



# 2022 ANNUAL REPORT



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# Words from the President



**As we reflect on the past year, I am proud to report that our Board has remained steadfast in our efforts to advance cancer control in Bermuda. Led by Dr Chris Fosker, the Centre has been working diligently to engage with key stakeholders and advocate for improved services for cancer patients and their families.**

In particular, we have been involved in the development of Bermuda's first National Cancer Control Plan, and I am pleased to share that we have made significant progress. Phase 2 of this plan is set to be completed in Q1 of 2023 and will include a comprehensive set of recommended strategies to improve the diagnosis and treatment of cancer, as well as the overall patient experience. We are grateful for the support of the Chronic Disease Innovation Programme, managed by the Bermuda Health Council, which provided funding for Phases 1 & 2 of the National Cancer Control Plan.

Looking ahead, we anticipate commencing the third and final phase of the plan's implementation in late 2024, as we continue to work towards reducing the cancer burden and improving outcomes for all Bermudians.

In Q2, we celebrated the fifth anniversary of providing radiation therapy in Bermuda. In these first five years, we have treated 732 people here in Bermuda, close to their families. By making this service available locally, the Centre has saved the healthcare system \$35M.

Our radiation therapy alliance with Dana-Farber Brigham Cancer Center ensures that our radiation therapy unit provides the same level of treatment, care and outcomes at international standards, using the same treatment systems, software, radiation therapy protocols and quality assurance programmes utilised at Dana-Farber Brigham Cancer Center.

In Q4, our mammography services were re-accredited by the Canadian Association of Radiologists Mammography Accreditation Program (CAR-MAP), confirming that the Centre continues to provide high-

quality screening and diagnostic mammograms. As the first facility in Bermuda to offer digital mammography in 2008 and introduce 3D technology in 2017, the Centre endeavours to continue our history of being the leading mammography provider in Bermuda.

The Board remains committed to collaborating closely with the Senior Management team as we navigate the Centre's strategic direction for the next two to three years. Our key priorities have been centred around ensuring the sustainability of our current offerings, exploring new avenues for cancer care, retaining our valuable personnel and consistently working to secure the estimated \$2.2M annually to maintain our Equal Access Fund. We believe that by prioritising these areas, we can continue to deliver on our mission to provide equal access to high-quality care for all community members.

Finally, on behalf of the entire Board, I would like to take this time to thank our CEO, Lynne Woolridge, and our Medical Director, Dr Chris Fosker, and the entire management team for a great year in 2022. Their dedication, desire and passion for the Centre and patient care is wonderful. The Board entrusts the mission and vision of the Centre to the team and we fully support them one hundred percent. We look forward to the future and our collective contribution to cancer care in Bermuda.

A handwritten signature in dark ink that reads "Glen P. Gibbons". The signature is written in a cursive, slightly slanted style.

**Glen P. Gibbons, President**

# Welcome to Our Not-for-Profit



**As the immediate threat of the COVID-19 pandemic lessened, we turned our focus to the longer-term future.**

The specifics of the Bermuda Government's healthcare reform were still not known, but throughout the year, we kept abreast of developments via quarterly updates from the Universal Healthcare (UHC) stakeholder committee. A new 5-year health strategy was released and starting points were re-established.

Several factors are central to our success as a healthcare provider, and in 2022, we were able to strengthen three of them. Following the successful reaccreditation of the radiation therapy unit by the American College of Radiology (ACR) in 2021, the Centre's mammography services were accredited in 2022 by the Canadian Association of Radiologists (CAR), as the ACR had ceased to accredit facilities outside of the USA. Our valued radiation therapy clinical affiliation with Dana-Farber Brigham Cancer Center was extended with the renewal of the partnership agreement for a further 5-year term. Late in the year, the diagnostic imaging unit took possession of a new bone densitometry machine to replace an older model.

A significant highlight for the year was the observance of the 5-year anniversary of the opening of the radiation therapy unit. This was commemorated with a celebration event for our donors and supporters on the eve of Relay for Life and the publication of a supplement in the Royal Gazette, which demonstrated that we are positively contributing to lowering the cost of healthcare while delivering quality services. Those positive impact messages were repeated and amplified via all marketing channels.

Our staff are crucial to our success and, at the beginning of the year, we conducted an employee engagement survey, the first since 2020. We were very pleased with the results, which showed that most employees are energised, engaged or passionate about their work and roles, a favourable increase from 2020. Toward the end of the year, we celebrated a milestone anniversary, as Leeann Osborne achieved 25 years of employment with Bermuda Cancer and Health Centre.

As a healthcare employer, we are not immune from global human resource trends and experienced staffing challenges secondary to the global competition for talent. There has been a shift in the employment model, with many qualified clinical personnel opting to switch from permanent to locum employment. Along with this challenge is the realisation that, even if we are able to secure talent, there's a pressing need to secure additional physical space for existing staff, new staff and any new equipment. The search for additional space commenced in earnest in 2022 and continues in 2023. As the end of the year approached, we prepared for the transition of Dr Fosker to the Centre on a full-time basis, effective January 2023. We previously shared him with Bermuda Hospitals Board, but the growth plans for the Centre indicated a need for a dedicated Medical Director to oversee both the Diagnostic and Imaging Radiation Therapy units.

A handwritten signature in black ink that reads "Lynne Woolridge". The signature is written in a cursive, flowing style.

**Lynne Woolridge, Chief Executive Officer**

# Our Mission and Testimonial

Bermuda Cancer and Health Centre is a registered charity engaged in the prevention, detection, treatment and support of cancer and other health concerns in the local community.

## Mission

To provide the highest standard of early detection, treatment, support, care and education for cancer and other diseases to all.

## Vision

To serve our community building healthier lives free of cancer and disease.



Bermuda Cancer and Health Centre is a registered non-profit organisation that is committed to preventing, detecting, treating and supporting those affected by cancer and other health concerns in our local community.

Our vision is to serve our community by promoting healthier lives, free of cancer and disease. We believe that, by providing accessible and comprehensive cancer care services, we can help to reduce the impact of cancer on our community members and improve overall health outcomes.

Our mission is to provide the highest quality of early detection, treatment, support, care, and education for cancer and other diseases, making these services available to all members of our community.

We are grateful for the ongoing support of our community, which enables us to fulfil our mission and work towards our vision. Together, we can build a healthier, stronger community that is better equipped to face the challenges of cancer and other health concerns.



