



Our Voice. Our Vision.
This is Our BCCHS.
#OurBCCHS

Brant Community Healthcare System

STRATEGIC PLAN 2020-2025



EXCEPTIONAL CARE - EXCEPTIONAL PEOPLE

A Message From Leadership

We are pleased to present the 2020-2025 Strategic Plan for the Brant Community Healthcare System. This plan will guide the decisions we make each and every day and allow staff, physicians and volunteers to measure the service that we provide.

This plan has been developed through thoughtful input and guidance from patients and their families, community partners, staff, physicians, volunteers, elected officials and members of the public. We heard from over 1400 people and the plan's contents and directions are truly a reflection of their input.

Through these meetings, the new vision, mission and values for BCHS became clear, resonating with patients, the public and BCHS physicians, staff and volunteers. Our new vision of "Exceptional Care – Exceptional People" speaks to the importance of each and every person at BCHS and the value that each person brings to enhancing the patient experience.

Our mission, "Working together to build a healthier community," acknowledges that we are but one part of the solution to ensuring that the communities we serve receive quality healthcare. We commit to doing our part.

Lastly, our values of compassion, accountability, respect and equity reflect how we will engage and interact on a day-to-day basis, with patients, visitors, partners and with each other.

We would like to thank the Steering Committee and the hundreds of people who contributed to this document. It is truly the community's plan.

Paul Emerson

Chair, Board of Directors

Dr. David McNeil

President & CEO



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Our Vision

Exceptional Care—Exceptional People

Our Mission

Working together to build a healthier community.

Our Values

Compassion **A**ccountability **R**espect **E**quity



Dominic Batt
Manager, Therapy Services,
Patient Flow & Navigation

Who We Are

The Brant Community Healthcare System (BCHS) consists of The Brantford General Hospital and The Willett Hospital in Paris.

The Brantford General Hospital opened in 1885 by a small but prominent group of local citizens and twelve physicians. Over the years, The Brantford General Hospital has developed into a busy acute care hospital. The Willett was built in 1922 and currently houses transitional care beds and an urgent care centre.

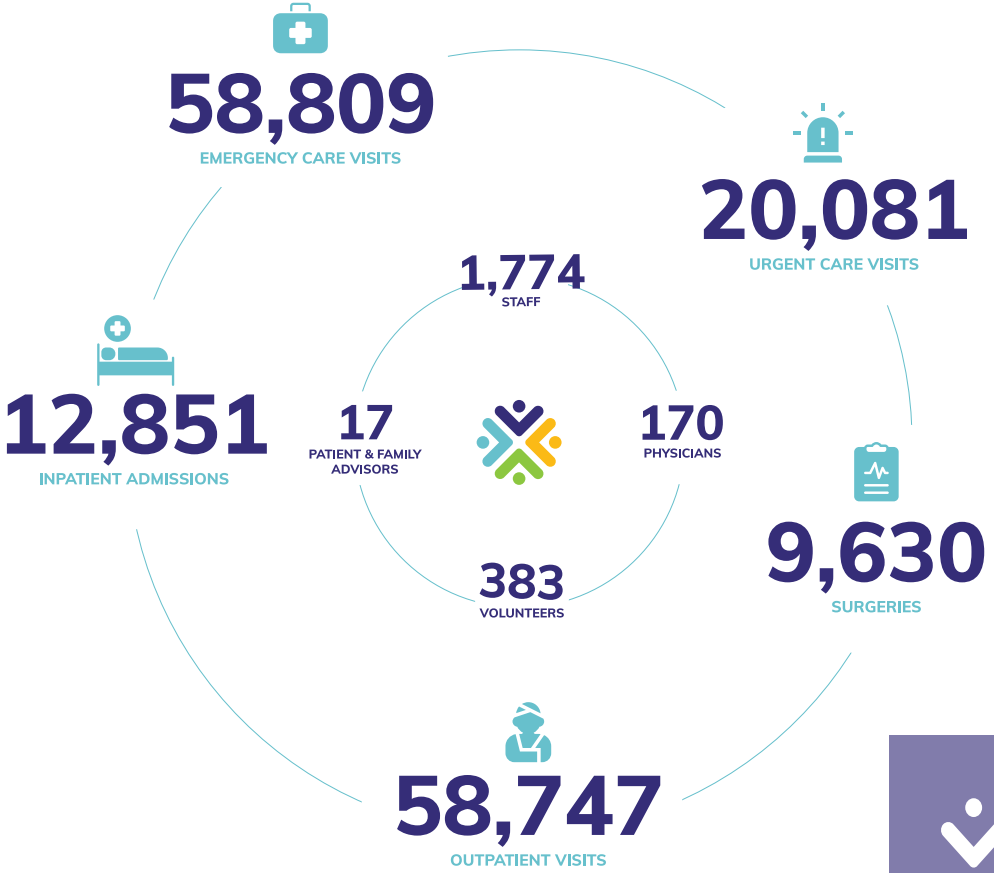
BCHS has 295 beds and has more than 2000 caring physicians, staff and volunteers. BCHS is committed to learning and is an affiliated teaching site of McMaster University Michael G. DeGroote School of Medicine.

