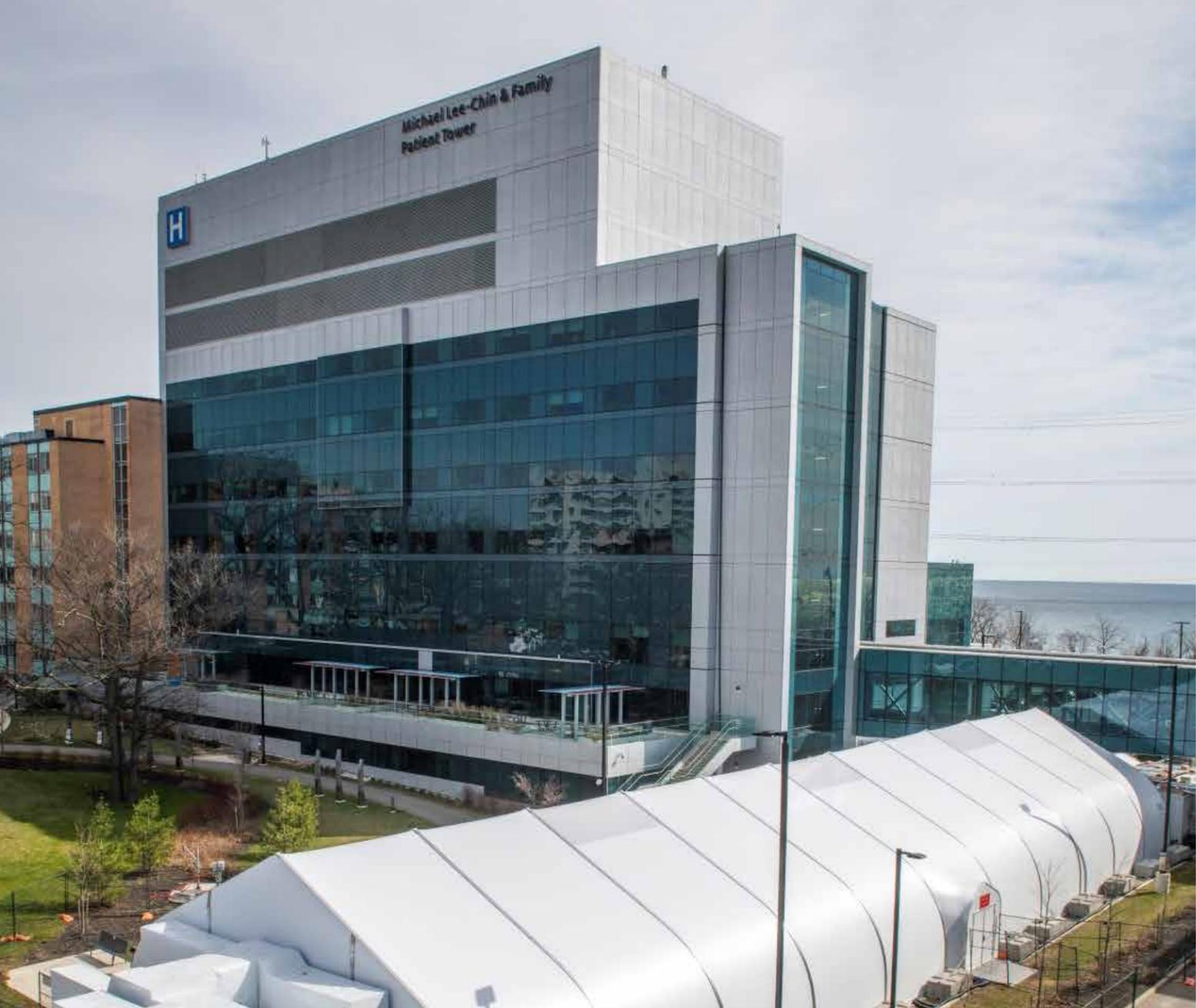


Innovation Compassion Together

2020-2021 ANNUAL REPORT



Our Hospital

Joseph Brant Hospital (JBH) is a full-service community teaching hospital located in the growing and thriving community of Burlington, Ontario. The hospital serves residents from Burlington and surrounding cities of Hamilton, Waterdown, Flamborough, Milton and Stoney Creek. JBH is one of Hamilton Niagara's Top Employers for six consecutive years, with a skilled staff of 194 physicians, 852 nurses, 2,062 full- and part-time staff and more than 700 volunteers.

JBH is a Clinical Education site in conjunction with McMaster University, and designated as an Academic

Community Teaching Hospital. Its expanded campus, including the state-of-art Michael Lee-Chin & Family Patient Tower, features an Emergency Department, 293 funded inpatient beds, and 9 Operating Rooms. JBH is also a partner member of the Burlington Ontario Health Team.

JBH inspires and empowers a culture of caring and this is demonstrated in many ways including our commitment to the health, safety and well-being of our people.

Our Strategic Directions

Our 2017-2022 Strategic Plan guides our journey of continuous improvement – it was the catalyst for our plans, our progress and our achievements from the past year. Our strategic directions are:

1. Relentlessly pursue excellence in quality and patient safety.

We will continue to meet and exceed our ambitious goals to advance towards the highest level of quality and safety, provide for exceptional patient and family/caregiver experiences, and meet the needs for operational efficiency and effectiveness.

2. Inspire and empower a culture of caring.

We succeed through the unwavering dedication of our physicians, staff, learners and volunteers, and their ability to understand and share in the experiences of our patients and their families/caregivers. As a community teaching hospital, we remain committed to continuously enhancing our culture of care that is innovative and focused on building on the strengths of our people and working with those we serve.

3. Collaborate to deliver an outstanding care experience.

We will enhance coordination of our internal patient care activities to improve our overall delivery of services. As well, we will engage in collaborative planning efforts with our local and sub-region partners across the continuum of care to provide more streamlined and patient-oriented services to realize better health outcomes for our patients and community.

These three strategic directions build off and complement one another to collectively drive our organization to ensure that we provide compassionate care, exemplary service, every time. Throughout this report, you will learn how we are advancing these areas and improving the lives of people in our community.

Our Guiding Principles

Our Mission

We are committed to exemplary health care. We are focused on clinical excellence, quality and patient safety. We have a passion for service.

Our Vision

Compassionate Care. Exemplary Service. Every Time.

Our Values

Compassion. Accountability. Respect. Excellence.



Message from the President & CEO

This past year was one that changed our daily lives, and tested our healthcare system in unprecedented ways – ways that we had never experienced and that we could not have imagined.

Each day brought new challenges and opportunities, and together, new learnings and creative solutions that helped us to respond to the COVID-19 pandemic. Silos within the healthcare system were dismantled, new partnerships were forged, and opportunities for stronger collaboration with our partners, our patients, and our community have emerged. We worked together as a united team, enabling our hospital to make significant contributions to the regional and system-wide response to COVID-19. In short, it has been a year of tremendous transformation that will continue to have a positive impact on our performance and our future. We are stronger than ever before and the path forward together is clear.

