

# Leadership Report

2019 – 2020

*As a Canadian-owned company,  
Bayshore HealthCare has been  
enhancing the quality of life, well-  
being, dignity and independence  
of Canadians since 1966.*

350K+ patients served

65+ home care offices

13.5K+ staff

11M+ hours of care

4K+ nurses

600+ nurse case managers  
& health coaches

13+ specialty pharmacies



# 01

## OUR STORY



As a Canadian-owned company, Bayshore Home Care Solutions is dedicated to providing services and solutions for government funders across Canada. We work with health authorities, hospitals and healthcare system planners to provide cost-effective, integrated care solutions. These innovative partnerships support better health outcomes and quality of life for patients and their families.

In the past 50 years, Bayshore HealthCare has seen an immense amount of organic growth, making us one of the leading health care companies in Canada. The Bayshore brand extends across four business divisions: Bayshore Home Health (medical and non-medical home care and staffing services), Bayshore Home Care Solutions (home care services for government care programs), Bayshore Specialty Rx (specialty pharmacy, infusion and pharmaceutical patient support services), and Bayshore Therapy & Rehab (physiotherapy and rehabilitation services). Bayshore Home Care Solutions focuses on government partners to tailor solutions that meet their needs.

With all our divisions and specialty areas, Bayshore now numbers over 13,500 employees from coast to coast. Our services are delivered from over 65 home care offices, 82 clinics, and 13 pharmacies in all 10 provinces. With our continued commitment to enhancing the quality of life, dignity and independence of all Canadians, Bayshore is well-positioned for future growth.



# 02

## OUR MISSION, VISION & VALUES

Bayshore is an organization full of heart. We are committed to community care and strongly believe in the benefits that come from local leadership. Bayshore is dedicated to providing care to Canadians at every age and stage in life by providing customized care plans and solutions that allow them to remain in the comfort of their own homes.

At Bayshore, we believe in creating special moments for our clients each and every day, whether at the bedside, on the phone, at the pharmacy, or in the clinic. These moments touch the lives of our clients and our employees, and guide the way we run our business. These special moments inspire, change and encourage us; they are what we call the Bayshore *difference*.

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*Often when seeing elderly veterans or shut-in clients, I offer to bring in coffee and donuts as a treat for them – makes for a great ice-breaker and most times these folks have been unable to drive and maintain their coffee outings with their friends so it is something they appreciate – and remember!*

– BARBARA, RN



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*I am very grateful to be part of the Bayshore team working to enhance my patients' lives each and every day. I take pride in being able to look outside the box to ensure my palliative patient's comfort and dignity on their journey. Sharing and truly caring helps build the therapeutic relationship both with the patient and their family members. I honestly feel privileged to be able to provide this service.*

— FRANCES, RPN



## MISSION

### *Passionate and Caring*

Bayshore is passionate and caring about everything we do, about the time we spend with our clients, about how we treat each other, and about the quality of our work.

## VISION

### *Imagine Being the Difference*

Each and every Bayshore employee has the ability to create special moments, both big and small. We constantly look for ways to make things better and to be the difference in the lives of the patients we care for, the colleagues we work with, and the communities we serve.

## VALUES

### *Compassion, Respect, Dignity*

Bayshore values compassion and reliability, team work and diversity, innovation, leadership and growth.

*Best Managed Platinum winners have exceptional insights and knowledge into business management practices. They are an inspiration and really take their game to a new level.*

– PETER BROWN, PARTNER, DELOITTE  
CO-LEADER, BEST MANAGED COMPANIES

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*Bayshore's BPSO award makes me proud to work for Bayshore! I feel like I belong to a strong organization that looks to develop best practice within their employees, thus providing best practices to their clients.*

– BAYSHORE EMPLOYEE



# 03

## OUR AWARDS



Bayshore is proud to showcase its achievement as a **Platinum member of the Best Managed Program** every year since 2006. The Best Managed designation recognizes Canadian-owned and managed businesses for their demonstration of strategy, capability, and commitment to achieving sustainable growth. The Best Managed program is sponsored by Deloitte, CIBC, Canadian Business, Smith School of Business, TMX Group and MacKay CEO Forums.

