

ANNUAL REPORT



2022 - 2023

MESSAGE FROM THE CEO

GARY SIMS

I would like to open our Annual Report with a personal, and heartfelt thank you to all Brightshores staff and physicians. Their dedication and hard work throughout the past year has been nothing short of amazing. Across the organization, everyone has done a tremendous job to enable growth and development for the future. We hired 300 new employees and increased our inpatient beds by 22%, which is an incredible accomplishment given the ongoing Health Human Resource shortages and ever-changing landscape in healthcare.

Construction continued to build the new Markdale Hospital and we started to develop a new Mental Health Wellness & Recovery Centre. More on these and other exciting projects can be found in the pages of this report.

It should be noted that over the past 12 months, Brightshores has also embarked on major I.T. advancements, became accredited with Exemplary Standing, and is being recognized as a larger,



more visible, health care organization in South Western Ontario and in the local region.

I would like to take this opportunity to thank our generous donors and volunteers, for their wonderful support, time, and care.

I would be remiss if I did not mention how much we appreciate the steadfast support of the Brightshores Board of Directors, and our five Foundation Boards and Auxiliary members for their ongoing fundraising contributions.

We have a clear vision going forward and as such our organization has a very bright future! We look forward to continuing to provide high quality health care, close to home, to all of our community members and their families.

BOARD CHAIR GREETINGS



JO FLEWWELLING

Much of the world is trying to put COVID in the rear-view mirror; however, for the healthcare sector there is an ongoing impact and residual effect that has continued throughout this year. The management, clinical, and support teams have been tirelessly striving to ensure that our patients and families receive the best possible care at all our sites despite unrelenting challenges. I would like to formally thank everyone involved and acknowledge the extra-ordinary efforts and sacrifices that have been made to keep our services available to our communities at the highest level.

There is also much to celebrate! Brightshores has launched its new Strategic Plan for 2023-2025 with a bold vision to become a “leading regional network providing exceptional health care”. There are numerous accomplishments and exciting projects underway to support this journey. The new Markdale Hospital has been long anticipated by the community and is slated to open on schedule this fall. The new facility will offer the full continuum of inpatient, emergency, and ambulatory

care for the residents of Markdale and surrounding communities. In addition, significant progress is underway for the new Wellness & Recovery Centre in Owen Sound. This unique facility will offer support to individuals with mental health and addictions needs and will include transitional living/life skills development.

These exciting redevelopment projects are not possible without the unwavering support from our five Foundations and their fundraising efforts. We also rely on their assistance to fund the ongoing capital requirements for equipment and new technology that will facilitate the achievement of our Strategic Plan. Thank you for your support. The Board would also like to acknowledge the multitude of volunteers who give of their time to guide, comfort, and support our patients through their journey at our six hospitals.

Brightshores has a strong volunteer board with a diversity of skills and expertise to provide the governance and oversight for the organization as we embark on this exciting new Strategic Plan. We are committed to the bold vision and have commenced the search for our next CEO. We are focused on finding the right leader who will join us on this journey as Brightshores continues to grow and prosper.

Thank you to Gary Sims for his exceptional leadership and instrumental role in the successes that we have experienced to date and for his vision for our future. We wish him all the best in his well-deserved retirement, beginning later this year.



CHIEF OF STAFF LETTER

DR. MIKE WILLIAMS

Emerging from COVID, similar to many hospitals in the province, we continue to face challenges. However, at Brightshores we have positioned ourselves for opportunities for tremendous growth across the corporation which could begin in the very near future.

The ongoing challenges of HHR and bed capacity issues are significant concerns in healthcare across the province and certainly, we are also experiencing them here at Brightshores.

These have created at times a stressful dynamic that has required a lot of effort and innovative thinking to maintain our high patient care standards. I would like to extend a sincere thank you to our credentialed staff who have shown great resilience and goodwill as we address these problems.

Even with these challenges and the awareness that there will continue to be issues that must be dealt with in the short term, Brightshores has had the foresight to plan for the future. Probably the most visible sign of this has been our external program reviews as we continue to look for ways of further developing and expanding our existing services, as well as exploring the potential of new service opportunities. In oncology, we have engaged a medical oncologist, through our recent affiliation with Princess Margaret Hospital. He will help both with the provision of off-site leadership as well as assist with the implementation of the recommendations from the review. Dr. Terry Smith has been appointed as the physician lead for the critical care development team. They have already

been very active with the support of LHSC, on the recommendations from the external review and planning for the expansion of our Critical Care Program. The team for the review of the Internal Medicine program has now been selected and confirmed. The current timeline sees the review of Internal Medicine, its associated areas of subspecialty practice, as well as the Hospitalist Program, starting after our Accreditation Process in April. Following this, there will be a review of our surgical programs.