## HOW WE HELP

# Equal Access

**In addition to taking a toll on your health, emotions, time and relationships, cancer can be a significant financial burden. Even the best health insurance may not cover unexpected expenses.**

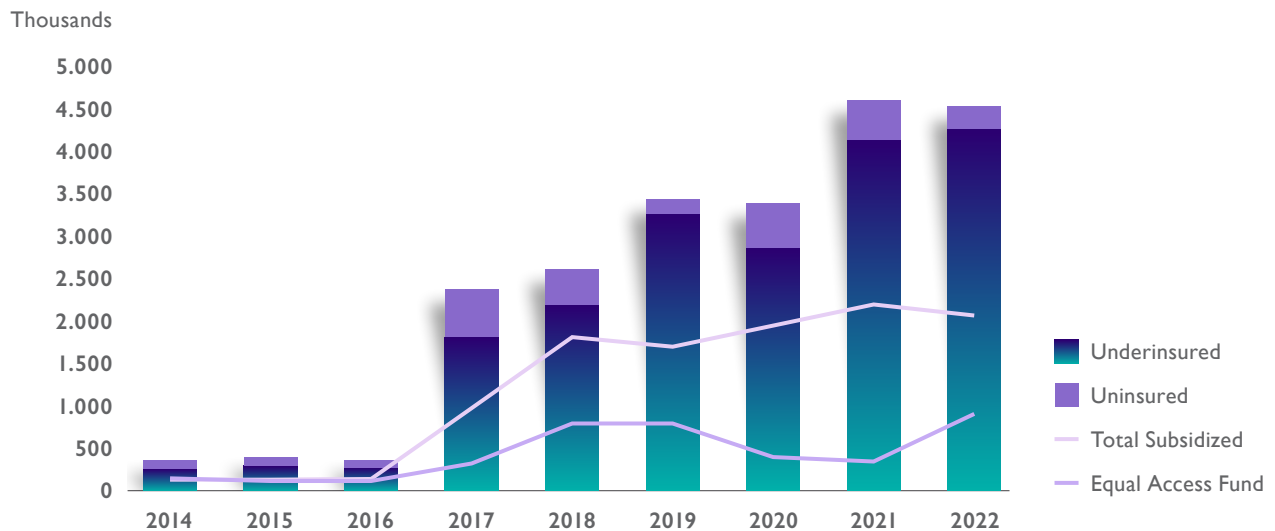
For instance, imagine being a 45-year-old hardworking single mother, trying to provide a stable life and good education for your two children. You may have put off getting a screening mammogram at age 40 because of the cost; you prioritise other urgent expenses that impact your daily life, like car insurance and licensing fees. However, as you witness more and more people around you being diagnosed with cancer, you start to worry about your own health. You know that one in eight women will be diagnosed with breast cancer in her lifetime; could you be that one?

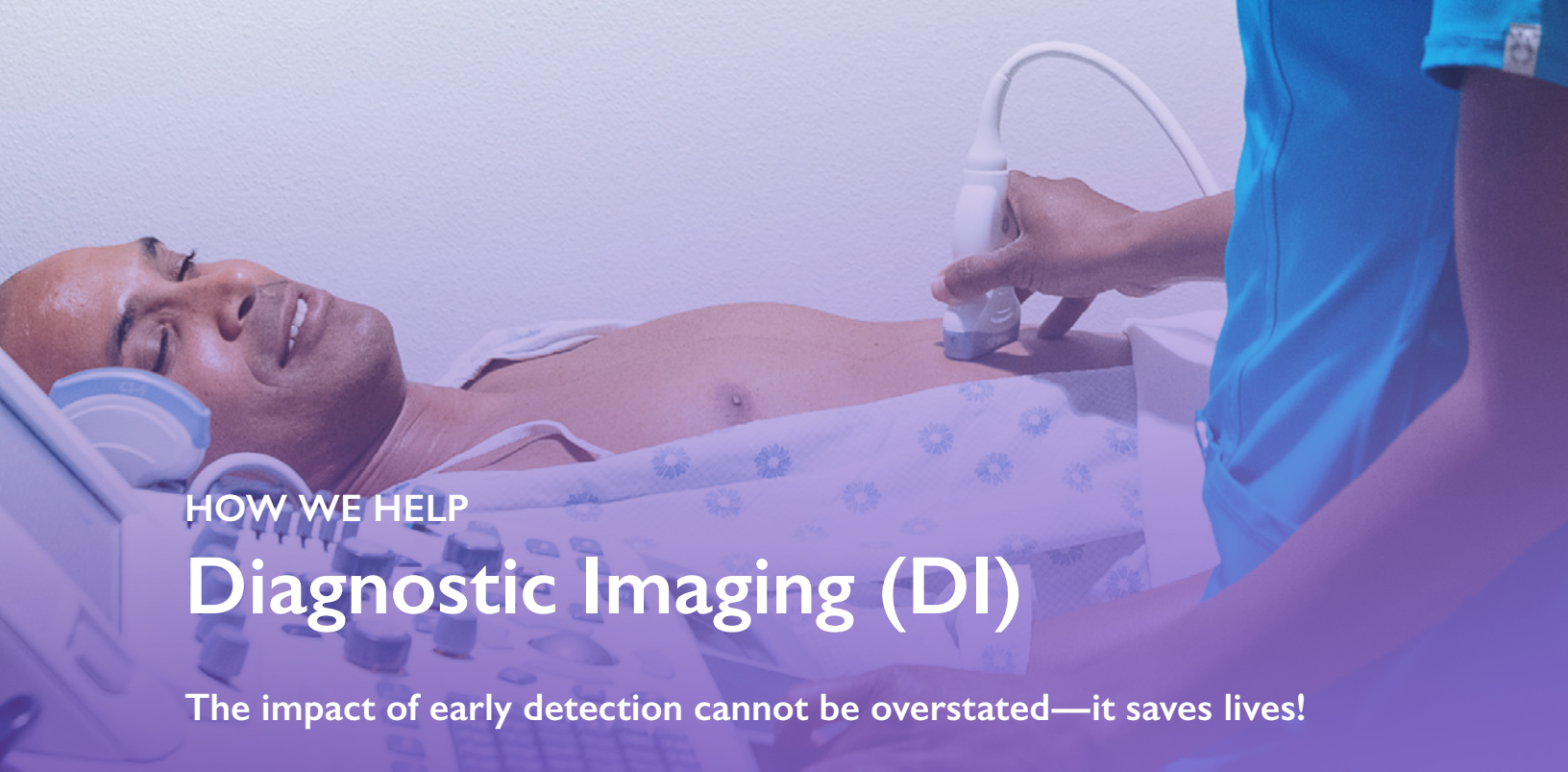
Alternatively, imagine being diagnosed with prostate cancer and facing treatment costs of over \$80,000.

Even if you have health insurance, it may only cover 60% of the total cost, leaving a significant financial burden on you and your family. For those who do not have health insurance, the financial impact can be even more severe.