Throughout this report, you will read stories of resilience and innovation that we are proud to share – stories that exemplify our steadfast commitment to put words into action, to achieve the goals of our 2017-2022 Strategic Plan, and to live the values of our CARE Commitment.

We could not have accomplished so much without our Board of Directors and Chair, Dominic Mercuri. This year marks the end of his tenure after an incredible 10 years of service. We can confidently state that the transformative work led by the Board and our Senior Leadership Team over the past decade – key investments in people, culture, infrastructure, processes and technology, forging strong community partnerships, supportive relationships with our elected officials, and embedding good governance practices – was vital to preparing the hospital for this current global health crisis. We are indebted to Dominic's contributions to our hospital and our community.

As we reflect back upon the contributions of our staff and physicians who saved many lives, it is truly an honour and a privilege to have witnessed their resilience and compassion in caring for the people who we serve. We are very proud of our physicians, staff, and volunteers who have demonstrated leadership and an unwavering commitment to caring for the community throughout the COVID-19 Pandemic. On behalf of the leadership of Joseph Brant Hospital, I would like to sincerely thank our physicians, staff, and volunteers.

Thank you for your calm preparedness throughout the pandemic, and for always rising to overcome daily challenges. You are an amazing team!

We are also very grateful for our community, which has shown us overwhelming support this year. So many of you "Joined the J." You placed "We ♥ Our Hospital" signs on your lawns, you enthusiastically participated in Friday Front Line porch claps, you donated to the hospital and you provided food, chocolates and gift cards to support our health care teams. Countless times over the past year, we felt the groundswell of community support, providing inspiration and encouragement for our staff and physicians when times were difficult. We are grateful for that support and we are stronger when we stand together. Thank you.

COVID-19 will remain part of our lives and there may be difficult days ahead. Our vision, mission and values will continue to be our guide as we face these challenges and build a brighter future for our community together. Stay safe and take good care.

Eric J. Vandewall
President & Chief Executive Officer



Message from the JBH Board Chair

The World Health Organization's declaration of COVID-19 as a global pandemic was a moment that would change all of our lives. It has had a profound impact on how we work, care for our patients and stay connected as a community. However, through it all, our staff, physicians, volunteers, learners and Board, responded with an unrelenting determination to do their best for our community.

Confronting uncharted waters at the outset of the pandemic, one of the first orders of business for the JBH Board of Directors in managing the hospital's response was the decision to build a temporary field hospital. Seeing the devastation in other countries at the

time, such as Italy, it was imperative to proactively plan for the worst-case scenario to create additional bed capacity to care for COVID-19 patients. We spent the first 100 days mobilizing quickly to maintain critical healthcare services for our patients and community, and built the Pandemic Response Unit (PRU) by the end of April 2020.

In the months that followed, together we responded to the rapidly evolving situation, shifting our goals and work to ensure we continued to care for the needs of the community, every day. This past year JBH has exemplified the critical qualities of innovation, compassion and collaboration. I am so proud of all we have accomplished together.

This year concludes my tenure as a member of the JBH Board of Directors. Thank you to my fellow Board Members and Senior Leadership Team for your dedication, commitment and passion for our Hospital. The transformational evolution of JBH over the past 10 years has been inspiring and I am honoured to have been a part of JBH's journey.

Sincerely,

Dominic Mercuri
Chair, Board of Directors

Joseph Brant Hospital Board of Directors 2020-2021



Anjlee Patel



Atul Chandra



Barbara Elliot



Corrine Kennedy



Dave Wagstaff



Dr. David Charland



Debra Carey



Paul Clarke



Dr. Ian Preyra



Randy Smallbone



Dominic Mercuri



Eric Vandewall



Frank Whelan



Leslie Motz



Lisa Garland



Lisa Kearns



Omer Aziz



Dr. Salina Juma



Ted McMeekin



Young Park

THANK YOU TO RETIRING DIRECTORS



DOMINIC MERCURI

The JBH Board of Directors and Management team would like to thank **Dominic Mercuri** for his service as a Director on the Joseph Brant Hospital Board of Directors for the past 10 years. Dom was appointed Chair of the Board in 2018 and graciously accepted an invitation from the Board in 2020 to extend his tenure as Chair for an additional year, in order to ensure continuity and stability in governance leadership for the organization. Dom had previously served as Vice Chair of the Board from 2016 to 2018 and since his appointment as Chair, has served in an ex-officio capacity on all Board Committees, including the Medical Advisory Committee. He had also previously been cross-appointed to serve on the Hospital Foundation Board.



ATUL CHANDRA

The JBH Board of Directors and Management team would like to thank **Atul Chandra** for his service as a Director for the past four years. The Finance & Audit Committee has benefitted from Atul's financial expertise during the Committee's deliberations and decisions around the challenges of healthcare funding and fiscal accountability. Atul joined the Board in 2017 and served on the Quality Committee in the 2017-2018 board year.



DEBRA CAREY

The JBH Board of Directors and Management team would like to thank **Debra Carey** for her service as a Director on the Joseph Brant Hospital Board of Directors for the past nine years. The organization, and specifically the Human Resources Policy & Compensation Committee, have benefitted tremendously from Debra's Human Resources expertise and leadership, being the Committee's Chair since 2014 leading the Committee's oversight of the organization's people strategy. Debra has also served on the Finance & Audit and Governance & Nominating Committees.



FRANK WHELAN

The JBH Board of Directors and Management team would like to thank **Frank Whelan** for his service on the Joseph Brant Hospital Board of Directors over the past 11 years. Frank joined the Board as a Community Representative on the Finance & Audit Committee in 2010. He was appointed to the Board as a Director in 2015. He was appointed Chair of the Finance & Audit Committee in the 2019-2020 year and has previously served as Vice Chair of the Quality Committee and the Human Resources Policy & Compensation Committee and as a member of the Building & Facilities Committee. The organization has benefitted from Frank's reliability, attention to detail and preparedness at meetings, particularly during the deliberations around budget, audit and funding.

Innovation



Ontario's First COVID-19 Field Hospital Built at JBH

As news of COVID-19 spread and put hospitals on high alert around the world, JBH's leadership team and Board took action, moving quickly to prepare for and implement a plan to respond to the pandemic and support our community. Within the first 100 days of the WHO declaring the global pandemic, our leadership team and Board had foresight to envision and mobilize to build a temporary state-of-the-art field hospital at JBH.

The rapid construction of the Pandemic Response Unit (PRU), completed in April 2020, followed warning signals from global healthcare organizations grappling with the enormity of infections and inability in some cases to help those where life-saving equipment was limited. Striving to act quickly to the anticipated needs of the community, JBH led the effort to build the PRU – the first custom-designed structure of its kind in Ontario. The PRU would ensure bed capacity to continue caring for the community as the pandemic evolved.

Throughout 2020, the PRU stood ready to receive patients in the event of a worst-case scenario surge in COVID-19 cases. It also became part of a broader regional strategy to ensure patients in the area covering Hamilton, Niagara, Haldimand, Norfolk, Brant and Burlington (HNHBB) received COVID-19 care, while minimizing disruptions to scheduled care at other partner hospitals.