We have seen a number of changes in physician leadership and I would like to acknowledge physicians both new and returning to leadership positions. Dr. Dave Hatcher is the new Chief of Anesthesia, Dr. Al Lozon returns to the position of Chief of the division of General Surgery, Dr. Joe McKenna is now the Chief of the Department of Surgery, Dr. Mike Schmidt is the new Chief of the department of Diagnostic Imaging. Dr. Gavin Bock is the new Site Chief of the Southampton Hospital, and Dr. Eric Brown is the new President of the urban Medical Staff Association. Dr. Andrew Jeffery is the new President of the rural Medical Staff Association.

The importance of physician engagement to realize growth in the corporation cannot be underestimated. I look forward to working with the physician staff as we work together towards providing care for our region.

Overall 2022-23 has been a busy and challenging year, but also one that has provided us with much optimism for our future.



YEAR IN REVIEW



The Strategic Plan for 2023-25 has been launched following presentations to the Board of Directors, staff, physicians, Auxiliaries and Foundations.



Mission

Building healthier communities one patient at a time.

It is our commitment to be respectful and empathetic in supporting each patient and their families. We also recognize our role in the healthcare system and we will partner with other organizations to best serve our communities

Strategic Pillars

For Brightshores to achieve its vision of becoming “A leading regional network providing exceptional healthcare,” the Brightshores Health System's Board of Directors and Executive have identified four strategic pillars that represent areas where the organization will focus its resources, attention and effort.



Excellence in Care

Delivering patient-centred care that advances the health of our communities.



A Great Place to Work

Recognition as a place where people want to work and build their careers.



Innovation and System Leadership

Turning ideas into patient-centred solutions through investment, creativity and empowering partners.



Intentional Partnerships

Taking ownership of our role as a regional network that can be trusted to engage, listen and partner.

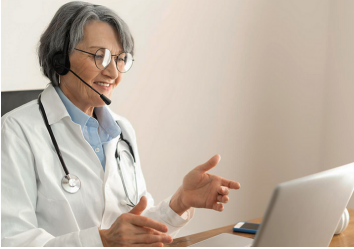
MARKDALE HOSPITAL BUILD



Brightshores' two-year construction project is wrapping up to bring a state-of-the-art health care facility to Grey Highlands. The total cost of the build is approximately \$70 million. The community has donated \$8 million for the new Hospital build via the Centre Grey Health Services Foundation and their Together in Care campaign. We thank all donors for participating in fundraising events and activities held over the past 20 years.

YEAR IN REVIEW

Accomplishments



Virtual Urgent Care was initially launched as a pilot in March of 2022. This service enables members of the public to connect with a local doctor from the comfort of their home through a smart device or computer. Patients can receive medical advice, prescriptions and sick notes when appropriate. Wait times are low and consultation normally takes less than 20 minutes.



HVAC system upgrades in Southampton are currently in the design phase. Our Engineering team is overseeing this project.



Expansion of our Non Emergent Medical Transportation service means that the average time to pick-up is 1-3 hours. A great improvement from previous wait times, which could reach 36-48 hours for a transfer. We have ordered a new long haul vehicle and look forward to adding this to our existing fleet of vehicles. The team continues to help alleviate patient flow issues across all six hospitals and long-term care.

Renovation projects currently underway will vastly improve our Retail Pharmacy in Owen Sound and the Emergency Department in Wiarton.



The Rapid Access Addiction Management (RAAM) clinic is offered through the Addiction Treatment Services (ATS) at Brightshores and seeks to provide quick access to medically assisted, integrative, and client-centered care for people experiencing urgent addiction and substance related problems. This important service moved into a groundbreaking mobile model in June 2021 in response to the COVID-19 outbreak within the Saugeen First Nations community. Staff and physicians began meeting clients at their homes and delivering medications right to the doorstep, thus eliminating barriers to treatment. These important supports have allowed several clients to improve their health, allowing them to enroll in school and go to work. Furthermore, this important program has allowed for greater collaboration between the Saugeen community and Brightshores, who work tirelessly to eliminate and/or reduce harm from opiate and other drug use.

