



Accountable ~ Compassion ~ Respect ~ Professionalism ~ Teamwork ~ Integrity



Annual Report 2020-21

From our Board of Directors

Looking back at the past year, we are very proud of the hard work, determination and leadership shown by the hundreds of staff and physicians at Brockville General Hospital. Our people worked closely with each other, our community and partners, to fight against the COVID-19 virus, to open the Donald B. Green Tower and to show that Leeds Grenville is the best place in the world to live and work!

Thank you to the many local residents who contributed to our successes. You believed in our people. You donated towards our equipment and services. You followed the important safety guidelines set out by the Leeds, Grenville and Lanark District Health Unit. This kept area prevalence low and limited unnecessary illness, particularly in hospital. Our partners at the Upper Canada Family Health Team, City of Brockville and EMS at the United Counties of Leeds Grenville worked closely with BGH and the Health Unit to provide assessment to those who became ill, and vaccinations to reduce the spread of COVID-19.

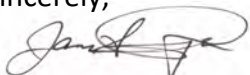
You, our generous community, continue to support our healthcare workers and patients, with over \$2.6 million in donations through the Brockville and District Hospital Foundation. Many members of the Brockville General Volunteer Association cheered us on from afar, as they stayed safe at home.

Our staff, physicians and volunteers are the heart of our hospital. Through accountability, compassion, respect, professionalism, teamwork and integrity, they have successfully and safely navigated this year. Together, we have achieved much to be proud of. Some of our major milestones from this year include,

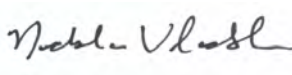
- Building on our strong local partnerships to host our assessment and vaccination centre,
- The opening of the Donald B. Green Tower, an over \$180 million expansion, in October 2020,
- The launch and ongoing implementation of the Lanark, Leeds and Grenville Ontario Health Team,
- Successfully negotiated a regional contract for a health information system,
- Accepted 50 patients from across Ontario, while navigating local needs during the third wave of COVID-19,
- Addressed our operational funding and historical financial pressures, thanks to the support from MPP Steve Clark and the Province, and
- All this was achieved while increasing engagement and improving BGH's workplace culture.

To ensure the continued access to safe, high quality care across Leeds Grenville, we are committed to further investment in our people and infrastructure. We are proud to serve our friends, family members and neighbours.

Sincerely,



James A. Cooper
Chair, Board of Directors



Nick Vlacholias
President and CEO



Dr. Michael Fuoco
Acting Chief of Staff

A note from Jim Cooper

With the release of this report, my tenure as Board Chair comes to an end. It is hard to believe 4 years have passed, the many dreams we had have been achieved or are in the works to be achieved. I am most proud of the relationships that have been mended and built within the organization! As a Board Chair, your reason for being is simply oversight. And with quality people on the Board, Senior Leadership and everyone working at BGH, the oversight was a pleasure. All of you have made this an incredible ride for me.

Nick, Mike and their teams have worked tirelessly to set BGH on a path for successes. This year's report is a testament to this effort. BGH has cared for our community, built a sustainable operation – including a balanced budget and happy workplace - and minimized the impact of the COVID-19 pandemic on the community and our healthcare workers.

And now it is time for new leadership and the future of new dreams to carry our hospital forward. I'd like to welcome Michael Adamcryck, incoming Chair, and Sara Piracha, incoming Vice Chair for 2021-22. These are two seasoned individuals, who care deeply about BGH and our people. Working alongside Nick and his team, the Board of Directors are well positioned to successfully navigate whatever the future throws at us.

Lastly, I encourage every citizen in our community to keep doing their part. Celebrate the successes of our friends and family at BGH, even beyond the pandemic. Consider participating in fundraisers, volunteer. This experience was one of the best of my life!

I will leave you with this final thought, ***"If we all do a little a whole lot gets done, do your part for your community"***. BGH is our hospital, and we can all make a difference!

Yours truly,
Jim



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, 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.



Recognizing our healthcare workers

The staff, physicians and volunteers at BGH are the key to BGH's ability to deliver the excellent patient care our community has grown to trust and expect. We are proud of what we have accomplished together.