In 2015, Bayshore achieved the designation of **Best Practice Spotlight Organization (BPSO®)** from the Registered Nurses' Association of Ontario (RNAO). The BPSO® program is internationally renowned and focuses on the promotion of evidence-based cultures, improving patient care, and enriching the professional practice of nurses and other health care providers. This formal partnership with the RNAO is dynamic and long term and requires an organizational commitment to continue to implement, sustain, and evaluate clinical guideline implementation and its effect on patient care.



**RNAO**  
BEST PRACTICE  
SPOTLIGHT  
ORGANIZATION  
CANADA

ORGANISME  
VEDETTE EN PRATIQUES  
EXEMPLAIRES



# 04

## OUR GOVERNMENT SERVICES

Bayshore Home Care Solutions is a trusted provider of home healthcare services for government funders across Canada. We provide innovative healthcare approaches, customer service excellence, as well as programs that help to alleviate pressures on our hospitals, while making healthcare dollars go further.

Bayshore works collaboratively with our government funders to co-design programs and processes to help patients remain at home. We work as part of the team with senior program leaders and care coordination to develop impactful clinical programs and effective communication and evaluation methodology. By working with primary care physicians, specialists, pharmacists, hospital teams, and others in the health care system, our care plans reflect and integrate evidence and best practices, leading to better health outcomes for patients.



## British Columbia

- **Pediatric nursing support services** in the greater Vancouver area and across the provincial interior for Provincial Health Services Authority (PHSA)
- **Therapy** for Fraser Health Acquired Brain Injury program
- **Rehab services** for WorkSafeBC
- **Personal support, nursing and rehab services** for Community Living BC

## Alberta

- **Home support and nursing services** for Alberta Health Services (AHS)
- **Services** in the Edmonton and Calgary regions
- **Nursing services** for the Alberta School Board

## Saskatchewan

- **Home support and nursing services** for the Regina Qu'Appelle Regional Health Authority
- **Service agreements** with the Department of Justice and the Ministry of the Environment

## Manitoba

- **Home care services** for the Winnipeg Regional Health Authority

## Ontario

- **Alternative Level of Care Transitional Programs** with Kingston Health Sciences Centre, Royal Victoria Hospital, Collingwood General and Marine Hospital, Georgian Bay General Hospital and Orillia Soldier Memorial Hospital
- **Hip and Knee Bundled Funding Programs** with Southlake Hospital and Markham Stouffville Hospital
- **Consolidated services contracts** in 12 Local Health Integrated Networks (LHINs) and pharmacy services in 5 LHINs
- **Integrated services** contract in 1 LHIN
- **Client services** including nursing, personal support, home support, occupational therapy, physiotherapy, speech language pathology
- **Vendor services** include infusions and infusion supplies, and medical supplies and medical equipment
- **Specialty patient areas** include wound care, palliative care, pediatric care, oncology care, patient education, home infusions, COPD
- **Models of services** include home care, community ambulatory clinics, integrated care and cluster care
- **House cleaning services** for the City of Thunder Bay, City of Ottawa, York Region, Region of Waterloo

## Quebec

- **Staffing services** in health authorities

## New Brunswick

- **Home support** for Department of Social Development including Rapid Response services
- **Seniors Assessment services** across the entire province
- **Seniors Safety Assessments** across the entire province
- **Nursing services** for the City of Moncton
- **Patient sitting services** for Horizon Health
- **Specimen collection services** for Correctional Services

## Nova Scotia

- **Staffing services** for the Nova Scotia Health Authority

## Newfoundland

- **Home care services** to Eastern Health



## Videoconferencing Solution

Bayshore has implemented a video conferencing app that connects patients to family, friends, and their medical professionals by touching uploaded photos on their device screen. This has enhanced delivery of quality health care in the home, improved patient socialization and patient safety, and enabled family participation in planning and care delivery.

## Patient/Family Portal

The Client and Family Portal allows our clients and their families to view and collaborate on the client's care. The application is secure and allows a client and their family to communicate with Bayshore electronically to request new services or to send general messaging.

## Patient Engagement and Health Coaching

Bayshore has implemented an innovative patient engagement and communication tool accessed via their mobile phone. With a single sign on, members of the integrated care team can connect with patients and their physicians in real time and patients can connect to the Bayshore care team.



## Catalyst

The Catalyst project uses technology to better utilize staff through maximizing scheduling, minimizing travel, and redistribution of hours to avoid overtime. It allows for better accommodation of client care needs, better client communication, and better management of continuity.

