resource sustainability and growth



MPP Steve Clark announces \$25.6M to BGH; Hospital addresses accumulated debt

In September 2021, Steve Clark, MPP for Leeds-Grenville-Thousand Islands and Rideau Lakes, announced an investment of \$25.6 million to address hospital debt following years of inequitable funding. The funding was used to pay off debt, stabilize hospital finances, and free up dollars to invest in healthcare workers and hospital services.

“For years, Ontario’s medium sized hospitals have faced inequities in government funding,” said Michael Adamcryck, Chair of the Board of Directors at BGH. “Prior to 2017, in order to sustain services for the community, BGH’s past administrations had to make the difficult decisions to operate through financial loans, resulting in excessive debt. Following this announcement, BGH’s operating finances are in good stead. Combined with our strong leadership team, BGH is well poised to deliver excellent patient care for years to come.”

Lumeo, a Regional Health Information System

In June 2021, the six hospital organizations in south-eastern Ontario have signed an agreement with Cerner Corporation to transform the experiences of those providing and receiving health care, with the implementation of a shared health information system, locally branded “Lumeo”, that includes electronic health records.

Once implemented, the regional system supported by Cerner Millennium will replace paper-based records, and provide a single source of individuals’ health information and clinical tools that will help health-care workers coordinate and deliver safe, high-quality care throughout the region.

Learn more at www.brockvillegeneralhospital.ca



Equipment renewal strategy

BGH has developed a robust five-year, \$15 million capital equipment renewal strategy, which will ensure staff and physicians have access to modern tools and technologies.

Hospital equipment and technology (capital costs) are made possible by way of generous community support, including donors and local businesses, through the Brockville and District Hospital Foundation.

Investing in modern equipment and technologies are vital to BGH as physicians and staff use these tools every day to test, diagnose, and treat patients.

To learn more or donate, please visit www.bdhfoundation.com.



Investing in our people and patients

As one of the most efficient hospitals in Ontario, BGH is pleased to deliver a balanced or surplus budget for the fifth year in a row.

At BGH, we will continue to invest in the tools and technologies to help our healthcare workers provide the best patient care. BGH must continue to closely monitor finances while balancing operational and patient care needs.

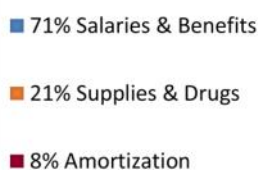
Audited financial statements are available on our website at www.brockvillegeneralhospital.ca.

REVENUE



Total \$113,962,000

EXPENSES



Total \$111,166,448



168 patient beds



Over 26,900 emergency visits
Over 7,200 surgical cases
Over 98,400 diagnostic imaging and ambulatory care visits



Over 300 physicians credentialed
Nearly 1,000 staff employed



\$114 million operating budget

Some of our key investments included,

- State-of-the-art CT scanner.
- Essential Care Partner program.
- Critical Care Outreach Team.
- Brockville COVID-19 Assessment Centre.
- Surgical and diagnostic imaging equipment.
- Cyber-security upgrades.
- Staff wellness spaces.
- Lumeo, a regional health information system.
- Lanark, Leeds and Grenville Ontario Health Team.
- ... And much, much more!





Join our growing team!

Brockville General Hospital is thriving and we are looking for talented, qualified and passionate staff and physicians to join us!

We can offer you:

- **A beautiful place to work ...and live!** BGH is located in the beautiful St. Lawrence River region, where our staff and physicians can live, work, and play with little commute time. Learn more about [Brockville and the United Counties of Leeds and Grenville](#).
- **Great pay and benefits!** A competitive compensation package, including benefits, pension, and employee discount programs. As a designated Rural Community Hospital, Registered Nurses and Registered Practical Nurses may be eligible for the [Canada Student Loan Forgiveness Program](#). Educational funding, personal leaves for education, free in-service training, professional development, mentorship and leadership opportunities are available to access. Your health and happiness is important to us, too! Staff and physicians have 24/7 access to wellness spaces and mental health programs.
- **Wonderful colleagues!** We have a peer-led Workplace Happiness Action Team (WHAT) who offer year-round activities to celebrate and support our people. Our staff have told us they really like working here!
- **Recognition!** BGH acknowledges the amazing work of all of our people through our rewards and recognition program, excellent attendance recognition, and professional milestone celebrations.
- **Great tools and equipment!** Through the Brockville and District Hospital Foundation, our community is committed to delivering the best equipment and tools to our teams.

To learn more about working at BGH, and to see our current opportunities, please visit www.brockvillegeneralhospital.ca/careers.