As the only acute care facility in Brant County, BCHS is committed to providing speciality programs and service for the 130,000+ residents. BCHS is dedicated to building and sustaining a high-quality and safe patient and family centered system of care, respected by the community and employees.

“ This plan is the community’s plan.



BCHS by the Numbers 2019-20



 **Phyllis Weston**
Charge Nurse,
Operating Room

Our Planning Journey

April 2019

Phase 1: Preparation

- Formation of a 33-member Strategic Planning Steering Committee with broad representation from across the hospital and community
- Environmental scan and data analysis

May 2019

Phase 2: Discovery

- Comprehensive consultation through internal and external focus groups, electronic brainstorming, electronic web survey and mobile kiosk
- Participation from over 1000 individuals from the hospital and community
- Launch of the Strategic Planning Guest Speaker Series

August 2019

Phase 3: Analysis & Synthesis

- Analysis of data from consultations
- Development of draft strategic plan

October 2019

Phase 4: Validation

- Validation of draft plan through open sessions with patients and families, staff, physicians, learners, volunteers, external partners and leadership
- Over 400 participants shared feedback on the draft plan

January 2020

Phase 5: Approval & Launch

- Approval of plan through Steering Committee and Board of Directors
- March 2020: Launch of Brant Community Healthcare System's 2020 – 2025 Strategic Plan

“Your engagement has shaped the collective voice and vision for BCBS.”

“ We will use the latest evidence to ensure we deliver the best care possible.

KEY GOAL

1

Advance Quality & Safety

Commitment: We will provide exceptional care that is safe, effective, patient-centered, efficient, timely and equitable.

We will:

1. Support seamless transitions across the continuum of care to improve patient experience, provider satisfaction and system outcomes.
2. Advance a culture of service orientation to support outstanding patient and family experiences.
3. Commit to always being accreditation-ready by maintaining a steady focus on accreditation standards to strengthen our patient safety culture.
4. Champion continuous improvement through the implementation of an evidence-based improvement model.
5. Implement initiatives to ensure appropriate levels of testing and treatment, and to provide safe and effective care.



Nina Malatesta
Occupational Therapist,
Therapy Services





 **Joy Casarin**
Patient and Family Advisor and
Co-Chair of the CEO's Patient
Family Advisory Committee

KEY GOAL
2

Partner to Transform Care

Commitment: We will collaborate with patients, the community, and system partners to develop an integrated patient and family-focused system of care.

We will:

1. Strengthen engagement with patients and families by partnering with patient advisors to co-design services.
2. Build regional program partnerships to create pathways of care, share best practices and improve the accessibility of services to local communities.
3. Implement a population health management approach by partnering as part of an Ontario Health Team to improve the local population's health.

“ We will work with community organizations to provide you with the **best care possible**. ”

“ Exceptional people are at the heart of the Brant Community Healthcare System.

KEY GOAL

3

Support & Empower People

Commitment: We will recruit, develop, and support staff, physicians, volunteers, and learners to provide high quality care to the patients and families we serve.

We will:

1. Promote a positive and safe work environment where people are engaged, supported and recognized.
2. Support continuous growth, learning and development of our people.
3. Recruit and retain a highly skilled and diverse workforce.
4. Implement staff and physician wellness strategies.



Dr. Anirudh Goel

Hospitalist Physician and Chief & Medical Director, Department of Hospital Based Medicine





 Tracey Higson
Environmental Services Aide

KEY GOAL

4

Build Sustainability

Commitment: We will modernize our physical and technological infrastructure, and have a continued focus on building a fiscally sustainable future.

We will:

1. Achieve financial sustainability.
2. Build an integrated and secure digital technology environment.
3. Implement a building infrastructure renewal plan.
4. Implement a capital equipment renewal plan.
5. Complete the Emergency Department redevelopment, including the acquisition of a second Computed Tomography scanner.

“ We will invest in a renewed physical and technological infrastructure.

“ We will work to understand and meet the unique needs of local communities.

KEY GOAL

5

Champion Health Equity

Commitment: We will work to understand and meet the unique needs of local communities and address priority health concerns.

We will:

1. Build and strengthen relationships with local Indigenous peoples and communities by developing partnerships to provide navigation and a culturally safe environment.
2. Provide staff, physicians and volunteers with cultural safety, diversity, inclusion, and anti-racism training.
3. Improve care for identified populations including children, seniors, and those living with mental health and addictions issues.



Margaret Copeland
Member, Board of Directors





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Thank You.

Thank you to the patients, families, staff, community members and system partners who participated in the Strategic Planning Process.

Your engagement has shaped the collective voice and vision for BCHS, and has ensured that the plan best serves the needs of our patients and community.

We look forward to continuing the journey of working together to build a healthier community!

Whether you're an employee, volunteer, visitor, patient, or local community member, the "Community Circle" represents the connection we all take part in to shape our community.

Each "individual" that makes up the circle represents a member of the community's voice and vision coming together to create one unified voice and vision for BCHS and reflecting BCHS's bright future.

For more information, please visit www.ourbchs.ca