Hospital CEOs and clinical leaders across the HNHBB region collaborated to develop an evidence-based, equitable "regional model of care" strategy. This ensured that the sickest COVID-19 patients received care in the most appropriate setting – preferably at their local hospital; however, when all conventional space was exhausted, the PRU served as a "safety valve" to help relieve pressure and provide care for mild to moderate patients who were on their way to recovery.

In January 2021, the PRU began to receive its first patients. As the needs of the community evolved in the spring 2021, the PRU's innovative and flexible design allowed it to quickly transition to a Halton Region mass vaccination site, taking on another key role in the fight to stop the spread of COVID-19.

Every day, we work closely with our regional and provincial health partners to monitor the situation, assess risk and determine the best use of the PRU to meet those future needs.

“

“Our Pandemic Response Unit was instrumental in preparing our region for the expected surge of COVID-19 patients. Thanks to strong partnerships built with area hospitals during the pandemic, together we were able to address the urgent patient care needs during this health care crisis. As COVID-19 remains an ongoing threat, our PRU will stand at the ready as a robust, state-of-the-art temporary field hospital to meet the needs of our community.”

– ERIC VANDEWALL, PRESIDENT AND CEO

”



JBH Joins in World-First Organ Transplant Procedure

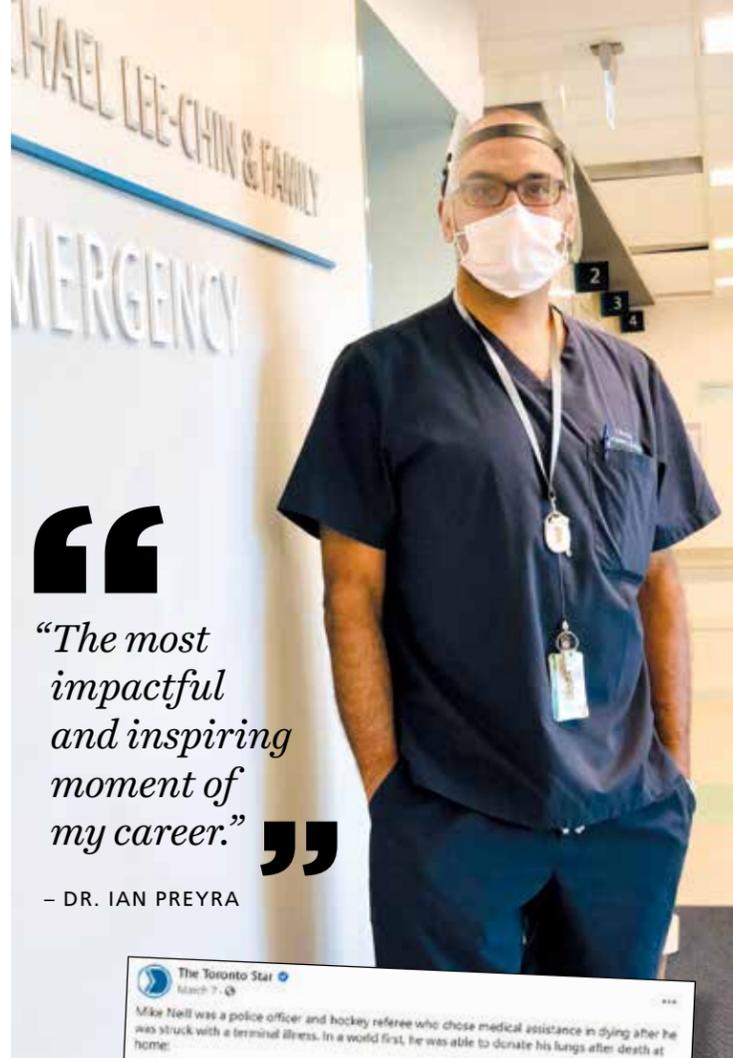
In 2020, JBH collaborated on a groundbreaking organ transplant procedure that made headlines and opened doors to new possibilities for organ donation. Burlington resident Mike Neill, suffering from incurable Huntington's disease, became the first person worldwide to donate his organs for transplant after a medically-assisted death at home. JBH's surgery team played a critical role in an intricate, time-sensitive transplant process that also involved the Trillium Gift of Life Network, Halton paramedics, police and other hospitals.

In just over an hour after Mike's passing at his home, our surgical staff and physicians (under the direction of Chief of Staff Dr. Ian Preyra), removed Mike's healthy lungs and carefully prepared them for transport to an awaiting recipient at Toronto General Hospital.

Organ donation usually occurs in hospital after someone has died but remains on life support to keep organs viable until doctors can identify a recipient and co-ordinate a transplant. Extraordinary medical advancements like the Ex Vivo Lung Perfusion System, used in Mike's procedure, enable the retrieval of lungs from a donor who dies outside of a hospital.

Thanks to the well-coordinated teamwork of all involved, including JBH, Mike's end-of-life wishes to donate his organs after a medically assisted death at home were fulfilled.

This revolutionary procedure also offers hope for the growing waitlist of patients needing vital organs to extend their lives.



“The most impactful and inspiring moment of my career.”

– DR. IAN PREYRA



CREDIT: TORONTO STAR

Research and Education

Joseph Brant Hospital made significant gains in our focus on research and education.

JBH became a member of Clinical Trials Ontario in 2020, which enables the hospital to participate in a variety of ongoing provincial-level research projects. Over the past year, there were 12 research publications made by JBH staff and physicians, based on research done in the hospital. The number grows every year – congratulations to those whose work was published.

JBH continues to host the Family Medicine Residency Program affiliated with McMaster University. In addition, residents from across the province have done rotations and electives at JBH in Emergency Medicine, Surgery, Obstetrics, Anesthesia, Inpatient Psychiatry and Critical Care. This year, JBH welcomed over 150 medical students, 75 residents and 16 Family Medicine Residents.

JBH's Simulation program continues to evolve and expand as it led by our award-winning Simulation Director, Dr. Alim Nagji. Simulation learning was an important component of our COVID-19 preparedness and our Quality Improvement Process.

Improving Health Outcomes with Virtual Care

Recognizing the opportunity to improve care and the patient experience, JBH has been integrating virtual care to support patient care in some programs and services. When the need to broaden virtual care options grew in 2020, JBH accelerated its work to ensure our patients could continue to access our healthcare teams safely and easily.

Through leadership and innovation, our teams collaborated to create optimal access through virtual care. We leveraged virtual care to prepare patients for surgery during pre-operative appointments as well as Ambulatory Care appointments set up using online meeting technology or phone, to ensure patients continued receiving safe, quality care.



Our staff assisted patients with wearable technology to monitor a patient's vital statistics remotely and in real-time, providing a convenient, and sometimes life-saving, solution. Shifting to alternative appointment formats provided an added layer of safety by minimizing the number of onsite visits.

As COVID-19 has re-imagined healthcare across the spectrum, we will continue to leverage virtual care technology as much as possible into the foreseeable future.



Burlington Ontario Health Team

In 2020, the newly-formed Burlington Ontario Health Team (BOHT) made significant gains in the planning, design and early implementation of services and supports for community, with JBH playing a key role in these initiatives.