As a non-profit organisation, we recognise the financial strain that cancer can cause, and we are dedicated to helping those in our community who face these challenges. Through our fundraising efforts and your donations and support, we strive to provide access to affordable cancer treatment and support services to all, regardless of someone's financial situation.

## EQUAL ACCESS FUND IMPACT (\$)





HOW WE HELP

# Diagnostic Imaging (DI)

**The impact of early detection cannot be overstated—it saves lives!**

Timely diagnosis of cancer is the key to improving treatment outcomes. Annual screening is an effective method of identifying cancer in healthy individuals before symptoms develop, while early diagnosis aims to detect cancer as soon as possible in symptomatic patients. We recognise the crucial role that early detection plays in fighting cancer and are committed to promoting awareness and access to screening and diagnostic services.

We are pleased to announce that, in 2022, the Centre successfully renewed its accreditation in mammography this time with the Canadian Association of Radiologists (CAR). This achievement is a testament to our staff’s dedication and hard work and demonstrates our ongoing commitment to providing exceptional patient care.

## DIAGNOSTIC IMAGING

Appointment Volume by Modality





Despite not having a full-time sonographer, the diagnostic imaging (DI) department maintained its high ultrasound service standards with the support of multiple locum sonographers throughout the year. Ultrasound-guided biopsies and prostate biopsies were successfully performed with minimal disruption to service, highlighting the dedication and resilience of our team. We are grateful for our staff's hard work and commitment to ensure that our patients receive the care they need, even during challenging times.

### STEREOTACTIC BREAST BIOPSY

We are delighted to announce that our stereotactic breast biopsy service was reinitiated and has been fully operational since May 2022. This achievement follows successful applications training conducted in early May to ensure our staff were up-to-date with the latest technologies and techniques. Our team worked tirelessly to get the service up and running, and we are thrilled to offer this vital service to our patients again.

Stereotactic breast biopsy is a minimally invasive technique used to detect and diagnose breast cancer. The biopsy is performed with the help of specialised computer technology that works with our state-of-the-art mammography machine to guide a needle to an abnormality seen on the imaging, to extract small tissue samples (biopsy) for further testing. Reinitiating this service ensures that our patients have access to the latest diagnostic tools and techniques, which can lead to earlier detection, improving outcomes. We are proud of our team's dedication to providing high-quality care and look forward to continuing to offer the best possible service to our patients.



### STAFFING

The department continues to face challenges recruiting qualified staff willing to work in Bermuda. We remain committed to providing our patients with the highest quality of care. Our team ensured that urgent cases were accommodated promptly, even during periods of high demand. The addition of Dr Paul Risk, our onsite radiologist, in 2021 was instrumental in improving patient care and reducing reporting delays. By providing first-hand information and consultations, Dr Risk has helped to alleviate patient fears and ensure physicians have the information they need to make informed decisions for their patients.

### CUTTING-EDGE TECHNOLOGY

In November 2022, the Centre installed a new Horizon Hologic Bone Density Machine. This cutting-edge technology provides improved images and a wider variety of scanning options. This new unit is a testament to our ongoing commitment to investing in the latest diagnostic tools and technologies, which can lead to earlier detection and improved outcomes for our patients.

Additionally this year, the DI department launched an electronic patient survey sent to patients after appointments to gather feedback on their experiences with our services. Reviews thus far have been extremely positive. These surveys will be used to identify opportunities for improvement and ensure that our patients receive the highest-quality of care.





HOW WE HELP

# Radiation Therapy (RT)

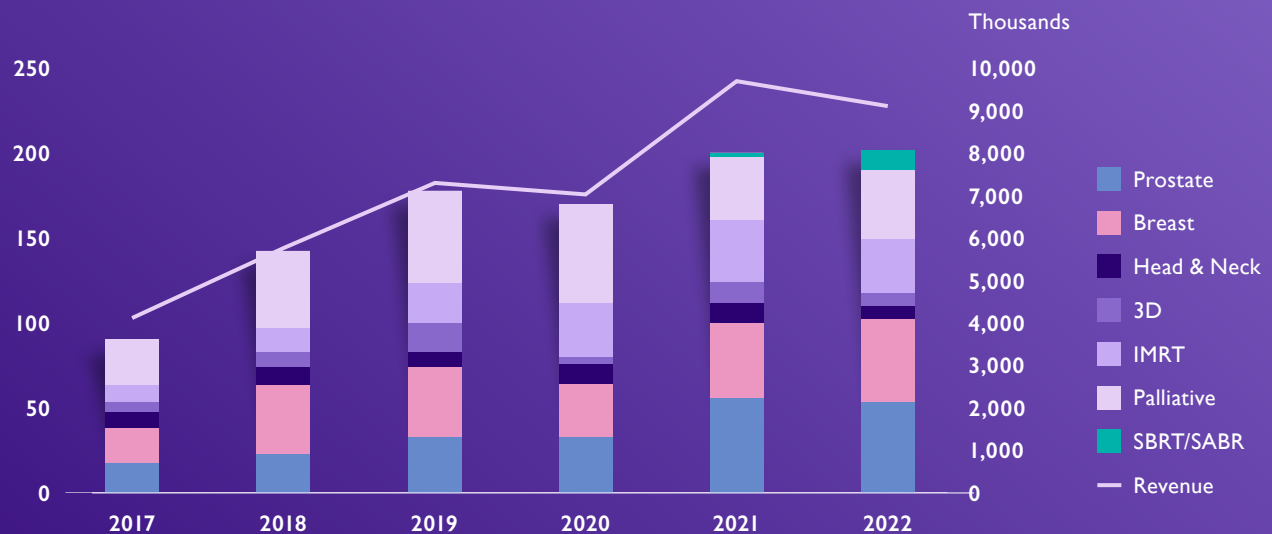
Radiation therapy, also known as radiotherapy, is a widely used treatment for cancer. By utilising beams of high-energy radiation, radiation therapy targets cancer cells and works to shrink tumours. Radiation therapy treatment may be administered alone or in conjunction with other therapies, such as surgery, chemotherapy, hormones or targeted therapy, depending on the patient’s specific needs.

Alternatively, palliative treatment aims to help manage cancer symptoms, slow the growth of the disease, and shrink tumours to provide relief to patients undergoing

palliative care. It is not intended to cure cancer, but rather to alleviate the symptoms caused by the disease and provide patients with an improved quality of life.

## RADIATION THERAPY

Treatment Starts by Delivery



During the year, 197 new radiation treatment starts were provided; and all patients who completed the experience survey said they would recommend treatment in Bermuda. With an overall satisfaction score of 96.5%, the most common feedback for what we could improve was, "Nothing!" When asked what we do well, the patients most commonly remarked upon the professionalism of our staff.

