ADVANCING CARE AND ACHIEVING RESULTS: BROOKS-TLC HOSPITAL IN REVIEW

Over the years, the Board of Directors of Brooks-TLC Hospital System, Inc. has worked in close partnership with executive leadership to provide thoughtful oversight, sound governance, and strategic direction. In recent years, this collaboration has taken on added significance as the organization has navigated exponential growth, industry-wide challenges, and increasing demands for service. Together, we have advanced initiatives that improved patient care, strengthened operations, and supported the long-term sustainability of the organization. This article reflects on the progress achieved in 2025 and the positive momentum moving into 2026, including the building of a new state-of-the-art hospital.

2025 impact by the numbers:

- 1,148 inpatient admissions, providing convenient care close to home
- 18,782 Emergency Department visits, ensuring timely, critical care when it mattered most
- 3,791 surgeries, delivered with a focus on safety, efficiency, and positive patient outcomes
- 101,103 outpatient visits and diagnostic services, expanding access to essential care close to home
- 2.2 million dollars in charity care provided for qualified families
- 55% of patients reside in Dunkirk and Fredonia
- 45% of patients reside in surrounding communities
- Over 300 healthcare professionals employed, representing a skilled and compassionate workforce committed to excellence
- 89 students trained from local schools, higher education, and technical training programs

To better understand these high-level results, it is important to examine the key performance indicators (KPIs) and operational metrics that drove overall performance. Of the 20 KPIs established by the Board of Directors and executive leadership for 2025, 16 met or exceeded their targets. Highlights include:

- Higher patient satisfaction scores
- Improved quality results, reflecting a strong focus on clinical excellence
- Optimized operations that improved financial performance
- Growth in access for primary care, medical specialties, and surgical specialties

Growth in services and access:

While these figures reflect measurable progress and the quality of our care teams, they represent only a portion of our impact. Over the past two years, Brooks-TLC has managed growth in patient volume and services. New outreach locations have opened in Fredonia, Jamestown, and Derby, bringing care closer to where people live and work. Service lines have grown to include expanded orthopedics, primary care, and pain management.

To support this growth and meet increasing patient demand, the hospital has onboarded 15 new providers, strengthening clinical capacity and enhancing access to high-quality care.

One key achievement further highlighting this progress is the successful recruitment of two orthopedic surgeons in 2024 to provide a broad range of specialty orthopedic care. In 2025, Brooks-TLC realized significant growth in orthopedic surgical cases. This rapid growth included major clinical milestones, such as performing the hospital's first anterior total hip replacement and completing its first spinal fusion, demonstrating both expanded capacity and advanced surgical capabilities delivered close to home.

Momentum going into 2026

This foundation has created real momentum as we move into 2026, positioning Brooks-TLC for the next chapter: integration with Kaleida Health, implementation of a new electronic medical record, and construction of a new hospital.

- **Kaleida Health integration:** The Brooks-TLC Board continues to partner and work closely with Kaleida Health leadership to ensure that high-quality care remains in our Northern Chautauqua County communities. Kaleida Health has committed to keeping care local and has demonstrated strong leadership in partnering with Governor Hochul and New York State to implement a sustainable model that preserves health care for Western New York.
- **Electronic health record:** In January 2025, it was announced that implementation of a new electronic health record (EHR). Epic Systems Corporation (EPIC) will connect Brooks-TLC with Kaleida Health for better patient care. A unified EHR will support access to high-quality, coordinated care and facilitate efforts to address health disparities and promote health equity in Western New York. The Kaleida and Brooks-TLC teams have worked tirelessly to plan and implement this key strategic initiative, with go-live expected on May 30.
- **New replacement hospital:** The new facility will be more than a building—it is a vision for a modernized environment and expanded high-quality care that is more accessible for all Northern Chautauqua County residents. This includes better access to emergency, inpatient, and outpatient care for all residents in northern Chautauqua, southern Erie, and nearby Cattaraugus counties, with a modern Emergency Department, imaging, lab, surgical services, and medical office building on one campus. The plan provides a new, right-sized, more efficient building with updated technology and equipment, helping stabilize operations and improve long term financial sustainability of local care. The hospital will expand capacity in needed services such as the Emergency Department from 9 treatment bays to 16 treatment bays. It also adds critical features like a helipad for rapid transfers to higher level centers, which can improve outcomes for trauma, cardiac, stroke, as well as other time sensitive emergencies. Last, the facility supports the regional economy by retaining roughly 300 healthcare jobs and helping local employers, SUNY Fredonia, and communities attract residents, students, and talent by assuring access to high quality care close to home.

Closing message to the community

This message affirms that Brooks-TLC is not only stable, but actively growing to better serve local residents. It signals that more services, specialists, and advanced procedures will be available close to home, reducing the need to travel outside the region for care. It also underscores that major partners and leaders are investing in a long-term, sustainable future for healthcare in Northern Chautauqua County, through integration with Kaleida Health, a modern electronic health record, and a replacement hospital. For community members, this means greater access, continuity, and quality of care today, along with a clear commitment to preserving and strengthening local healthcare for generations to come.

The Brooks-TLC Board is proud of the care teams, support staff, and leaders who work relentlessly each day to care for our communities while managing the pressures of tremendous yet exciting change. This organization is a critical pillar for Northern Chautauqua County. We are grateful for the support of our communities, elected officials, and business leaders. Together, the Board of Directors, leadership, staff, and community can move forward with confidence, purpose, and optimism—building on past achievements to shape a bright, sustainable future as part of the Kaleida Health system.

Christopher Lanski
Board Chair