A collaboration between 11 Burlington health and social service organizations, including JBH, the BOHT's vision is to co-create a person and family-centred delivery model that wraps health and social services around patients, families and caregivers. At the centre of the model is the relationship between the patient and family, and primary care.

BOHT began to advance its shared digital health strategy and data architecture plan. They also introduced new integrated models of care, including a Community Remote Patient Monitoring Program for COVID-19 patients and those living with chronic disease, as well as the Program of All-Inclusive Care for Elders (PACE): Community Wellness Hub.

Supporting Mental Health

Our hospital offers a range of mental health services planned and designed according to the needs of the patients in our community – and during challenging times, this means creating innovative solutions for continued care.

With many services paused in 2020, individuals with mental health concerns lost vital in-person linkages to critical

supports. To sustain these connections, we created PORT: the **P**sychiatry, **M**ental Health and **A**ddiction **O**utpatient **R**esponse **T**eam.

PORT is a one-of-a-kind service that offers individuals in distress, via physician referral, a direct line by phone to a hospital-based clinician or psychiatrist. The caller can connect

with a mental health professional in 30 minutes or less versus waiting several days for an appointment, ensuring that individuals who require urgent intervention can receive support when they need it. By providing a 'port' in the storm, patients using the service during the pandemic experienced positive outcomes and the hospital has seen a reduction in mental health related emergency room visits.



Compassion

Caring for our Community



Patient-centred care is at the core of everything we do. JBH continues to evolve our programs and services offered, to ensure our community receives the care it needs most.

In the fall, as children returned to in-class learning, the demand for COVID-19 tests increased drastically. To help ease the demand and bring peace of mind to families, we rapidly implemented a new drive-thru COVID-19 Testing and Assessment Clinic. While our hospital had already been offering testing, we created the drive-thru service for individuals not experiencing COVID-19 symptoms, but still needing a test.

Individuals arrived safely in their cars at the drive-thru testing centre where staff diligently worked seven days a week to take swabs. JBH's online booking portal enabled individuals to rapidly book appointments for themselves and family members in real-time. As the demand for testing continued to increase, JBH ramped up this service, completing between 300-400 tests each day to meet the community's needs.

As COVID-19 vaccines became available in winter 2021, JBH took action to address the urgent need for rapid vaccination to protect those most at risk and to minimize virus spread. The flexible design of the Pandemic Response Unit (PRU) enabled us to reconfigure the space and open a Halton Region COVID-19 Vaccination Clinic in March 2021.

We phased the Clinic's opening to ensure our processes permitted safe, quality, and patient-centred care at each stage. In only a short time, the

Clinic was vaccinating upwards of 300 people per day—reaching its first major milestone of 10,000 vaccinations on April 13.

Every day, JBH volunteers, physicians and health care providers collaborate to run both the Assessment Centre and Vaccination Clinic to serve our community. We continue to hear overwhelmingly positive remarks from the community, noting the compassionate care and well-organized experience.



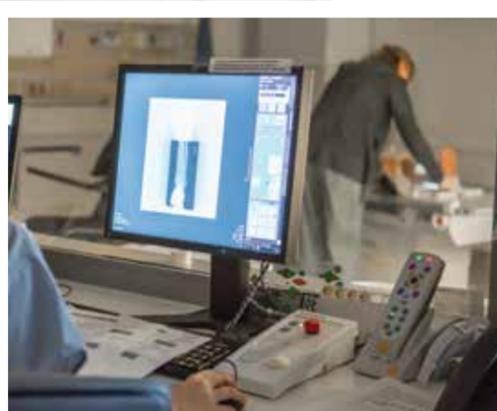


Redesigning Access to Scheduled Care – Surgery and Diagnostic Imaging

Last June, we gradually began reintroducing scheduled surgical and outpatient clinical care that was paused at the direction of the province to ensure our hospital had the capacity to manage COVID-19 patient care during the first wave of the pandemic.

In order to provide safe and compassionate care for our patients waiting for treatment, we developed a principled plan to phase in surgeries and diagnostic imaging. It was an all-hands-on-deck effort from multi-disciplinary teams to ensure the highest-priority patients received care and then we gradually increased service while maintaining appropriate safety measures. Our physicians and staff responded with flexibility and collaboration so that every patient who needed our care, received it. Our CARE Commitment was never more evident.

With our Diagnostic Imaging team’s incredible effort of eliminating the backlog of patients waiting for testing in our community, by early fall 2020 our team collaborated with other neighbouring hospitals to help reduce the regional backlog of testing. We knew how important it was for patients to get the tests they needed as soon as possible, so our teams worked together and dedicated additional hours to support testing from our partner sites, while maintaining exemplary service to our community.



CARE Cart

Our healthcare heroes have risen to the challenge to care for our community, throughout every stage of the pandemic. With safety measures eliminating gatherings and events, we shifted our approach in efforts to recognize and encourage our teams. A CARE Cart was born as an opportunity to bring our leaders into each unit and department of the hospital, share appreciation, connect and engage on the important changes happening in the hospital – and share a small treat. This initiative created a lot of buzz and has now become a permanent part of our JBH culture to remind every one of our staff and physicians of their value and appreciation for their contributions to our hospital.



Well-being for All

In an environment that centres on caring for those who need our help, it is essential that we also provide care for our staff and physicians. To do this, we focus on healing, prevention and well-being for all. Over the years, our Well-being program brought massage therapy sessions, St. John Ambulance Therapy Dogs, wellness fairs and more into the hospital.

This year, to provide further supports to our teams, we refined the hospital’s Well-being strategy, building a plan that addresses the physical, psychological and relational health of everyone who works at JBH. We offered a number of ways for staff and physicians to focus on their own self-care and their mental health.

A Well-being Committee was formed to sustain the efforts undertaken in 2020 and to explore new initiatives moving forward post-pandemic, based on staff and physician feedback. The committee leverages the diversity of its members to identify opportunities, make recommendations for improvement and support the activation of key well-being initiatives.



Supporting Long-Term Care Homes

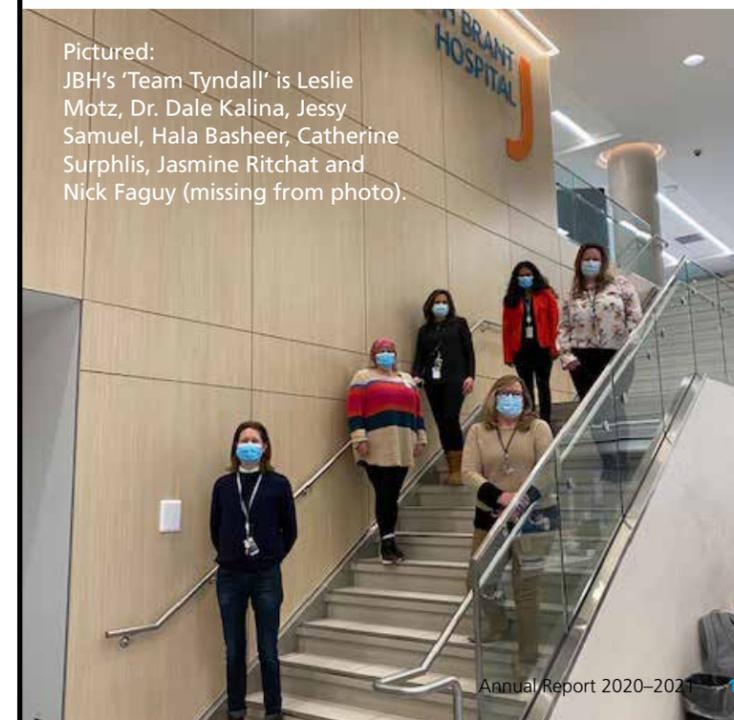
This past year, our healthcare partners in long-term care (LTC) and retirement homes faced incredible challenges. We collectively felt the sadness of this situation, and compelled to help our community’s most vulnerable individuals who have given so much to our community and country.