Dashboards allow managers to identify opportunities for scheduling improvement resulting in improved staff satisfaction, improved client satisfaction and more efficient use of staff's time.

## Epsilon

Bayshore's Epsilon platform meets market needs such as community and facility cluster care, quality indicator reporting requirements, and outcome based care models. Epsilon, helps our government customers meet the challenges of rapid response to individual client referrals, care needs, and instant communications.

## Remote Patient Monitoring

Bayshore has implemented an app for remote patient monitoring and documentation. The app also houses timekeeping and scheduling information, provides geo-mapping, billing and time reporting.



## BOSS

### *Bayshore Ordering Supplies System*

Bayshore Specialty Rx has developed a software solution that allows Care Coordinators to select the most appropriate supplies to match the physician order for infusion medications. Built using infusion guidelines for the LHIN, BOSS provides the flexibility for additional items to be added or removed creating a cost effective solution that uses an evidence-based approach to ordering.

## Online Order Tracking

Bayshore Specialty Rx has developed an online tool for Care Coordinators and front line nurses to track the delivery status for medical and infusion supplies for patients. Nurses can confirm if supplies have been delivered to a patient's home before travelling there to administer.

## Electronic Supplies Ordering Portal

Bayshore has developed an electronic supplies ordering interface with CHRIS system in Ontario to provide transparency of orders placed for patients. Now Care Coordinators have transparency on order contents linked to patient care.



# 05

## OUR INVESTMENT IN INNOVATION



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*It's about connecting to and sharing information between patients, family members, and health professionals. We're looking at how to engage with people differently, in ways they want to be engaged with.*

— SHELLEY BURNETT  
NATIONAL DIRECTOR  
DIGITAL HEALTH AND INNOVATION



# 06

## OUR CANCER CARE PROGRAM

### **CAREchart@home, our after hours Patient Support Program**

CAREpath, a subsidiary of Bayshore HealthCare Ltd., in partnership with the Stronach Regional Cancer Centre, has been piloting CAREchart@home, an after-hours Patient Symptom Management and Support Program for patients receiving systemic therapy, since July 2016.

In December 2017, CAREchart@home was awarded a grant through the Health Technologies Fund in partnership with five Ontario Cancer Centres and a third-party vendor to innovate the program with real-time shared access to patient health records. This funding will increase the current level of symptom management support for oncology patients, extend hospital reach for patients outside of treatment centre, and reduce avoidable emergency room visits after clinic hours.

CAREchart was successful in the teletriage RFP from Cancer Care Ontario (CCO). CCO is sponsoring the spread of the program to provide this after-hours service to cancer treatment centres across Ontario. This high impact program will support as many as 74 hospitals once fully spread.

CAREchart@home services are administered by experienced Registered Oncology Nurses that provide symptom management using evidence-based guidelines. All reports are shared with the patient's treatment facility, allowing for timely follow-up support from their treatment team if needed.

# 07

## OUR FOUNDATION



### **The Bayshore Foundation for Empowered Living – helping individuals take control of their independence**

Bayshore HealthCare is committed to helping individuals live safely and happily in-place. To ensure this reality, we created the Bayshore Foundation for Empowered Living to assist those living with illness, injury or aging reclaim or maintain their independence.

As a national charity, we support local charities that provide the tools, programs and services needed to empower these individuals.



# 08

## OUR FAMILY

It is our privilege to provide such a compassionate and dedicated group of individuals who service our clients nationally. Bayshore caregivers who help us achieve our vision by making a difference in the lives of the patients we care for in the communities we serve. And our clients love our caregivers as much as we do. They tell us all the time how grateful they are for our caregivers and say thank you with notes of appreciation and phone calls to the branches.

We value the members of our Bayshore family and our relationships to each other, and we believe in empowering and supporting our staff so that they can bring their whole selves to work, every day and in all that they do.



## Employee Engagement

Every year, Bayshore takes the pulse of our employees by asking about motivation and satisfaction. 86% of the 13,500 employees across Canada participated in our Employee Satisfaction Survey. Locally, employee feedback is used to create action plans that address employee concerns or opportunity for improvement. Nationally, aggregate data are used to evaluate and improve core employee programs in support of on-going recruitment and retention. Our positive employee engagement for our government staff was rated at over 90% in this last survey, and we are very proud of this achievement!