YEAR IN REVIEW

Accomplishments

The Brightshores Nursing Float Pool has been instrumental in mitigating bed closures and the ability to provide quality patient care. With the unpredictability of staffing vacancies fueled by COVID-19 and our inherent health human resources strain, which led to local emergency room closures and halting of services, Brightshores had to pivot quickly. The establishment of the Nursing Float Pool affirms our organization's commitment to ensuring all program areas and rural sites are staffed adequately and safely.

A new Cataract Suite at the Meaford Hospital has helped to alleviate the multi-year cataract surgery wait list with a goal of completing approximately 1,500 procedures per year. Patients across Grey and Bruce Counties are now able to receive cost-effective surgery closer to home and much sooner. High-acuity ophthalmic surgeries continue to be performed at the Owen Sound site.

Approval has been granted for a CT Scanner in Southampton site and for a second MRI in Owen Sound! New x-ray machines are already in place in Wiarton, Lion's Head, Southampton, and Meaford.

A new Operational Stress Injury (OSI) Clinic is opening in Meaford to provide timely access to mental health care for public safety personnel (PSP), Canadian Armed Forces personnel, and their families who may be experiencing post-traumatic stress, depression and/or anxiety.

Brightshores Celebrates Stroke Distinction™ Achievement

In November 2022, Accreditation Canada was at the Owen Sound Hospital to assess the District Stroke Centre as part of an evaluation of the Southwestern Ontario Stroke Network (SWOSN). Stroke Distinction™ is an award of Accreditation Canada. It recognizes health organizations that demonstrate clinical excellence and an outstanding commitment to leadership in stroke care. Achieving a score of 100% across all categories, the program was accredited with Stroke Distinction™ designation.

"We are incredibly pleased with the outcome of the recent accreditation of our District Stroke Centre," said Brightshores President and CEO Gary Sims. "Our program is committed to providing the highest quality of stroke care to our communities, and the results of this assessment prove that is what we are doing."



YEAR IN REVIEW

HIMSS eNAUTILUS PROJECT

Brightshores is set to increase its HIMSS Level from 3.4 to 6.0. This upgrade will improve standardization of content within the electronic patient record, ensuring that regardless of where a patient is treated within one of our hospital sites, they receive the same level of care using the same evidence based medical criteria. With this advancement our clinical teams will have access to:

- Full electronic documentation for Emergency and ICU/CCU Departments, increasing the availability and integration of timely information at the point of care
- Integration of patient monitoring, improving patient safety, experience and quality of care
- Implementation of workflow efficiency tools for all nursing and clinical staff, improving the efficiency of clinical processes and enable effective management of resources
- Re-alignment of all electronic documentation to current best practice

In order to advance this project, Board approvals have been granted across the Grey Bruce Information Network (GBIN).



RESEARCH INSTITUTE



A new research office is now established within Brightshores - with a primary focus on the administrative processes associated with the receipt, review, approval and reporting on research. A broader plan and strategy is being developed to establish a more formal Research Institute, which will be designed to support and guide a full range of research activities and affiliations with academic and industry partners.

Rebecca Brookham, PhD, RKin, CIC, Director of Research & Innovation, will be responsible for all administration, communication, reporting and partnership functions associated with research. Furthermore, a consultant has been engaged to help support and guide the implementation of the research office and develop a guiding strategy and plan for the launch of the Research Institute.

Brightshores envisions expanding opportunities to grow professionally, academically, and organizationally with the introduction of a robust research arm.

ACCREDITATION

Brightshores has been awarded **Exemplary Standing** - the highest designation that can be achieved through the national hospital accreditation program, which measures quality & safety.



FIVE FOUNDATIONS SUPPORT

Brightshores is incredibly grateful for the generosity of the individuals, businesses, and organizations who step forward each year to support our six hospitals and our addiction treatment facility.

Over the past fiscal year, our five hospital foundations jointly raised close to \$12,045,600 for Brightshores Health System. Of this amount, 40 percent has been dedicated to our new hospital in Markdale and came from the Together in Care Campaign (a subsidiary of the Centre Grey Health Services Foundation). The building has now reached substantial completion in terms of construction. All other funds provided are being used to improve care for our community members, and we are pleased to share just some of those highlights:

- Brand new state-of-the-art Cataract Suite constructed in Meaford
- Support to purchase a female simulation manikin for learning purposes
- Five Foundation educational funds to support staff training and development at all Brightshores sites
- MRI machine for Owen Sound
- Cardiac stress testing equipment and EEG equipment and software
- Wiarton Emergency Department renovation
- Oncology Power Chart
- Mental Health Wellness & Recovery Centre

We have many things to look forward to next year, including a number of projects that are included in our Strategic Plan for 2023-2025.