### PROGRESS WITH ADVANCED RADIATION TECHNIQUES

After the successful implementation of the new SABR delivery technique for cancer in the lungs in 2021, patients benefitted from this treatment in 2022. Two new treatment sites were introduced in 2022, now providing SABR treatment for cancer in the bones and the brain. Six patients were able to benefit from these advances with four bone and two brain cases treated with SABR in 2022. Note, not all cancers in these sites can be treated with SABR.

Our radiation therapy alliance with Dana Farber Brigham Cancer Center empowered the highest level of quality assurance with the new treatment delivery. The alliance provided all the required training and step-by-step real-time peer-to-peer review for the doctors, physicists and therapists for the first five cases treated for each new SABR site.

To remain at the forefront of radiation delivery, the Centre's radiation team introduced new software and hardware to continue to provide the highest-quality of care. In April 2022, the team integrated MIM Maestro into its planning software. MIM is medical imaging software that leverages artificial intelligence and advanced physics principles to enhance the treatment planning process, allowing clinicians to generate optimal radiotherapy plans.

In May 2022, the radiation team, in collaboration with a team from Varian, upgraded the radiation treatment couch to a 6-degrees-of-freedom couch (6DOF). The new couch provides optimum patient positioning during treatment, improving accuracy.

### STAFFING

Ellen Trueman retired from her role as Radiation Nurse Director in December 2022. Ellen has worked with Dr Fosker for nearly 20 years and was an integral part of the team that opened the Centre's radiation programme as the lead for nursing. Her contributions have been essential to the success of the programme. Thankfully, she will continue in a locum and consultant capacity for 2023.





## HOW WE HELP

# Expand Clinical Services and Collaborations

The Centre continued its collaborative work with BHB on the integrative cancer care pathways. Dr Fosker led this work on behalf of both BHB and the Centre. This work was presented to various stakeholders throughout the year and received extremely positive feedback. A formal breast pathway is to be released in 2023.

### NATIONAL CANCER CONTROL PLAN (NCCP)

Supported through funding from the Chronic Disease Innovation Programme managed by the Bermuda Health Council, we began Phase II (planning) of the National Cancer Control Plan (NCCP). The assessment work from Phase I identified gaps in services, knowledge and data. Phase II will allow stakeholders to consider what can be done given Bermuda's resources to answer the question of 'where do we want to be?' This systematic and holistic approach is designed to ensure the implementation of best practices to reduce the burden of cancer and improve our patients' quality of life.

### MULTIDISCIPLINARY APPROACH

In collaboration with BHB and surgeon Dr Hermann Thouet, the Centre introduced a breast cancer multidisciplinary clinic and a breast cancer multidisciplinary team discussion (MDT). This is the first multidisciplinary clinic for cancer patients in Bermuda and the first site-specific MDT meeting. The benefits for our patients are improved coordination of care, streamlined pathways leading to shorter wait times for appointments and results and an agreed upon path forward.





## HOW WE HELP

# Information Technology

Staying current with information technology, infrastructure and cyber security best practice is paramount. It ensures state-of-the-art patient care, enhances operational efficiency, and safeguards sensitive patient data. By investing in these areas, the centre can deliver optimal care, maintain a reliable IT infrastructure, and protect against cyber threats, upholding its reputation as a trusted healthcare provider.

The Centre recognises the importance of having an effective IT strategy in place. This helps ensure our IT infrastructure is robust and can withstand the ever evolving IT landscape, supporting the Centre's operations and complex IT requirements. To help strengthen our cyber resilience and security posture, cyber security measures were also expanded. This included increased staff training, phishing tests and implementing new and emerging best practice protocols.

Additional IT initiatives included a network refresh project. We also expanded and modernised our data storage solution to accommodate the current data volumes and future growth of our Diagnostic Imaging clinical data.

In 2020, the Centre demonstrated operational resilience by successfully and effectively transitioning its administrative team from working in the office to remote work. Due to the primary infrastructure largely already in place to support such a transition before COVID, we accomplished this transition within an impressive timeframe. For 2021 and 2022, the Centre continued to provide reliable and continuously secure access to the Centre's IT resources regardless of our staff's location.

We also implemented a revised IT support model to ensure adequate support was in place to meet the Centre's unique and growing IT needs. Our revised IT support model increased the availability of expert IT resources on the ground to support staff.

To increase efficiency and better support our collaborative relationship with BHB, we successfully implemented the first of two system interfaces between our Electronic Radiation Oncology Patient system (ARIA) and BHB's new Cerner system in Q4 2022. The second interface is due for implementation in Q2 2023.

As the Centre looks to develop solutions that allow our overall vision and goals to be achieved we put in place a human resource plan in 2022 that will enable the Centre to hire its first Business Analyst in 2023. In a pivotal role for the Centre, the Business Analyst will work closely alongside our clinical, business and IT partners to identify, prioritise and deliver changes that promote operational efficiency, enabled by technology and data.

The Centre was able to address many IT challenges in 2022, however there is still work to be done. We look forward to making continued progress in 2023.





HOW WE HELP

# Cancer Prevention Presentations and Campaigns

**Our commitment to promoting healthy lifestyles and prevention strategies stems from the knowledge that almost half of all cancers are preventable. At Bermuda Cancer and Health Centre, we understand the importance of investing in educational campaigns to help our community reduce the risk of developing cancer through healthy lifestyle choices, medical screenings, vaccines and early detection.**

Our cancer prevention presentations and campaigns aim to empower individuals to make informed decisions by providing impactful information on the risks associated with smoking, alcohol consumption, lack of physical activity, unhealthy eating habits and exposure to ultraviolet radiation from the sun and tanning beds. By promoting healthy choices, we can help individuals take control of their health and reduce their risk of cancer.

All our cancer prevention programmes are free and available to corporate and community organisations. We believe that our presentations can do more than improve individual health; they can also benefit employers by reducing sick days and increasing employee engagement. Moreover, cancer care is among the highest health costs for many individuals and employers and cause of long-term disability among employees. Therefore, our cancer prevention efforts can also contribute to reducing these health costs and improving the overall well-being of our community.

## SUNSMART

SunSmart programme is dedicated to reducing skin cancer incidence, morbidity and mortality through targeted prevention and early detection.

SunSmart is a free programme which targets priority populations and uses a combination of grassroots tactics, media campaigns and advocacy to influence attitudes, knowledge and behaviours in sun protection. Programmes operate within the school systems, summer camps and community engagement, all using common principles.

The Centre is working with Government departments to convert the current presentation-based programme into an accreditation programme, similar to the summer camp programme. The SunSmart Schools Programme will endorse schools, pre through high, that meet the minimum criteria for sun protection in schools.