JBH engaged in discussions of support for Burlington’s retirement and LTC homes through a Regional Community Working Group. Our Infection Prevention and Control (IPAC) team provided critical safety education to staff in these congregate care settings. In response to critical staffing shortages, a number of JBH nurses stepped forward to volunteer for temporary redeployment in the homes.

In November 2020, JBH assumed temporary management of Tyndall Seniors Village in Mississauga, under a 90-day mandatory management order issued by the Ministry of Long-Term Care. IPAC, nursing and environmental staff, educators and leaders from JBH played an integral role in working to help end the COVID-19 outbreak and enhance safety measures.

The teams worked to educate staff, ensured the safety and wellness of residents and families, and collaborated with Tyndall staff to maintain proper safety practices over the long term. JBH worked closely with Tyndall leadership and other health system partners, including Peel Public Health and Trillium Health Partners, to help bring the home out of outbreak while also keeping staff and families informed and engaged.

Pictured: JBH’s ‘Team Tyndall’ is Leslie Motz, Dr. Dale Kalina, Jessy Samuel, Hala Basheer, Catherine Surphlis, Jasmine Ritchat and Nick Faguy (missing from photo).





Together



Burlington Strong

Over the past year, the enormous outpouring of support from our community has kept our staff and physicians encouraged and motivated on the most difficult of days. The displays of support were numerous and came from all corners of Burlington.

Our community Joined the J, and they generously donated to our hospital through acts large and small, whether it was from the youngest members of our community making

bracelets to raise money or a local designer making and selling face masks with proceeds going to the hospital.

There were also the many “We ♥ Our Hospital” signs on lawns, Friday porch claps, and local businesses offering discounts to say thanks to our healthcare workers. Our community has truly shown their unwavering commitment to our hospital. We are grateful for that support and are stronger when we stand together.

Thank You From Our Patients and Community



“I have a friend on the rehab floor at JBH. She had a Wellness House staff member come visit her and bring her an activity book. It really brightened her day at this difficult time. I just wanted to pass along congratulations for what you’re all doing. Keep up the good work.”



“Through these times, you are working very hard and risking everything to keep us safe. I hope you know that many people appreciate what you do every day of the year.”



“At 72 years of age, I never had a hospital stay except to have my children. My anxiety level was quite high. I wish to thank all the doctors, nurses, physiotherapists and support staff from pre-op who made my hip replacement experience a positive one. I was well cared for and my recovery was smooth!”



“We had our little girl on Saturday afternoon! All of the nurses in labour and delivery were so great. They made sure we were cared for and made our experience a memorable one.”



2020-2022 DIAT Committee Members (not all shown in photo):

Rana Alsemaani, Daivat Bhavsar, Hollie Dobson, Dr. Adina Feinberg, Anna Iacobelli, Corrine Kennedy, Dr. Abubaker Khalifa, Janice Kwok, Alexis Lakey, Leah Martuscelli, Megan McCreath, Jennifer Michetti, Grace Oh, Manpreet Pandher, Gail Paterson, Cheryl Ramburn, Nicole Rye, Susan Stark, Catherine Surphlis Foks, Melissa Taylor Phillips, Eric Vandewall, Catherine Whealy

Diversity and Inclusion Action Table

In 2020, JBH set a plan in motion to elevate the hospital's efforts to build a more inclusive and diverse organization for our people, our patients and everyone in our community. Unsettling global events also influenced the urgency for us to re-examine our efforts and put more focus on the ways we can better support the elimination of racism and discrimination.

Our first step was the formation of a Diversity and Inclusion Action Table (DIAT). DIAT's goal was to develop a plan to guide the hospital's efforts to

become a safe and respectful place for everyone to visit, work and receive care. To do this, DIAT drew upon the experiences, interest and knowledge of its volunteers, comprising a cross-section of staff, community and hospital board members.

While work to complete the Action Plan continues, we have taken some immediate and important steps to improve diversity, equity, and inclusion at our hospital.

We launched required learning for all team members on the history of racism

in our communities and human rights, with leaders undertaking additional education, in recognition of their role in building and leading diverse teams and fostering inclusivity.

To support the ongoing efforts of the DIAT, JBH has committed to pursuing an external review of diversity and inclusion within the hospital and community at large—with plans to use the findings to inform the multi-year Diversity and Inclusion Action Plan.

Facing Crisis Through Collaboration

During times of health crisis, communities band together – hospitals, organizations, community leaders and businesses – to protect and support each other through the situation.

The COVID-19 pandemic has demonstrated the positive impact of community collaboration and cooperation. Together, a dedicated collective that each carried the necessary resources, people and know-how to create a proactive response, were vital to ensuring that this health crisis did not overwhelm our community.

The focused teamwork of hospital leaders in the Hamilton Niagara Haldimand Norfolk Brant Burlington (HNHBB) region, including JBH President and CEO Eric Vandewall and Chief of Staff Dr. Ian Preyra, led to the creation of the Regional COVID-19 Model of Care Strategy. The strategy set out to ensure

that no single hospital and its patients lacked available patient care beds due to a surge in COVID-19 cases and that surgeries did not have to be reduced unless absolutely essential to preserve bed capacity. As one of four designated hospitals providing acute COVID-19 care in our region, we worked with our hospital partners to ensure patients could get the care they needed.

Since the beginning of 2021, JBH has accepted 56 patient transfers from outside our HNHBB region, including patients from the Greater Toronto Area. Receiving these patients helped to reduce pressure across the healthcare system. We are incredibly proud of our staff who redeployed to other units in our hospital that needed additional support to provide compassionate care to the most critically ill patients.

JBH also participated in the Mayor's Task Force through the City of Burlington.

This cross-functional collaborative of community leaders and decision-makers met regularly throughout the pandemic for the purposes of sharing information, mobilizing community and agency resources, and monitoring the overall situation week to week. JBH's Task Force members included Eric Vandewall, President & CEO of JBH, Anissa Hilborn, President of JBH Foundation, Dr. Steve Selchen, Deputy Chief of Staff and Dr. Dale Kalina, Interim Medical Director of Infectious Disease. JBH participated as panelists on Mayor Marianne Meed Ward's public telephone town halls.