## Hike For Hospice

Every year, many of our branches participate in the national Hike for Hospice Palliative Care. Held in May or September, the walks unite Bayshore employees, their families and the community for a fun and rewarding day.

Bayshore's Saint John, N.B., branch, whose support helped to open Atlantic Canada's first residential hospice in 2010, has participated in the hike for many years. Last September's hike was especially meaningful – one of the branch's caregivers became a hospice patient on her own end-of-life journey. "Our team wore orange T-shirts, so that when Peggy looked outside, she'd see all of us supporting her," says Area Director Tina Learmonth. "So many of our employees came out to support one of their own. It was an amazing day."



# 09

## OUR ADVISORY BOARD

Bayshore's Advisory Board is composed of prominent leaders in health care, pharmacy, and business. The Advisory Board meets quarterly, bringing their considerable experience and insights, political strength, and influence to support Bayshore's senior management.



**JANET DAVIDSON** is Special Advisor in Health to the Government of Alberta. Janet Davidson was appointed Deputy Minister of Alberta Health from September 10, 2013 until August of 2015. Janet was formerly President and Chief Executive of Trillium Health Centre in Mississauga, where she led a successful merger with the Credit Valley Hospital to create the largest community academic hospital in the country. She received a Bachelor of Nursing Science from the University of Windsor and a Master's in Health Services Administration from the University of Alberta. She is a graduate of the Institute of Corporate Directors' Education program, the UC Berkeley School of Public Health's Global Health Leadership program, and has an Honorary Doctor of Laws Degree from the University of Windsor. She is an Officer of the Order of Canada and has been named twice to the list of Canada's Top 100 Most Powerful Women.

**JODI BUTTS** is the Executive Director of Rise Asset Development, a charity that provides small business loans, training, and mentorship to individuals with a history of mental health and addictions challenges, in partnership with the Rotman School of Management and the Centre for Addiction and Mental Health. She is a graduate of the University of Toronto's Faculty of Law. Following her articles, she was one of three lawyers who founded the boutique litigation firm Brannan Meiklejohn Butts LLP. Jodi left private practice to join Mount Sinai Hospital, where she served for more than eight years in a number of progressively senior roles. In her most recent role as Senior Vice-President Corporate Affairs and Operations, Jodi was responsible for the Hospital's capital infrastructure, its redevelopment, public procurement initiatives, governance, legal and ethical affairs, as well as corporate and hospitality services.

**VIRGINIA CIROCCO** is a graduate of the Faculty of Pharmacy, University of Toronto and holds an MBA from Schulich School of Business. She has also obtained the ICD.D designation from the Institute of Corporate Directors after completion of the Director Education Program through Rotman School of Business and the ICD. Virginia is a former senior executive with Shoppers Drug Mart, having retired in 2009 as Executive Vice President, Pharmacy. Since her retirement, Virginia has provided consulting services to the pharmaceutical and distribution industry. She has been active as a volunteer for many not-for-profit organizations. Virginia serves on the Dean's Advisory Committee and Campaign Cabinet, Faculty of Pharmacy, University of Toronto; Director, Israel Cancer Research Fund; Fundraising Committee Chair, Blueprint for Pharmacy; and a member of the Centre for Addiction and Mental Health Foundation, Womens' College Hospital, and the Art Gallery of Ontario.

**EDWARD "ED" BLECHSCHMIDT** has held board directorships with Novelis, Olsten Corp., Gentiva Health Services, Inc., Quintiq, Healthsouth, Columbia Labs, Inc., Neoforma, Inc., Garden Fresh Restaurant Corp., R2 Technology, Inc., EA Industries, and the American Association of Homecare. From March 2000 until June 2002, Ed was Chairman, CEO, and President of Gentiva Health Services, one of the nation's leading provider of specialty pharmaceutical and home health care services. Gentiva Health Services was launched as a new public company in March 2000 as a split-off from Olsten Corporation, a \$5 billion conglomerate, where he was CEO. Ed retired from Gentiva in June 2002 but continued on the board until May 2005. He holds an undergraduate degree in business from Arizona State University and was inducted into ASU's business school Hall of Fame in 2010. He is a member of the Board of Directors for VWR International, Diamond Foods, and Lionbridge Technologies, Inc. and is a NACD Fellow.