## KNOW YOUR LEMONS

The Centre's free breast health education programme, Know Your Lemons, plays a crucial role in empowering individuals to detect breast cancer early and achieve better health outcomes. Fear and affordability are significant barriers to breast cancer screening, with one in eight women affected by breast cancer during their lifetime. Know Your Lemons helps to address this issue by breaking down the 12 symptoms of breast cancer and teaching self-exams using lemons. The programme has been well-received, with participants reporting increased knowledge and awareness of breast cancer. With this programme, the Centre supports the community in promoting breast cancer awareness and prevention.

## LUNGSMART

This Programme provides essential education on lung health to the community, focusing on middle and high school students who are increasingly using tobacco, vaping and marijuana. Smoking and vaping during adolescence significantly increases the risk of developing lung cancer and other complications later in life. The Centre's programme fills a crucial gap in awareness among youth, parents and school staff regarding the risks associated with these substances. The Centre also continues to reach out to the community through corporate and community presentations, emphasising the importance of promoting lung health education and it is never too late to quit.

## REDUCE YOUR RISK PRESENTATION

No matter your age there are daily choices we make that could help reduce our risk of being diagnosed with cancer later in life. By making healthy choices, such as regular screening tests and getting vaccines, individuals can lower their risk of getting many types of cancer. Implementing the practices taught in the presentation not only reduces the risk of cancer but also decreases the risk of other chronic diseases, leading to better overall health outcomes.

## PROSTATE CANCER

Free prostate health education is provided by combining the viewing of the documentary "The Silent Killer: Prostate Cancer in the African American Community" and a Q&A session. The documentary addresses the taboo topic of prostate cancer and combines it with an open discussion to dispel myths and rumours surrounding prostate exams and healthy eating. Medical professionals offer guidance, and the documentary follows three African American men at different stages of prostate issues to educate and encourage open discussion about their health.

## CAMPAIGNS

The Centre runs traditional and social media campaigns to raise awareness of the top cancers affecting people in Bermuda because early detection is critical to successful treatment outcomes. By educating the community about the risk factors, signs and symptoms of different types of cancer, the Centre empowers individuals to take proactive steps for their health, such as getting regular screenings and seeking medical attention if they notice any concerning changes. Raising awareness can also reduce the stigma around cancer and encourage individuals to speak openly about their health concerns. By promoting early detection, the Centre's campaigns can help improve cancer survival rates and save lives.

## HOW WE HELP

# Information and Resources

Accessing current, relevant and evidence-based cancer information can be daunting, especially given the vast amount of information available. Our website is a valuable resource for individuals seeking information on early detection, effective treatment, and improved quality of life for themselves or loved ones affected by cancer.

Website users increased by

**82%**

### SCREENING RECOMMENDATIONS

Cancer screening is crucial to early diagnosis when cancer is most treatable. Our website provides current cancer screening recommendations, which can be implemented as early as age 9, depending on the type of cancer.

**[www.cancer.bm/cancer-information/bermudas-cancer-screening-guidelines](http://www.cancer.bm/cancer-information/bermudas-cancer-screening-guidelines)**

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### CANCER SPECIFIC INFORMATION

Our website links directly to the American Cancer Society's searchable cancer database, which offers evidence-based information for all cancers, including signs/symptoms, early detection and screening, treatment options, and survivorship. With over 200 different types of cancer, each with its unique diagnostic and treatment protocols, this database provides invaluable information to anyone seeking to learn more about a particular cancer.

**[www.cancer.bm/cancer-information/learn-about-cancers](http://www.cancer.bm/cancer-information/learn-about-cancers)**

### HELPING AGENCY DIRECTORY

We also provide handy links to a list of helping agencies offering support services to families, children, seniors and persons with disabilities. Additionally, a database of all known health providers and clinical laboratories in Bermuda that provide clinical services and diagnostic testing is available on our website. This database offers general information about each facility, including its activities, addresses, phone numbers, administrator names, and registration status.

**[www.cancer.bm/cancer-information/support-in-bermuda](http://www.cancer.bm/cancer-information/support-in-bermuda)**

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### HEALTH SERVICES DIRECTORY

Government services such as community health services, occupational therapy (OT) and physiotherapy (PT) rehabilitation, services for seniors, environmental health, epidemiology and surveillance, healthy schools, HIV/AIDS support, the K. Margaret Carter Centre, nutrition services and speech-language programmes are accessible through our website.

**[www.cancer.bm/cancer-information/support-in-bermuda](http://www.cancer.bm/cancer-information/support-in-bermuda)**

We hope these resources will help individuals access the care and support they need to maintain the health and well-being of their loved ones and themselves. By working together, we can promote a culture of proactive health and help reduce the impact of cancer on our community.





## OUR IMPACT

# Equal Access

At Bermuda Cancer and Health Centre, we are committed to ensuring that healthcare is accessible to everyone. As a non-profit organisation, we do not require patients to pay a co-pay for our clinical services, which include mammography, ultrasound, breast biopsies, and radiation therapy treatment.

While we receive some reimbursement from health insurance companies for these services, not all our costs are covered, and many of our community members do not have health insurance. This is the reason for our Equal Access Fund, which helps to subsidise the cost of services so people can focus on health and not worry about how to afford care.

This fund is made possible by the generosity of our community members, who support us through donations, fundraising events, and contributions directly to our charity. Thanks to your support, we can provide equal access to early detection and cancer treatment to all members of our community.

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# 956

patients benefited from

# \$1.8M

subsidised clinical services

Patient count represents the number of patients who received care at the Centre during the 2022 calendar year; associated dollar values are exclusive of accounting adjustments required for revenue recognition and matching.



## OUR IMPACT

# Clinical Services

We can clearly see the impact you, our donors, have helped us make by looking at the number of unique patients\* we have served during 2022, and the value of our subsidies over those twelve months.

### DIAGNOSTIC IMAGING

In 2022, we provided diagnostic imaging services to 7,656 unique\* patients throughout 10,080 appointments. Of those patients, 820 benefitted from subsidisation. We subsidised \$86,628 of services for underinsured patients and a further \$93,536 of services for patients who had no insurance at all.

**7,656**

unique\* patients serviced

**820**

patients benefitted from subsidisation

### RADIATION THERAPY

We treated 260 unique\* patients, of which 197 became new patients in 2022 and 136\*\* patients benefitted from subsidisation. We subsidised \$1,556,366 of radiation therapy treatments for underinsured patients and a further \$90,348 of treatments for patients without insurance.

**260**

unique\* patients treated

**136\*\***

patients benefitted from subsidisation

\* Unique means patients returning for multiple modalities are only counted once.

\*\* This number is comparable to the 121 figure used in the 2022 Annual Report.