The collaboration demonstrated over the past year illustrates the strong partnerships between JBH and other partner hospitals and local leaders. This framework will serve as a foundation as we move forward, with the safety of patients, community, staff and physicians always at the centre of what we do.



Patient and Family Advisory Council

The Patient and Family Advisory Council (PFAC) launched in October 2020, bringing together former JBH patients and/or family members to share ideas and feedback to incorporate into the design and improvement of care and services for our patients.

When patient and family advisors participate in quality improvement projects, health care professionals do not have to make assumptions about what patients value

and perceive as safe care—they have a representative on the team to ask. Advisors challenge what is possible by offering a fresh perspective and new ideas, working together with the hospital to build the best program and experience for all.

In 2020, PFAC input was integral in several areas. Advisors acted as “mock patients” to provide feedback on the process and design prior to the opening of the COVID-19 Vaccination Clinic. They also provided

feedback on changes to the proposed Essential Caregiver Policy to ensure the safety of everyone coming into or staying in our hospital.

Based on the success and work of the inaugural JBH PFAC, JBH has proceeded with broader recruitment of additional PFAC members in 2021 to expand patient and family involvement across the hospital to help improve the patient experience.



JBH Patient and Family Advisory Council

Joseph Brant Hospital Volunteer Resources

Volunteers are an integral part of our commitment to provide exemplary health care. Through partnerships with staff, volunteers help create a positive experience for patients at the hospital. We are proud to have so many dedicated volunteers who contribute more than 72,000 hours a year in over 40 areas of service.

JBH was not the same this past year without our incredible team of volunteers who make an impact on patients, staff and physicians. As volunteer safety is a top priority for us, our volunteers were asked to stay home in March 2020. We were fortunate to bring a small team back in a redesigned role in August 2020 and again another team of 80 volunteers returned in April 2021 to support the operation of the Halton Region COVID-19 Vaccination Clinic. Volunteers and staff worked hand in hand to ensure patients coming in for immunization felt safe and had a pleasant experience from clinic entry to exit. They also assisted with

providing wayfinding, parking assistance and calling to remind patients of their appointments.

Most of our fundraising this past year paused due to COVID-19, and though the annual Antique & Collectable auction was not held in person, our committee embraced the opportunity to move the auction online and raise over \$40,000 to support the Joseph Brant Hospital Foundation.

A thank you to the many hospital volunteers who haven't been able to yet return to their volunteer position. We appreciate your contributions as you continue to be an ambassador for our hospital within the community! We are looking forward to welcoming you back to the hospital, soon.

Thank you to every volunteer who has contributed time and talent to JBH. Though you are not currently in our halls, you are never far from our minds!

Auxiliary Scholarship Recipient: Jasmine Mangat



This year, Jasmine Mangat was the recipient of the \$1,500 Auxiliary Scholarship, awarded to one youth volunteer entering Post-Secondary education who has made an impactful contribution to Joseph Brant Hospital. Jasmine began as volunteer at JBH in 2017 and she is still a volunteer in the gift shop. She is looking forward to a career in Oncology and using her compassion, respect and empathy to help patients.

"This award helps me understand how my role as a volunteer adds value to everyone within this community. Working as a volunteer has also provided me with insight into the challenges and rewards as a member within the healthcare sector."

Years of Service & Hours of Service

30 YEARS

Mimi Attardo
Beverley Ferguson
Ruth Johnson

10 YEARS

Rita Dixon
Phyllis Donohue
Loretta Faerberboeck
Simonne Fam
Pam Kavanaugh
Chris McLaughlin
Jane Anne McNabb
Don Pirrie
Betsie Vansydenborgh
Hank Verkamman

25 YEARS

Jo Parkinson
Arlene Simpson
Betty Withnell

20 YEARS

Ona Mae Allen

2,000 HOURS

Life Member
Mike Cioci
Sharon Collins

15 YEARS

Nigel Barber
Nan Mercer
Valerie Pelissier
Rose Telfer

1,000 HOURS

Johanne Prevost
John Kraszna

500 HOURS

Susan Metcalf
Susan Elliott
Patricia Rostern
Carol Tyreman

Thank you to our Volunteers!