**MICHAEL BURNS** served as Vice-Chairman and Chairman of Crown Life Insurance Company from 1971 to 1994. Michael was on the board of directors of Algoma Central Corporation, Landmark Global Financial Corp., Lateral Vector Resources, and Cassiar Magnesium, and was Deputy Chairman of Extendicare Inc. He spent 19 years at Burns Fry and predecessor companies. He is actively involved with a number of not-for-profit organizations, including Trinity College School where he serves as a Life Governor. He is a Director of Sunnybrook Foundation and the Olympic Trust of Canada, and Vice-Chairman & Director of the Canadian Foundation for AIDS Research. In addition to these roles, Michael serves as Honorary President and Director of the Royal Agricultural Winter Fair and as Vice-President of The Janet & Charles Burns Foundation. Michael has been involved in a number of major financial campaigns for the Anglican Diocese of Toronto and served as Chancellor of Renison College, University of Waterloo, 2000 to 2006.

**SUSAN DONIZ** is the Senior Vice President and Global Chief Information Officer of Aimia Inc. since 2011, and previously held senior leadership roles at Procter & Gamble Inc. Susan speaks a number of languages and has enjoyed various long assignments focusing on business transformation in both developed and developing markets. She has sponsored various cultural networks and speaks often at leadership and industry events. She has served on boards such as the CIO Association of Canada and Centre of Outsourcing & Research Engineers (CORE) without Borders. Susan serves as a Member of National Advisory Board at Ontario Science Centre and The Salvation Army Canada and Bermuda Territory. She graduated from University of Toronto, Engineering, and studied graduate courses in Europe (Netherlands) and Executive Learning at Harvard. In 2011, she was identified as one of Canada's Top 100 Most Powerful Women in the Trailblazers and Trendsetters category.



# 10

OUR SENIOR  
LEADERSHIP

*Bayshore is solutions-oriented,  
collaborative, accountable, and innovative.  
Our focus is – and always will be –  
our clients and their families.*

“

*There is no room for risk  
in health care, financial or otherwise.*



**Stuart Cottrell**

*President*



**Heather McClure**

*Chief Financial Officer*



## Kevin Webster

*Chief Operating Officer*

*"Our investment in innovative systems brings value to our government funders."*



## Elissa Gamble

*National Director,  
Bayshore Home Care Solutions*

*"Every day we work with our caregivers, staff, clients and their families to find ways to be better and more efficient so we can deliver a value proposition that makes us a valued partner for our government funders."*



## Greg Tully

*Chief Information Officer*

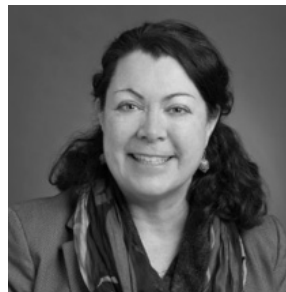
*"Bayshore has made significant investments into cyber security enhancing our ability to protect government clients across Canada."*



## Karl Frank

*Divisional Director,  
Bayshore Specialty Rx*

*"BSRx is a proud partner in providing Government Infusion Pharmacy services. The focus on accountability to service quality, cost efficiencies and continuous process improvement allows us to deliver the highest quality of service for patients receiving care in the community."*



## Janet Daghli

*National Director, Business  
Development & Government Relations*

*"Bayshore is a collaborative partner in the health system developing innovative care models ensuring we support patients on their health journey across care settings especially with transitions in their care."*



## Bob Collins

*National Director,  
Bayshore Home Health*

*"From pediatric to palliative, wound care to chronic disease, in urban areas or remote northern communities, every day Bayshore's committed nurses are delivering the services people need in their own homes."*



## Shelley Burnett

*National Director,  
Digital Health and Innovation*

*"Our Service Design is, at the heart, a methodology for designing solutions to a problem that puts the client at the centre of all that we do."*



## Dora Pulcina

*National Director, Human Resources*

*"Bayshore's strength is our people. Our BHCS staff have a 90%+ engagement level and our 3-5 year retention rate is 85%."*



## Holly Quinn

*National Director,  
Clinical Programs/Chief Nursing Officer*

*"Bayshore is committed to supporting our clinicians in their professional accountability to the public and for the quality of care provided to our clients, as demonstrated by HQO and NQIRE indicators."*