OUR IMPACT

# Community Health

Science and research show 30 to 50% of cancers are preventable. Presentations showing people how they can reduce their cancer risk can impact cancer incidence.

We provide information so you can make informed choices about your health, such as avoiding tobacco, maintaining a healthy weight, eating a healthy diet, protecting yourself from the sun, and getting regular exercise. Furthermore, these healthy lifestyle habits can positively affect overall well-being and reduce the risk of other chronic diseases like heart disease and diabetes. Ultimately, educating people about cancer prevention can significantly improve public health by promoting healthy lifestyles and preventing cancer cases.

Presentation bookings are slowly returning from COVID years—below are the numbers of people reached in 2022.

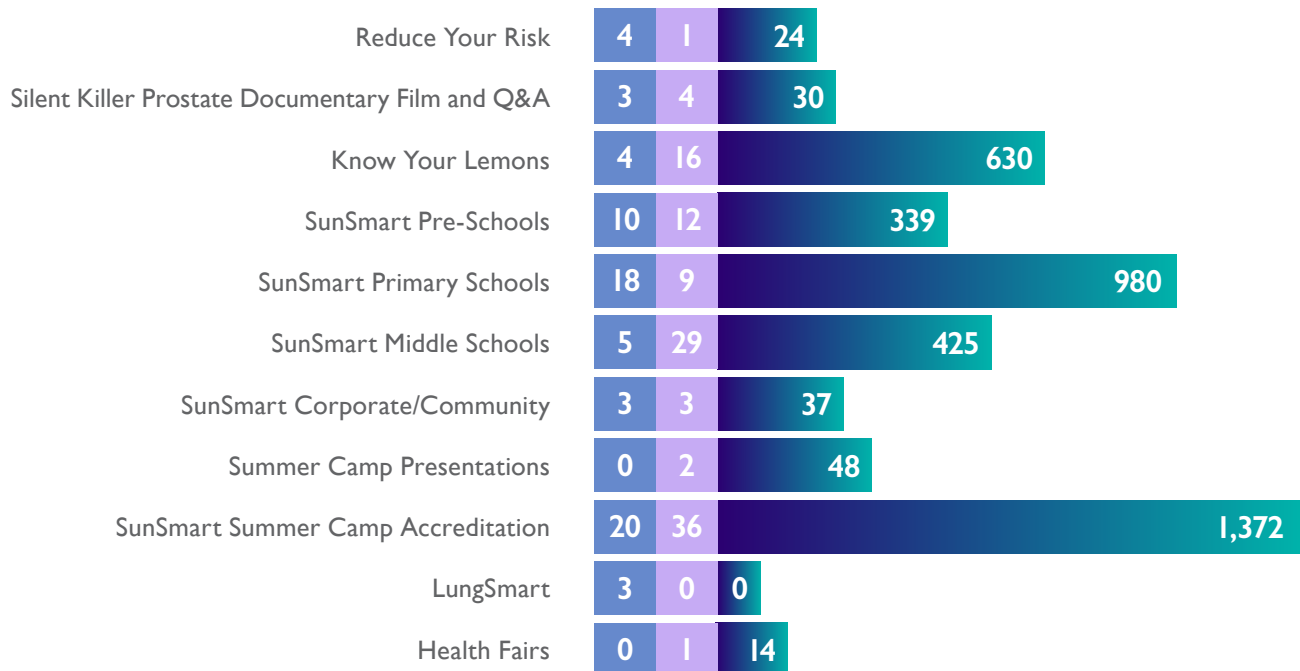
**9,097**

individuals exposed to cancer prevention messaging by attending events

**2,605**

individuals empowered through cancer prevention presentations

## CANCER PREVENTION PROGRAMMES



■ # of Presentations Goal  
 ■ # of Presentations  
 ■ # of people reached

# Financial Summary



## Moving from Covid-19 towards normalcy.

In the third year of the pandemic, Bermuda Cancer and Health Centre's cautious move back toward normalcy in 2022 entailed more travel by staff, locums and vendors while continuing to balance the enforcement of safety protocols for the benefit of patients and staff. After rebounding from 2020 lows in the prior year, operations retracted slightly as the Centre navigated recruitment and retention challenges characteristic of the great resignation triggered by the pandemic. Service revenues were down \$0.6m (4.6%) from the prior year but still up \$1.6m (14%) from the 2019 pre-COVID levels. Expenditures grew \$0.9k (8%) from 2021 with the easing of some pandemic challenges, resulting in a \$1.2m (34%) decline in net earnings. Net assets are up \$1.6m.

The Centre's radiation therapy unit continued marginal growth in 2022, despite the less favourable growth expectation based on 2021 Q3 results. Consequently, actual-to-budget comparisons show a \$776k positive variance. There were 197 new radiation treatment starts in 2022, modestly exceeding the budget estimate and prior year actual figures by 5 and 1, respectively, with the number of prostate patients relative to yearly totals of that group since inception remaining above average at 27%. The radiation therapy unit implemented upgrades to the linear accelerator, including advanced imaging software, which allowed the team to continue to expand the application of the new treatment techniques (SABR/SBRT) introduced late in 2021 to include not just lung cases but also brain and bone.

Revenues from the Centre's Diagnostic Imaging department remained steady at \$4.2m compared to the prior year. With a new Radiologist, the Centre performed more breast biopsies this year than last. Revenue benefits were negated, however, by a 5% decrease in the Standard Health Benefit reimbursement rate for mammograms and compounded by fewer appointments resulting from ongoing recruitment challenges to fully staff the department.

Annual expenditures increased by \$0.9m or 8%. Of this total, general and administrative expenses rose \$517k (7%) due to costs associated with a higher headcount, a new physician for the full year and a \$122k increase in professional fees—mostly IT and HR. The value of services not covered by insurance and donated to uninsured and underinsured patients decreased by \$139k (6%), corresponding with a similar percentage decline in RT revenues. While the level of donated expenses is typically subject to a degree of variability due to many patient-specific factors, including insurance coverage and services received by patients served throughout the year, there continues to be a subtle shift in patient volumes toward the underinsured and uninsured categories.

In past years before COVID, donations for uninsured and underinsured patients could often cover 45-48% of the unrecoverable value of services to the uninsured and underinsured. In 2022, \$937k in such donations covered 45% of the expense (vs 17% in 2021), albeit



\$289k (or 14% coverage) came from previously raised donations to the Men's Health Fund to subsidise specifically those uninsured and underinsured men receiving radiation therapy treatment for prostate cancer. The remaining \$648k (or 31% coverage) came from the Equal Access Fund. As the primary contributor to the Equal Access Fund, the Relay-For-Life fundraising proceeds for 2022 were better than expected for the first in-person event since 2019 but still fell 30% short of the net proceeds of that last pre-COVID event.