Fast Facts

Our People

TOTAL
NUMBER OF
EMPLOYEES
2,062



physicians

194

221
New staff hired to support JBH's COVID-19 response



700

volunteers

Average of Years of Service
All Staff
8.39
years

RN's
9.52
years

RPN's
6.13
years

Our Services



12,800
Inpatient Admissions



41,106
Emergency Visits



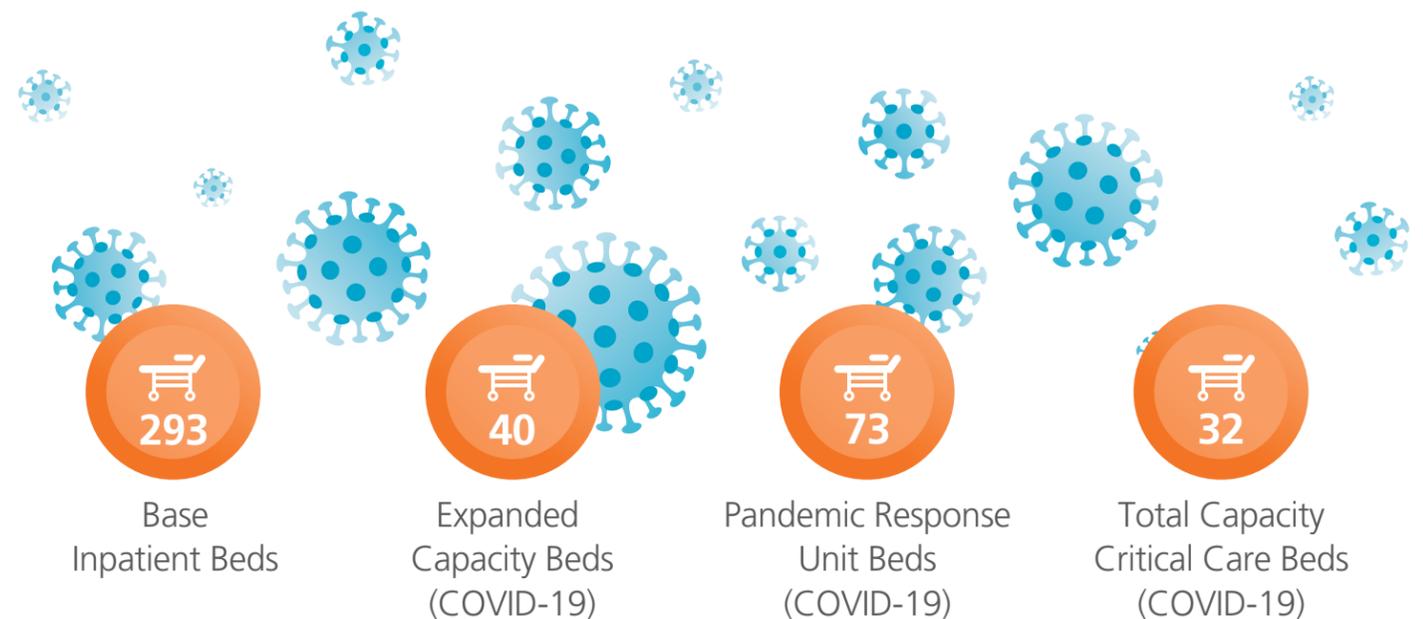
9,228 MRI Exams
22,166 CT Scans



7,160 Day Surgeries
2,896 Inpatient Surgeries



1,384 Births



As of April 2021 – Spring Update

Statement of Operations

Year ended March 31, 2021, with comparative information for 2020

	2021	2020
Revenues:		
Ministry of Health, Local Health Integration Network ("LHIN"), Ontario Health and other agencies	\$ 209,453,926	\$ 178,240,080
Inpatient services	4,679,523	4,183,061
Outpatient services	9,031,607	12,229,439
Other income	10,541,490	11,890,301
Amortization of deferred capital contributions relating to equipment	9,202,636	8,066,841
	242,909,182	214,609,722
Expenses:		
Salaries	109,985,551	103,111,125
Employee benefits	30,883,995	29,623,444
Fees to medical staff	19,186,028	15,654,316
Drugs	9,527,915	10,368,599
Medical and surgical supplies	14,260,646	12,825,830
Other supplies and expenses	41,723,748	38,982,785
Amortization of equipment	12,322,747	10,927,410
	237,890,630	221,493,509
Excess (deficiency) of revenues over expenses before the undernoted	5,018,552	(6,883,787)
Amortization of deferred capital contributions relating to building and building service equipment	11,579,450	11,126,532
Amortization of building and building service equipment	(12,659,657)	(12,210,258)
Interest on long-term debt	(1,093,980)	-
	(2,174,187)	(1,083,726)
Excess (deficiency) of revenues over expenses the undernoted	2,844,365	(7,967,513)
Working capital relief funding	22,035,100	-
Excess (deficiency) of revenues over expenses	\$ 24,879,465	\$ (7,967,513)

Statement of Financial Position

March 31, 2021, with comparative information for 2020

	2021	2020
Assets		
Current assets:		
Cash and cash equivalents	\$ 12,686,553	\$ -
Restricted cash	40,249,499	18,460,736
Accounts receivable	38,754,860	7,345,373
Grant receivable from Joseph Brant Hospital Foundation	301,615	271,987
Inventories	2,018,043	2,021,496
Prepaid expenses	3,943,178	3,582,121
Due from The Joseph Brant Trust	-	30,398
Total current assets	97,953,748	31,712,111
Long-term receivables	6,977,063	6,977,063
Capital assets, net	468,676,459	481,884,861
Derivative assets	2,884,395	-
Interest in The Joseph Brant Trust	-	1,448,330
Total assets	\$ 576,491,665	\$ 522,022,365
Liabilities and Net Assets (Deficit)		
Current liabilities:		
Bank indebtedness	\$ -	\$ 925,294
Banker's acceptances	-	35,953,936
Accounts payable and accrued liabilities	56,586,414	38,026,367
Deferred revenue	839,422	623,764
Current portion of long-term debt	3,497,000	-
Current portion of obligations under capital leases	365,253	252,878
Total current liabilities	61,288,089	75,782,239
Long-term debt	54,781,000	-
Obligations under capital leases	1,062,914	1,327,047
Employee future benefit plans	14,006,134	13,630,879
Deferred capital contributions	431,936,900	445,381,102
Total liabilities	563,075,037	536,121,267
Net assets (deficit):		
Invested in capital assets	2,283,417	3,145,001
Unrestricted	8,248,816	(17,492,233)
	10,532,233	(14,347,232)
Accumulated remeasurement gains	2,884,395	248,330
Total net assets (deficit)	13,416,628	(14,098,902)
	\$ 576,491,665	\$ 522,022,365

Joseph Brant Hospital Foundation

Message from the Board Chair and President

The past year has been one we will never forget, both for the incredible challenges we faced across the globe, but also for the resilience our community has shown during this pandemic.

COVID-19 has brought challenges to our hospital and beyond and has fundamentally changed the way we live. Physical distancing, limited contact with friends and family, and face coverings have all become a part of our daily lives. Yet throughout the constant change and upheaval, the one constant for us as a Foundation was our appreciation for our hospital and our community.

The dedication our incredible healthcare workers have shown has been matched only by the support we have received in return from our community.

Joseph Brant Hospital continues to be there in the moments that matter. Our staff were on the frontlines everyday, but knowing you stood with them and shared your appreciation through lawn signs, t-shirts, Friday night frontline porch claps, and donations truly made us stronger as a community.

Thank you once again for your generous giving to our community Hospital. To learn more about the impact of our community's unwavering support, please visit jbhfoundation.ca.

On behalf of the Foundation Board of Directors and our staff, thank you for Joining the J and for showing how much you ♥ our hospital.

