



2024 ANNUAL REPORT



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Executive Summary

This report reflects a year of strategic advancement, clinical innovation, and community-driven support at Bermuda Cancer and Health Centre.

Key Highlights:

01.

Over **100** patients supported through Bermuda's first Cancer Navigation service

02.

7,436 mammograms were performed. **6,220** were screening mammograms, and **1,012** patients received an on-site consultation with the radiologist at the time of their exam.

03.

193 patients were treated with radiation therapy for a total of **201** new patient starts, or 'courses of RT'

04.

\$1.8M+ in patient financial assistance through the Equal Access Fund

05.

New mammography unit. Funding raised through the Mobilise for Mammograms campaign and Breast Cancer Awareness Month activities (to be installed in 2025)

06.

Community education programmes reached **3,048 people**

07.

Staff level grew from **37** to **42**

Your Support at Work:

- Ensured equitable access to life-saving cancer detection, treatment and care
- Supported clinical equipment upgrades
- Funded community health and prevention education

Ways to Give:

Visit: <https://www.chc.bm/donate>

Email: dnarraway@chc.bm

Call: +1 (441) 236-0949



Scan the QR Code or Click
Here to Donate Now!

Letter from Leadership



“We strive to introduce new products and services that will improve patients’ experiences and health outcomes. The planned 2025 reaccreditation applications for both RT and DI services will complement these goals. We continue to be actively involved in the government’s plans to reform healthcare, where delivery of services is a focus area. As a result of the increasing prevalence of generative AI in healthcare, we are evaluating our environment to look for opportunities to harness this new resource.”

-

Lynne Woolridge,
CEO, Bermuda Cancer and Health Centre (2024)

A handwritten signature in dark ink that reads "Lynne Woolridge".

In 2024, Bermuda Cancer and Health Centre experienced a year of planned growth, leadership transition, and strategic transformation. We expanded services, enhanced our infrastructure, and strengthened our workforce while remaining steadfast in our mission to provide world-class cancer care to the Bermuda community.

During this time, Lynne Woolridge announced her resignation, with her final day as CEO set for March 31, 2025. In preparation for the transition, the Centre announced that Dr Chris Fosker would assume the role of CEO and Medical Director Designate effective November 1, 2024. Additionally, Katrina Darrell was named the Centre’s first Chief Operating Officer, supporting a broader evolution in organisational leadership.

To guide the Centre’s direction under this new leadership, a comprehensive strategic planning process was launched in the summer of 2024 and was expected to conclude in mid-2025. This initiative will define our forward-looking priorities and ensure we remain responsive to Bermuda’s evolving healthcare needs.

Looking ahead, we are committed to expanding equitable access, integrating cutting-edge technology, and strengthening patient-centred care, while continuing to contribute to the national dialogue around Universal Health Care.

We extend our heartfelt gratitude to our Board of Directors, staff, patients, generous donors, and community partners. Your unwavering support has been instrumental to our progress, and we look forward to continuing this journey of impact, growth, and excellence together.

Our Mission:

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

Our Vision:

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

Letter from Leadership



“I would like to extend my sincere thanks to each of our Directors for their dedicated service to Bermuda Cancer and Health Centre. Your individual and collective contributions are invaluable to the continued success of the Centre.

I also wish to express our heartfelt appreciation to our CEO, Lynne Woolridge, for her leadership, commitment, and passion in guiding the senior management team through a time of growth and transition. To the senior management team, thank you for your unwavering belief in the Centre’s mission and your steadfast dedication. Your efforts not only advance our work but also make the Board’s role more effective and rewarding.”

-

Glen Gibbons,

President of the Board of Directors,
Bermuda Cancer and Health Centre (2024)

Glen P. Gibbons



A cancer diagnosis can be life-changing for individuals, their families, and the broader community. Timely access to quality care and support is essential to a patient's treatment journey and overall outcomes. In early 2025, Bermuda experienced a temporary disruption in oncology services due to staffing challenges, resulting in some patients having to continue their oncology treatment overseas. During this period, Bermuda Cancer and Health Centre played a critical role by stepping in to provide community-based oncology services. BCHC's comprehensive suite of services and supportive care helped to minimize the impact of service gaps and reduced the need for off-island treatment. Their swift and effective response underscored the vital role the Centre plays in Bermuda's cancer care landscape. The Ministry of Health is deeply grateful for the support and partnership of the Bermuda Cancer and Health Centre for stepping up to bridge the cancer care gap, in a time when it mattered most."

—

FROM THE MINISTRY OF HEALTH



The Power of Growth: Transforming Cancer Care in Bermuda

Key Growth Areas and Strategic Initiatives

The Centre's Longtail Strategic Project identified key areas for necessary growth priorities:

01. BERMUDA'S FIRST CANCER NAVIGATORS:

Enhancing patient support and improving care coordination through personalised guidance across the continuum of cancer care for both physicians and patients.