The Centre continued to build its reserves by allocating \$2m of its 2022 earnings for future capital investment and/or replacement of its clinical equipment. Strong cash balances and an improving liquidity position serve to stabilise ongoing operations and allow the Centre to be strategic in its growth and fulfilment of its mission.



**Lisa Ty, Chief Financial Officer**

## FIVE-YEAR FINANCIAL SUMMARY

Audited by KPMG Audit Limited

	December 31, 2022	December 31, 2021	December 31, 2020	December 31, 2019	December 31, 2018
<b>Revenues</b>					
Clinical services	13,122,570	13,759,367	10,219,174	11,495,853	9,403,838
Donations and fundraising	1,937,661	1,658,480	1,696,715	2,004,809	2,218,336
Dividends and interest	44,962	34,239	47,339	18,311	16,928
Other revenue	62,985	19,522	95,292	84,307	24,988
<b>Total revenue</b>	<b>\$15,168,178</b>	<b>\$15,471,608</b>	<b>\$12,058,520</b>	<b>\$13,603,280</b>	<b>\$11,664,090</b>
<b>Expenses</b>					
Staff expenses	5,003,073	4,914,803	4,223,879	4,129,375	3,801,405
Operating expenses	2,339,237	1,767,579	1,710,898	1,654,493	1,732,129
Clinical services	2,752,762	2,286,389	2,228,430	2,663,167	2,179,381
Donated services	2,098,253	2,236,931	1,955,630	1,734,351	1,862,455
Education programmes	47,368	48,574	15,104	89,551	79,316
Legal and professional	305,944	395,993	399,341	423,632	260,374
Marketing and fundraising	187,061	137,518	86,202	136,290	64,603
<b>Total expenses</b>	<b>\$12,733,698</b>	<b>\$11,787,787</b>	<b>\$10,619,484</b>	<b>\$10,830,859</b>	<b>\$9,979,663</b>
<b>Excess revenues (expenses)</b>	<b>\$2,434,480</b>	<b>\$3,683,821</b>	<b>\$1,439,036</b>	<b>\$2,772,421</b>	<b>\$1,684,427</b>
<b>Assets</b>	<b>20,710,351</b>	<b>19,090,757</b>	<b>16,803,937</b>	<b>15,936,616</b>	<b>15,433,654</b>
<b>Liabilities</b>	<b>3,623,410</b>	<b>4,438,295</b>	<b>5,835,296</b>	<b>6,407,011</b>	<b>8,676,470</b>
Net assets	\$17,086,941	\$14,652,462	\$10,968,641	\$9,529,605	\$6,757,184
Comprised of:					
Unrestricted net assets	16,701,758	14,035,174	10,360,643	9,000,983	6,224,112
Restricted net assets	385,183	617,288	607,998	528,622	533,072
	<b>\$17,086,941</b>	<b>\$14,652,462</b>	<b>\$10,968,641</b>	<b>\$9,529,605</b>	<b>\$6,757,184</b>

The audited financial statements are available on our website or at our offices.

# Acknowledgements

You have made an incredible impact on the lives of those we serve. Your generosity and support as donors, sponsors, and supporters has enabled us to fulfil our mission of building healthier lives free of cancer and disease. Your contributions to Bermuda Cancer and Health Centre have allowed us to provide care and support of the highest quality to our patients. Without your help, we would not have been able to accomplish our goals. We are honoured to have you as part of our community and grateful for your unwavering dedication and commitment to our cause. Thank you for joining us in this essential work.

We have carefully reviewed the listed names. However, if you find an error or omission, please accept our apologies and contact us at [info@chc.bm](mailto:info@chc.bm) so that we may correct our records. Donors are listed according to gift size within each contribution level.

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## EDUCATION LEGACY

With 30-50% of cancer deemed preventable, our Education Legacy Award recognises those who have given gifts to support our educational programmes enabling us to continue to raise awareness of daily lifestyle choices we can each make to reduce our cancer risk. We are sincerely grateful for their commitment.

St. Baldrick's Foundation  
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## EQUAL ACCESS FUND

Thank you to those who donated directly to our Equal Access Fund. Each year the Centre subsidises approximately \$2M in service fees to ensure that people in our community can focus on health rather than worrying about how to afford care. The Centre does not charge a co-pay, regardless of the level of health insurance one has. By supporting this Equal Access Fund, you help build that 'rainy day fund' because no one financially plans to hear the words 'you have cancer'.

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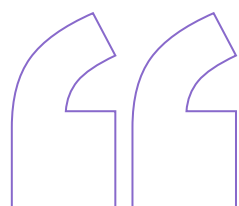
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Orbis Investments  
Pioneer Girls  
Planet Math  
P.P.S. Bee-lievers  
PwC  
Q.B.E. Cares  
Ray of Hope  
Remembering Biggs  
RenRe Avengers  
Richardson's for Life  
RoC Stars  
Sammy's Golden View  
Schroders (Bermuda) Ltd.  
Serve with Liberty  
Signor Strong  
Sirius Point  
Sole Sistahs  
Spexx EyeCare  
Streaker's Spin Studio  
Team A.M.E.  
Team Ascot  
Team AXA XL  
Team Butterfield  
Team CAH - Cindy's Always  
Here  
Team Lyonie 6062  
Team Mosaic  
Team Pitcher  
Team Rope  
The Sun Lifers  
The Waterfront at Pitts Bay  
Triangle Express  
Validus Re  
Validus Victors  
Warwick Academy  
Z-Warriors



**We thank you for  
your continued  
support!**

# Donor Report

Our generous donors raised \$1.1m for Bermuda Cancer and Health Centre in 2022. We are grateful for the ongoing support of our donors, volunteers and community partners who make the Centre’s work possible.

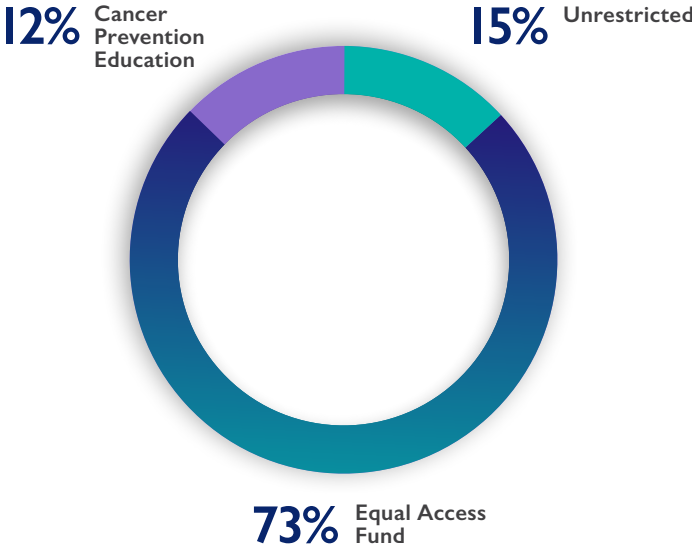
In 2022, our fundraising efforts raised 1.1m to support our mission of providing our patients with the best possible prevention programmes, early detection and treatment services. We must acknowledge, however, that our needs exceeded our 2022 fundraising goal. To fully cover the shortfall and ensure equal access to our services for all patients, we estimate that we will require over \$2.2m for our Equal Access Fund (EAF).