VOLUNTEERS & AUXILIARIES

Brightshores has a total of 596 Hospital and Auxiliary volunteers, who provided a combined 44,941 hours of service in 2022/23 and raised \$203,365.00 in donations. Some of their achievements are noted below:

- Brightshores Volunteer Carol Reaney wins Volunteer of the Year through the City of Owen Sound
- 47 new volunteers and 11 student volunteers were recruited
- Patient Advisor Recruitment has increased - 12 active advisors currently
- Celebrated National Volunteer Week with team meetings at each site
- Reactivated the Baby Cuddler Program after COVID with 5 active volunteers
- Owen Sound Gift Shop moved into its newly renovated space
- Started the Friendly Visitor Program for Alternate Level of Care (ALC) Patients in Wiarton
- Successful Accreditation with the Volunteer Program coming out as a notable strength of Brightshores Health System.

2022 - 2023

BRIGHTSHORES FINANCIALS**Balance Sheet**Statement of Financial Position
(In Thousands of Dollars)

March 31	2023	2022
Assets		
Current		
Cash and investments (Note 4)	\$ 84,391	\$ 69,785
Accounts receivable (Note 5)	13,688	16,038
Inventory	5,521	5,070
Prepaid expenses	3,371	3,104
	<u>106,971</u>	<u>93,997</u>
Capital assets (Note 6)	140,227	105,675
Promissory notes (Note 7)	328	468
Investments held for capital purposes (Note 8)	<u>10,634</u>	<u>10,431</u>
	<u>\$ 258,160</u>	<u>\$ 210,571</u>
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities (Note 9)	\$ 69,400	\$ 58,355
Post-employment benefits and compensated absences (Note 10)	12,538	10,773
Asset retirement obligation (Note 11)	2,003	-
Deferred contributions (Note 12)	<u>123,446</u>	<u>93,085</u>
	<u>207,387</u>	<u>162,213</u>
Net assets (Page 5)		
Internally restricted for capital asset replacement	12,215	7,858
Endowment fund	161	171
Unrestricted	<u>39,670</u>	<u>40,833</u>
	<u>52,046</u>	<u>48,862</u>
Accumulated remeasurement losses (Page 6)	<u>(1,273)</u>	<u>(504)</u>
	<u>50,773</u>	<u>48,358</u>
	<u>\$ 258,160</u>	<u>\$ 210,571</u>

Statement of Revenue & Expense

For the year ended March 31	2023	2022
Revenue		
Ministry of Health (Note 13)	\$ 190,890	\$ 180,763
Patient revenue from other payors	16,862	16,307
Differential and co-payment revenue	3,750	3,135
Undistributed and miscellaneous revenue	23,931	22,404
Amortization of deferred contributions	<u>4,274</u>	<u>5,000</u>
	<u>239,707</u>	<u>227,609</u>
Expenses		
Salaries and wages	102,391	97,436
Employee benefits	30,538	28,668
Medical staff remuneration	22,531	19,246
Supplies and other expenses	35,803	34,189
Medical and surgical supplies	12,402	10,644
Drugs and medical gases	23,754	20,477
Equipment amortization	<u>8,139</u>	<u>6,875</u>
	<u>235,558</u>	<u>217,535</u>
Excess of revenue over expenditures before other	<u>4,149</u>	<u>10,074</u>

2022 - 2023

BRIGHTSHORES FINANCIALS

Statement of Cash Flows

For the year ended March 31	2023	2022
Cash provided by (used in)		
Operating activities		
Excess of revenue over expenditures	\$ 5,077	\$ 10,191
Items not involving cash:		
Amortization of capital assets - equipment	8,139	6,875
Amortization of capital assets - building assets	3,766	3,805
Amortization of deferred contributions	(8,982)	(8,983)
Unrealized gains (losses)	(779)	(571)
Accrued for post-employment benefits and compensated absences	1,765	175
Asset retirement obligation accretion	92	-
Loss (gain) on disposal of capital assets	118	(21)
	<u>9,196</u>	<u>11,471</u>
Changes in non-cash working capital balances		
Accounts receivable	2,350	(2,512)
Inventory	(451)	28
Prepaid expenses	(267)	(740)
Accounts payable and accrued liabilities	11,044	12,982
	<u>21,872</u>	<u>21,229</u>
Financing activities		
Advance of promissory notes	(126)	(600)
Repayment of promissory notes	266	334
Purchase of long term investments	(82)	(349)
	<u>58</u>	<u>(615)</u>
Capital activities		
Purchase of capital assets	(46,667)	(36,261)
Receipt of capital grants	27,287	21,543
Receipt of restricted donations	12,056	12,599
Proceeds on disposition of capital assets	-	424
	<u>(7,324)</u>	<u>(1,695)</u>
Net increase in cash and investments during the year	14,606	18,919
Cash and investments, beginning of the year	69,785	50,866
Cash and investments, end of the year	\$ 84,391	\$ 69,785



John Kurvink,
Vice President Strategy &
Financial Performance,
CFO, CIO

The future is bright...