02. INFRASTRUCTURE ENHANCEMENTS & UPGRADES:

Expanding Diagnostic Imaging and Radiation Therapy services for more efficient and effective detection and treatment. As part of this growth, the Centre also identified the critical need for additional physical space to accommodate larger equipment, improve services and staffing required, and support a growing patient load.

03. STRATEGIC WORKFORCE GROWTH:

Investing in staff recruitment and professional development to meet evolving clinical and operational demands. The Centre's growing team reflects our focus on strengthening the patient pathway and delivering comprehensive, patient-centred care. As staffing levels increase, so too does the need for expanded facilities to ensure our team can function effectively and sustainably.

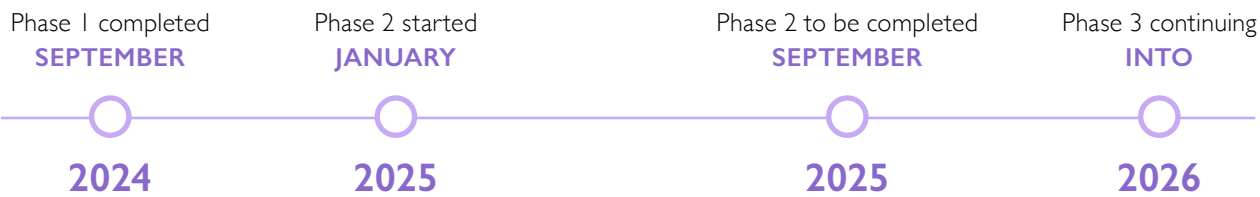
04. THE IMPACT OF THE EQUAL ACCESS FUND:

Ensuring ongoing equitable access to care for uninsured and underinsured patients by sustaining and growing our Equal Access Fund, which removes financial barriers to cancer prevention, early detection, and treatment services.



Project Longtail - Strategic Planning & Development

With the guidance of KPMG, Bermuda Cancer and Health Centre began a comprehensive strategic planning process in 2024. This collaborative effort is designed to align the Centre’s growth with Bermuda’s evolving healthcare needs, with completion anticipated in September 2025.



PHASE 1	<ul style="list-style-type: none">• Propose high-level roadmap and secured board alignment (completed).• Initiated operational planning, including a review of the organisational structure (completed).
PHASE 2	<ul style="list-style-type: none">• Dive deeper into operationalising the plan, including reviewing the of the organisational structure and roles and responsibilities.• Engaged staff, partners, and beneficiaries through consultations to refine the roadmap.• Revisited mission and vision statements to ensure alignment with our evolving identity.• Defined specific, measurable key performance indicators (KPIs) aligned with the roadmap.• Developed an implementation plan with clear timelines, resource allocation, and evaluation metrics.
PHASE 3	<ul style="list-style-type: none">• Implementation across the organisation.• Establish systems for ongoing feedback and evaluation.• Committed to continuous monitoring and refinement of strategic initiatives to ensure lasting impact.

Cancer Navigation:

A Personalised Pathway
Through Cancer Care



A NEW ERA OF PATIENT SUPPORT

Launched in 2024, Bermuda's first Cancer Navigation service has quickly become a cornerstone of patient support. Navigators offer trusted, one-on-one guidance to individuals facing a cancer diagnosis, helping them understand their options, navigate appointments, and access both local and overseas services. The service has enhanced care coordination between GPs, oncologists, diagnostic teams, and insurance providers.

TRUSTED GUIDANCE FROM DAY ONE

Since its launch, the service has seen increasing numbers of patients self-refer or walk into the Centre seeking to speak with a Cancer Navigator—often prompted by a news article or word of mouth. Meeting patients in person has helped ease anxiety and improve understanding of their unique cancer pathways. This direct support is building trust, especially during moments of uncertainty.

STRENGTHENING CARE COORDINATION ACROSS THE SYSTEM

The service has proven particularly impactful in complex cases, where Cancer Navigators have facilitated communication between GPs, oncologists,

diagnostic teams, and overseas providers. Referrals to multidisciplinary team (MDT) meetings have increased, ensuring that care recommendations are timely, coordinated, and actionable. Navigators have also supported insurance companies during Bermuda's medical oncology crisis, helping to manage overseas referrals and ensure continuity of care when local services were limited.

BRIDGING GAPS, EMPOWERING PATIENTS

By working closely with local support networks such as PALS, and guiding patients even before a formal diagnosis, Cancer Navigators are helping to reduce delays and increase patient confidence in the system. They also play an important role in patient education, empowering individuals with evidence-based resources and steering them away from unverified or misleading treatments.

WHAT PATIENTS ARE SAYING

Feedback from patients and families has been overwhelmingly positive. Testimonials highlight the compassion, clarity, and emotional support Cancer Navigators provide. Healthcare providers also report improved treatment adherence and communication across the system.



WHAT PATIENTS ARE SAYING

We knew we were in the right place.”

“From the moment we first walked into Bermuda Cancer and Health Centre in January 2025 at the start of our respective cancer journeys, we knew we were in the right place. We were directed to the Navigation Team, and immediately, it felt right.