Here are some of the ways we are supporting our people:

- **New state-of-the-art facilities.** The opening of the Donald B. Green Tower transformed and modernized how many of our people delivered care.
- **Upgraded tools and technology.** Working with our partners at the Brockville and District Hospital Foundation, BGH invested in \$2.6 million worth of tools and technology for our healthcare workers.
- **Improved workplace culture.** Despite the many challenges we faced during the pandemic, the opening of the Donald B. Green Tower and general operations, staff satisfaction has increased!
- **Strong leadership.** Staff recently recognized improvements within our leadership team with a 73% positive approval rating. Our Medical Staff Association has also been a key group to deliver safe high-quality care. Thank you to our past executive team, Dr. P. Davison, President and Dr. K. Maaz, Vice President, for their leadership which helped BGH navigate many challenges over the past years. We welcome the new executive members, Dr. K. Somani, President; Dr. K. Finkenzeller, Vice President; and Dr. C. Farah, Secretary.
- **Supporting workplace mental health and wellness.** The COVID-19 pandemic has increased stress and anxiety on healthcare workers. BGH implemented on-site, peer support to provide immediate resources to help staff and physicians manage their wellness. Wellness spaces have been made available, 24/7. Further investment in the Canadian Mental Health Association's, Not Myself Today program and other workshops are also now available.
- **Improved communications.** Throughout the pandemic, BGH committed to timely updates via in-person, email, video and social media to provide staff, physicians, unions and leadership with the best information to help everyone safely navigate the many changes.
- **Recruitment and retention program.** BGH is investing in programs and people to support a healthy and sustainable workforce.

Every member of the BGH team is to be commended for their resilience, professionalism and hard work.

You are the heart of BGH.

Thank you!



Successes built on strong partnerships



COVID-19 vaccination and assessment centre

To serve the community's needs as we navigate the COVID-19 pandemic, BGH is proud to build on our strong partnership with the Leeds, Grenville and Lanark District Health Unit, Upper Canada Family Health Team, Leeds Grenville EMS, Leeds Grenville Community Family Health Team, Athens District Family Health Team, Prescott Family Health Team and City of Brockville.

Expanding on the successes of the assessment centre, which opened in March 2020, our community partners opened the Brockville vaccination centre.

Working closely with the Health Unit, volunteers and students, BGH was also able to open on-site vaccination clinics for staff and physicians starting in February 2021.



For more information about COVID-19, including how to book a vaccination appointment or assessment, visit www.brockvillegeneralhospital.ca/coronavirus.

Lanark, Leeds and Grenville Ontario Health Team

BGH has partnered with 50 health agencies across Lanark, Leeds and Grenville to develop an Ontario Health Team (OHT). These partners represent organizations from all home and community, primary care, and hospital sectors. Together, our OHT will work collaboratively to deliver coordinated care to residents in our region.

Some of our other key partnerships include,

- 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.
- BGH has engaged the support of the Children's Hospital of Eastern Ontario's clinical engineering team to ensure our equipment remains in safe, high-functioning condition, allowing our staff and physicians to provide the best patient care.
- The Mobile Crisis Response Team is a collaborative partnership between BGH, Leeds County OPP and Grenville County OPP. This team responds to calls to police with the goal of supporting people in the community experiencing mental health and addiction crisis.
- 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.

Responding to the COVID-19 pandemic

BGH's staff and physicians continue to respond compassionately and professionally to the many changes resulting from the pandemic.

- From April 2020 to March 2021, 10 patients with COVID-19 received care at BGH.
- During the third wave of the pandemic, which lasted from late April to May 2021, 50 patients with COVID-19 received care at BGH. These patients came to us from across Ontario.
- To support the response to wave three of the pandemic, BGH opened an additional 5 critical and 10 acute care beds for patients with and without COVID-19.

Healthcare workers at BGH exemplified professionalism and teamwork.

- 83% of staff said they were happy to work with their coworkers.
- Over the past year, absenteeism has dropped by 19%.

"BGH is punching above it's weight." [Click here to listen to Dr. Chris Simpson, Executive Vice President at Ontario Health speak about BGH's role in the third wave of the COVID-19 pandemic.](#)



Caring for patients from across Ontario

After spending over 40 days in hospital with COVID-19, John Worrall, pictured right with members of his care team, is leaving BGH. John was transferred to BGH from Lakeridge Hospital on surge protocol at the beginning of April.

When John was admitted, he began working with our Inpatient Rehabilitation team.