LOOK AHEAD

Wellness & Recovery Centre

Brightshores is excited to announce that we are opening a new facility dedicated to supporting individuals with addictions and mental health needs. Funding was secured for an additional 36 Mental Health Beds. Thanks to this funding from the Ministry of Health, the new facility will have space to serve up to 45 inpatients, and offer outpatient services. The new facility will be located in a former public school in Owen Sound (Bayview School).

This project is the first of its kind in this region and is unique in Canada. Based on harm reduction and recovery principles we will provide a safe environment for individuals in need of additional support after discharge, or who are being referred from a community agency. The patient journey based on the services that will be offered in the new wellness centre is below:

The main objectives of this large-scale project are to:

- Construct a purpose-built facility dedicated to supporting those with co-occurring substance and mental health challenges
- Develop patient centred wrap-around supportive care programs filling gaps in current mental health and addictions support
- Engage with community members to establish working relationships
- Transition Mental Health & Addictions Outpatient Services into the new facility
- Repurpose or divest of the current Withdrawal Management Services building

Construction of the Wellness & Recovery Centre is 30% complete. Community members have been engaged in the project using direct mail and drop-in education sessions. Staff are being recruited for the Wellness & Recovery Centre.



GRAND PLANNING

We are conducting a comprehensive review and assessment of our organization encompassing clinical services and programs across all our sites / facilities. The primary aim is to determine the future state of our clinical programs and related staffing, equipment and infrastructure needs, identifying opportunities for growth and development. The report will be used to support future development and associated funding requests from the Ministry of Health.



CLINICAL PLANNING

Through a clinical planning engagement process, teams have identified strategic clinical priorities related to care. This involves developing, enhancing and growing programs while re-evaluating services to drive clinical excellence and innovation. From this planning, we have been able to create a clear vision for the provision of care based on demographics and population health needs of patients and communities.

A road map for clinical programs and services expansion and development over the next 5-10 years is being carefully outlined with next steps and timelines. Many clinical enhancement projects are already underway and are proving to be very meaningful for staff, physicians, and patients. Medicine and Critical Care reviews are complete. An Oncology review is underway now. A Surgical Services review is set to occur now. Thank you to all of our teams for their involvement in this highly valuable process.



GREY BRUCE OHT

The Grey Bruce Ontario Health Team (GB OHT) has made significant progress in establishing a firm foundation to support future work.

A detailed workplan will align OHT Partnership Table priorities with OHT Councils and Committee work, while ensuring that reporting deliverables are met.

The GB OHT is continuing to work through several implementation goals for 2023/24. Brightshores will continue to be an engaged and active partner.

BRANDING REFRESH

Next year's Annual Report will have a different look and feel... as we have been busy working to refresh and revitalize our brand to reflect our one vision of a better, brighter future. Establishing our name as a leading healthcare provider - Brightshores Health System - and one that is recognized for our ability and passion to provide better care and better health outcomes for all - is going to unify us and help to attract and retain top talent and funding for the future.

WHERE WE STAND

Patient Care & Experience



18

Clinical projects have had input from patient advisors so far this year



9.0%

of patients are readmitted within 30 days of discharge

Quality Improvement



79.3%

of patients had medication lists reviewed on discharge



43.8 hrs

Time our admitted patients may wait for a bed

Financial Health



1.71%

We use **Total Margin** to measure whether we have a surplus of funds to cover our expenses, or whether we are in a deficit. Our goal is to be 0% or higher



1.60

Current Ratio measures whether we have sufficient resources to cover our short term liabilities. Our goal is to be above 1.00

Capacity



of our beds were occupied from January to March



of those beds **18.3%** were occupied by patients waiting to transition out of hospital

Health & Safety



0.3 of 100

GBHS Workers lost time due to workplace injury



The provincial benchmark for lost time is 1.08 out of 100

Human Resources



Staff Vacancy

We have filled **93%** of our vacancies. The provincial benchmark is to fill 86.4% or more.

Promotional opportunities were filled **3 out of 6** times by internal staff

There has been no change in Violent Incident Reporting since last quarter