This gap between our estimated donated expenses (write-offs) and the net EAF proceeds is a significant challenge—one we are committed to addressing.

We believe every patient deserves access to high-quality cancer care, regardless of their financial circumstances.

We will continue to work tirelessly to secure the funding needed to bridge this gap and achieve our goal of providing equal access to cancer care. We urge our supporters to join us in this effort and help us make a meaningful difference in the lives of cancer patients and their families.

## HOW YOU CHOSE TO DONATE IN 2022



# Bermuda Cancer and Health Centre

## Next Steps

**Our goal for the next year is to continue providing high-quality care to our patients while expanding our services and capabilities.**

### FACILITIES

In 2023, we intend to pinpoint an additional physical site to cater to the Centre's expanding requirements and future aspirations. While the existing location has been optimised to prioritise patient care, the second location is anticipated to accommodate administrative and support departments.

### HUMAN RESOURCES

We have operated leanly for many years, but the addition of new clinical services and patient pathways means we need to ensure we have sufficient staff to meet the growing demand. We must hire additional medical professionals, administrative staff and support staff to ensure that we can provide the best possible care to our patients.

### CLINICAL SERVICES

The Centre is dedicated to delivering optimal care and outcomes for our patients. By investing in our clinical services, we can expand our range of services and treatment options, improve the quality of care we provide, and enhance the overall patient experience. This investment will enable us to provide more personalised and effective care tailored to each patient's unique needs.



## TECHNOLOGY

We are committed to maximising the use of leading-edge technology to operate more efficiently. By leveraging the latest technologies, we can ensure our patients receive the most accurate diagnoses and effective care possible.

We are excited about these initiatives and are committed to continuously providing the best possible care to all our patients.



## CONCLUSION

We are committed to working closely with our donors, supporters, and partners to secure the funding to achieve our long-term strategic cancer care goals. With their help, we can continue to advance cancer care and improve outcomes for our patients, now and in the future.

We are excited about the future of the Centre and are committed to making the necessary investments to ensure that we continue to provide exceptional care to our patients.



# Community Support Fundraising

In 2022, we raised \$1.1m through the support of our generous donors. This amount was 13% higher than the previous year, but still shy of the estimated \$2.2m required to cover the cost of providing Equal Access annually.

**\$1.1m**  
raised by generous donors

**13%**  
increase in donations

# Board of Directors

Bermuda Cancer and Health Centre’s volunteer Board is comprised of experienced professionals from various backgrounds who bring diverse perspectives and skill sets to the organisation. They are committed to providing overall governance and strategic direction to the Centre, ensuring that it continues to meet the needs of the community it serves.

The Board understands the importance of balancing financial goals with the needs of those who rely on the Centre for their care. They are dedicated to maintaining the Centre’s financial stability while providing access to high-quality cancer care for our entire community, regardless of anyone’s ability to pay.

Through their leadership, the Board works closely with the Centre’s management team to develop and implement strategic plans and policies that guide the Centre’s operations. They oversee financial

management, risk management and compliance with regulatory requirements. They also regularly review and evaluate the Centre’s performance to ensure it remains on track towards achieving its mission.

Overall, Bermuda Cancer and Health Centre’s volunteer Board is a vital asset to the organisation. The Board provides leadership, guidance and support as the Centre strives towards its goals: improving cancer care and promoting health and wellness in Bermuda.

<p><b>Glen P. Gibbons</b> President Bermudian Insurance Executive, Retired</p>	<p><b>Judith F. White</b> Vice President Bermudian President, CFIS Bermuda Ltd.</p>	<p><b>Lynda A. Davidson Leader</b> Director Bermudian Chief Underwriting Officer, Park Indemnity Limited</p>	<p><b>Jennifer A. Haworth</b> Director Bermudian Director and Head of Dispute Resolution, MJM Limited</p>
<p><b>Gary J. Carr</b> Director Bermudian Non-executive Director Director, IQ EG Bermuda Limited</p>	<p><b>David Harper</b> Director New Zealander Accountant, Fidelity</p>	<p><b>Dr. Monica E. Hoefert</b> Director Canadian Physician, Practice of Dr. Monica Hoefert</p>	<p><b>Melody Johnson</b> Director Bermudian AWAC Services Company (Bermuda), Ltd.</p>
<p><b>Tamara Anfossi</b> Director Bermudian Assistant Director, Bermuda Monetary Authority</p>	<p><b>Dr. Chris Fosker</b> Director British (SOB) Medical Director and Clinical Oncologist, Bermuda Cancer and Health Centre</p>	<p><b>Lynne Woolridge</b> Director Bermudian Chief Executive Officer, Bermuda Cancer and Health Centre</p>	

# Senior Management Team

The senior management team at Bermuda Cancer and Health Centre plays a pivotal role in leading our dedicated staff towards our mission.

With their wealth of knowledge, unwavering determination, and invaluable guidance, our senior leadership team is entrusted with driving the Centre's initiatives in alignment with the directives of our volunteer Board of Directors. Led by the CEO, the Senior Management Team holds the responsibility of overseeing the day-to-day operations of the charity,

with authority delegated by the Board. This dedicated team proposes strategic investments of time, money, and expertise to the Board, while also developing financial and operational plans for approval. They diligently monitor the Centre's performance, ensuring its sustainable growth and continued impact in the fight against cancer.



**Lynne Woolridge**  
Chief Executive Officer  
Joined: 2018



**Dr. Chris Fosker**  
Medical Director,  
Clinical Oncologist  
Joined: 2015



**Katrina Darrell**  
Chief Administrative & Compliance Officer  
Joined: 2017



**Lisa Ty**  
Chief Financial Officer  
Joined: 2018



**Deborah Titterton Narraway**  
Chief Marketing & Fundraising Officer  
Joined: 2008 – 2015,  
2016 – present









Bermuda Cancer and Health Centre  
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Bermuda

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[info@chc.bm](mailto:info@chc.bm)



**Bermuda Cancer  
and Health Centre**