"I started working with John when he was still intubated and ventilated in the ICU," said Olivia Noonan, Registered Physiotherapist. "I promised him then that I would be with him when he walked out of the hospital. I am honoured that I got to see through on that promise."

"My stay at Brockville General Hospital has been a wonderful experience," said John. "The people have been more than gracious in taking care of me. I attribute my life to them. I am so thankful for the doctors and their medical care, monitoring my heart and lungs during my recovery. In particular, I would like to thank Dr. Heseltine for the amazing care they provided. I would also like to thank my physiotherapist, Olivia, who made sure that I was constantly challenged and ensured that I could walk out of here on my own volition."



"My stay at Brockville General Hospital has been a wonderful experience. The people have been more than gracious in taking care of me. I attribute my life to them."

John Worrall, Oshawa

[Click here to listen to Sabrynnna](#), a resident of Scarborough, share her experience as a patient at BGH.

Fueled by community kindness

At BGH, we live and work in the best community!

We are truly humbled by your continued support, particularly during the COVID-19 pandemic.

Thank you to the countless businesses, organizations, families and individuals who showed their support for our hardworking staff and physicians!

You have shown your support in many wonderful ways, including donations, painted rocks, signs, gift cards, letters, phone calls, and “survival kits”.

Your generosity has spread love and kindness, and has made a positive impact on others.

thank you!



Delivering compassionate care throughout the pandemic



On Mondays each week, area residents could listen to an update from Nick Vlacholias, President and CEO at BGH with Bruce Wylie, on Brockville’s Move 104.9 FM (previously JRFM). Often Nick would share updates from inside the hospital’s walls. Topics include the pandemic, the opening of the Donald B. Green Tower and much more.

This winter, Bruce’s mother was admitted to our Palliative Care Program, where he helped to care for her as an essential care provider. He writes,

I now better understand the phrase “dying with dignity”.

I had an opportunity to spend 4 – 5 hours each day for three weeks with my mother in her room. We read the Bible, we prayed and she was given the best service possible. From Dr. Jaworski to Dr. Thomas, their main concern was her pain control. On the day she died, Dr. Thomas increased the pain medication. She was still talking to relatives and friends on the phone. But after the last dose, she was just very peaceful. I sat with her in the final hours of her life. She was breathing normally, in peace and at 8:14 on that evening took her last breath. This team made it possible for my Mother to die with dignity. For that I say thank-you.

I want to personally thank Anne Howison for her support and honesty. On the day Mom died, she told me she wouldn’t see morning and she was right.

You make a difference in people’s lives so thank-you again for the excellent service you provide to patients and their families especially during COVID-19.

Sincerely,
Bruce Wylie

Opening of the Donald B. Green Tower



The results – happier and healthier patients

Patients receiving care in the Donald B. Green Tower are reporting a better hospital experience, including:

- Bright views from the large, patient-friendly windows
- Tastier meals prepared in a state-of-the-art kitchen
- Improved rest and recuperation in modern bedrooms

“The way they have setup (the new unit) is quite unique in the way they have laid it out. These rooms are really something; they are nice, bright, and big.”

~ Humphrey Van Lier, patient (right)

Brockville General Hospital's over \$180 million Phase II Redevelopment Project, the Donald B. Green Tower, has combined all inpatient programs and services under one roof.

On October 24, 2020, 39 patients from our Inpatient Rehabilitation, Integrated Stoke Unit, Complex Medical Management, and Palliative Care programs relocated to the Donald B. Green Tower. On November 25, the Inpatient Mental Health Program moved into the tower.

The project was made possible through a shared funding model. 90% of costs were provided by the province and 10% was invested through community support.

Since October 2020, over 480 patients have received care in the Donald B. Green Tower.





“Everything here is so much brighter; the rooms are so much bigger, it’s just beautiful. You have a lot of privacy (in the room) but you don’t feel sealed in. You can easily see out into the hall and over to the unit station.”