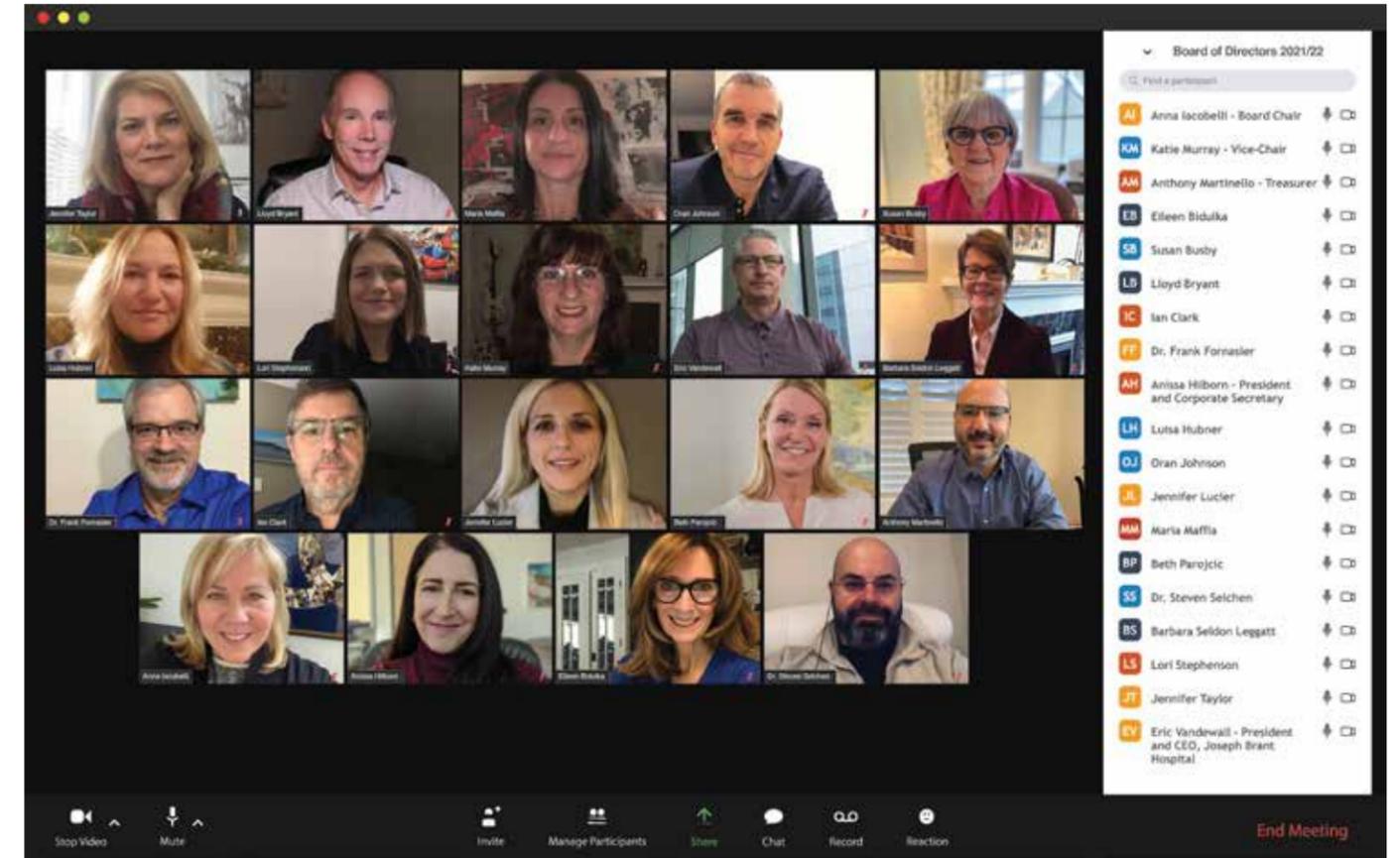


Anna Iacobelli
Anna Iacobelli,
 Chair, Joseph Brant
 Hospital Foundation Board



Anissa Hilborn
Anissa Hilborn,
 President, Joseph Brant
 Hospital Foundation

2020-2021 Joseph Brant Hospital Foundation Board of Directors



Thank you to our Retiring Directors

The Joseph Brant Hospital Foundation recognizes and thanks our outgoing directors for their incredible generosity, dedication and passion for healthcare in our community.



Susan Busby joined the Foundation board in 2015, serving a two-year term as Chair. She also sat on the Governance, Finance and Nominating Committees. The Board will miss Susan's leadership, integrity and commitment. Susan will continue to be a champion for JBHF as a member of the Philanthropy Advisory Council.



Oran Johnson joined the Foundation Board of Directors in 2015 and during his term has served on the Governance, Finance and Audit Committee, and Nominating Committee as Chair. In addition, Oran was the co-chair of the JBH Open and is an active member of the Gift Planning Advisors Network. His board colleagues describe Oran as a true gentleman, whose fun loving personality and guidance has made the Board much stronger.

Welcome New Directors



Leon Denbok is the President and Co-founder of Denbok Landscaping & Design Ltd. He is an active member of The Rotary Club of Burlington North

and current President of The Rotary Club of Burlington North Foundation. Leon is returning to the Foundation Board and will serve as Chair for the 2021/22 year. He previously served on the board from 2015 – 2020.



Deepa Ganatra is a registered physiotherapist with over 25 years experience treating pediatric, adolescent, adult and geriatric athletes.

She is currently self-employed as a physiotherapist, and a Learning Facilitator for Sport For Life Physical Literacy programs. Deepa is very involved in her community as the current President of Beta Sigma Phi Burlington City Council, and a 13 year member of Beta Xi chapter of Beta Sigma Phi Burlington (a women's organization serving the community).



Tracy King began her career in finance with Midland Walwyn, which was later acquired by Merrill Lynch. Through her 12 years in the finance industry, she had

the opportunity to work in Toronto and New York. A few years after her first child was born, Tracy decided to focus more on her family and return to another passion, volunteering. Over the years she has run many fundraising events including her role as the Chair of the Crystal Ball and Fall Party Executive Committees.

We know we are stronger when we stand together.

Thank you for standing with us in the moments that matter.

As we look back on all that has been accomplished to date, we remain steadfast in our commitment to meeting the ongoing challenge with integrity, compassion and a focus on keeping our staff and patients safe, providing high quality care to our patients and meeting the needs of our community.



Statement of Operations and Changes in Fund Balances

Year ended March 31, 2021, with comparative information for 2020

	Undesignated fund	Designated fund	Endowment fund	2021 Total	2020 Total
Revenues:					
Fundraising revenue	\$ 4,191,987	\$ 1,004,799	\$ 102,801	\$ 5,299,587	\$ 6,924,057
Investment income	101,068	2,328	440,603	543,999	505,616
Unrealized (loss) gain on investments	–	–	1,443,740	1,443,740	(506,756)
	4,293,055	1,007,127	1,987,144	7,287,326	6,922,917
Expenses:					
Operating	1,876,828	–	–	1,876,828	2,444,031
Excess of revenues over expenses before grants	2,416,227	1,007,127	1,987,144	5,410,498	4,478,886
Grants	(546,817)	(594,965)	–	(1,141,782)	(6,560,626)
Excess of revenues over expenses (expenses over revenue)	1,869,410	412,162	1,987,144	4,268,716	(2,081,740)
Fund balance, beginning of year	6,010,192	2,174,051	4,628,959	12,813,202	14,894,942
Interfund transfers	40,727	(25,307)	(15,420)	–	–
Fund balance, end of year	\$ 7,920,329	\$ 2,560,906	\$ 6,600,683	\$ 17,081,918	\$ 12,813,202

Statement of Financial Position

March 31, 2021, with comparative information for 2020

	2021	2020
Assets		
Current assets:		
Cash and cash equivalents	\$ 8,148,219	\$ 4,714,733
Accounts receivable	80,794	12,524
HST rebate receivable	18,063	11,759
Cash surrender value	2,884,228	2,241,427
Prepaid expenses	22,483	34,549
Investments	6,511,052	6,351,709
Total current assets	17,664,839	13,366,701
Capital assets, net	45,394	26,817
Total assets	\$ 17,710,233	\$ 13,393,518
Liabilities and fund balances		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 280,393	\$ 283,236
HST payable	108	93
Grants payable to Joseph Brant Hospital	301,614	271,987
Deferred revenue	46,200	25,000
Total current liabilities	628,315	580,316
Fund balances:		
Undesignated fund	7,920,329	6,010,192
Designated fund	2,560,906	2,174,051
Endowment fund	6,600,683	4,628,959
Total fund balances	17,081,918	12,813,202
Total liabilities and fund balances	\$ 17,710,233	\$ 13,393,518



Visit Us

Joseph Brant Hospital
1245 Lakeshore Road, Burlington, ON L7S 0A2

Call Us

Main Line: 905-632-3737 Patient Relations: 905-632-3737 x 4949

Help Us

By donating to the JBH Foundation, you will not only be helping to meet the immediate critical needs of our hospital, but you will also help to define the way healthcare is provided in our community for years to come. Whether your contribution is large or small, every donation makes a difference. Contact our Foundation at jbhfoundation.ca or 905-336-6499.

To volunteer, contact Volunteer Services at josephbranthospital.ca or 905-637-3737 x 1443

Connect with Us



josephbranthospital.ca