~ Ingrid Connelly, patient

[Click here to read more about the opening of our Donald B. Green Tower in October 2020.](#)

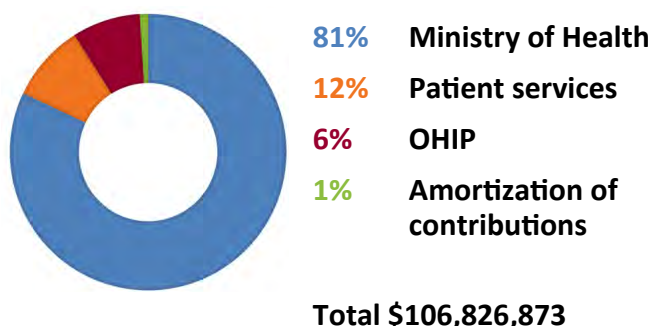


Investing in our people and patients

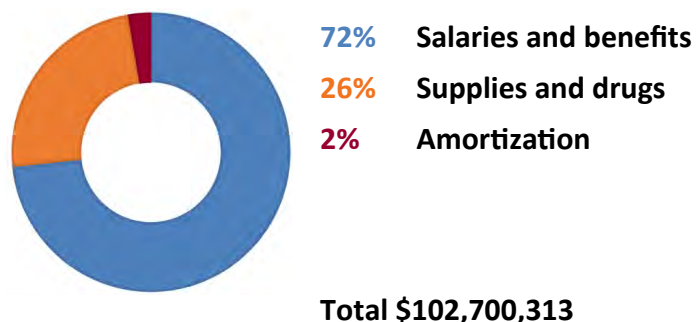
As one of the most efficient hospitals in Ontario, BGH presents a surplus budget.

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.

Operating revenue



Operating expenses



Investments

- A new \$1,000,000+ computerized tomography (CT) scanner; enhancing our electrocardiogram (EKG) equipment
- Virtual care program and technologies for patients and their loved ones
- New telephone communications system
- Onsite staff and physician COVID-19 vaccination clinics (see our cover photo of selfies!)
- Dedicated mental health programs and wellness spaces for staff and physicians
- ... And much, much more!



\$106.8 million operating budget



160 patient beds



Over 23,660 emergency visits

Over 6,700 surgical cases

Over 80,000 diagnostic imaging and ambulatory care visits



Over 180 physicians credentialed

Over 900 staff

The ability of Ontario hospitals to provide full service care, was greatly impacted by the COVID-19 pandemic.

At BGH, approximately 650 surgeries and procedures were postponed. Thankfully, we were able to schedule additional orthopedic and cataract procedures over weekends before the slowdown of services in February 2021.

To maintain the safety of vulnerable inpatients and healthcare workers during waves one and two of the pandemic, diagnostic testing services were limited.





thank you!

In 2020-21, the Brockville and District Hospital Foundation, through the support of our generous community, raised over \$2.6 million to enhance patient care at BGH. This is in addition to the \$20 million committed to the Donald B. Green Tower.

Fundraising dollars support equipment purchases and hospital programs. These funds were raised by the Foundation's Giving Outside the Box initiative, events, memorial gifts, grants, proposals, the Annual Appeal campaign, and more.

Unfortunately, due to the COVID-19 virus, several fundraising events planned for 2020 have had to be reimagined for a later date. The Foundation continues to work closely with our community and donors to safely, and effectively, support patient care at BGH.

[Read more in the Foundation's 2020-21 Annual Report.](#)

For more information, please contact:

Joan Simon, Executive Director

613-345-4478

foundation@brockvillegeneralhospital.ca

www.bdhfoundation.com



In 2020-21, members of the Brockville General Volunteer Association – and their friendly smiles - were greatly missed.

With safety everyone's priority at BGH, this was truly an unprecedented year. Several key roles, including Ambassadors, Welcome Desk and Palliative Care Program supports, saw many volunteers work for part of the year. Other dedicated volunteers turned to work behind the scenes. Effort to plan for return to in-hospital service and the foundational work of the Association's Board and Executive team was a key priority. This included updating policies and practices to better reflect how volunteers provide support to patients and hospital operations. Fundraising efforts were made digital and several volunteers were also busy planning for the future opening of Eleanor's Café and the Gift Shop.

[Read more in the Association 2020-21 Annual Report.](#)

For more information, please contact:

Liz Rogers, Volunteer Coordinator

613-345-5649 ext. 52028

erogers@brockvillegeneralhospital.ca

www.brockvillegeneralhospital.ca/BGVA



Join our growing team!



Brockville General Hospital is thriving and we are looking for talented, qualified and passionate staff and physicians to join our team of heroes.

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. And 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!** Our community, through the Brockville and District Hospital Foundation, are 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.