At the time, we had so many questions. We needed guidance, support, and reassurance. That’s exactly what we received in abundance, and continue to receive, even as I write this in May 2025. Until then, we felt like a ship without a rudder.

The Navigator Coordinator, Michele Hypolite, has been brilliant. We’ve met with her on numerous occasions, often without an appointment, and every time, she welcomed us warmly. Not once did we feel like we were at an imposition.

The Navigation Team does exactly what their name promises: they guide you through a very difficult and exhausting time. They provide clear, easy-to-understand information, coordinate with medical providers, offer encouragement, and follow up with written clarifications.

It’s a service we cannot praise highly enough. Thank you, Navigation Team.”

—

JOHN D. LOWE AND
BERNADETTE SEARS





WHAT PATIENTS ARE SAYING

Thank you for your kind and reassuring manner. Meeting you face-to-face left me feeling so much better and more informed.”

—

PATIENT ENTERING
THE CANCER PATHWAY

I appreciated having someone explain what would happen next. Even though we hadn’t received a full diagnosis yet, I felt supported knowing what the steps would be.”

—

DIAGNOSTIC PATIENT

What Healthcare Providers Are Seeing



GPs and physicians report that the service is enhancing collaboration and improving care planning. By supporting early rapport-building and serving as a bridge between patients, insurers, and providers, Cancer Navigators are transforming the patient experience and strengthening Bermuda's cancer care system.

"As a Primary Care Physician leading the second largest Primary Care service in Bermuda, the addition of the Cancer Navigator service has been a hugely welcome and needed service to Bermuda's Oncology provision.

We as clinicians face a range of issues when trying to co-ordinate cancer care in Bermuda: patients with no insurance coverage at all, individuals splitting their care between different countries, co-ordinating insurance coverage for overseas care, a limited range of some specialties on island, multiple labs and imaging facilities, and intermittent interruptions in service.

The addition of the Cancer Navigation Service, led by Michele Hypolite and with the addition of Hattie Stuckes, has helped enormously to be able to tie the threads together. The risk of patients 'lost to follow-up' has greatly diminished, and patients and physicians alike are finding tremendous reassurance and relief knowing that they have a contact person who is able to assist in co-ordinating the complexities of navigating obtaining the best possible oncology care whilst working in the framework of the Bermudian system.

I have found that my patients are getting faster, better co-ordinated care in many instances, and that fewer of them are slipping between the cracks. It is vital that this service continues to be adequately staffed and funded, and I am grateful that Bermuda Cancer and Health have taken the initiative to establish this service for the benefit of the population of Bermuda.

—
DR. JOANNA SHERATT-WYER
MA(Oxon), BMedSci, BMBS, DRCOG, MRCGP,
PgDipDerm, RAF

LOOKING AHEAD

We aim to expand our navigation services to reach more at-risk and uninsured patients while strengthening partnerships with physicians, hospitals, and community organisations to ensure comprehensive, coordinated support throughout the cancer journey.

Infrastructure Growth:



To further support operational needs, BCHC established additional office space in 2024 by renting space adjacent to the 46 Point Finger Road facility, expanding capacity and improving staff working conditions. Recruitment also began for a full-time facilities resource to ensure the safety, maintenance, and optimisation of the Centre's physical infrastructure.

ENHANCING EARLY DETECTION & TREATMENT SERVICES

Bermuda Cancer and Health Centre offers an impressive suite of diagnostic, treatment, and supportive services focused on cancer prevention, early detection, and care:

CANCER CARE SERVICES

- Breast Health Services: Annual breast cancer screening, diagnostic follow-up of abnormal findings, and biopsy coordination and diagnosis.
- Cancer Navigation: Personalised support to guide physicians, patients and families through diagnosis, treatment planning, and follow-up care.
- Radiation Therapy: Provided in affiliation with Dana-Farber Brigham Cancer Centre, BCHC offers on-island, evidence-based treatment for a range of cancers, minimising the need for overseas care. The service is accredited by ACRO.

Diagnostic Imaging (DI): The Frontline of Early Detection

Bermuda Cancer and Health Centre provides high-quality, accredited imaging services to support early detection and diagnosis. The Centre operates a dedicated imaging unit equipped with:

- 3D Mammography: CAR-accredited imaging for early breast cancer detection.
- Two Mammography Machines: BCHC offers advanced 2D and 3D mammography. These machines enable accurate and efficient breast cancer screening and diagnostics.
- Breast Ultrasound: A vital tool for evaluating abnormalities detected on mammograms or clinical exams, and particularly useful for patients with dense breast tissue.
- Breast Biopsies: Both ultrasound-guided and stereotactic.
- Bone Densitometry (DEXA): Used for osteoporosis screening and monitoring. A digital DEXA scanner is used for bone health assessment, allowing for early detection and monitoring of osteoporosis and other bone conditions.
- Cancer Genetic Testing: Hereditary Cancer Risk Assessments and Genetic Testing: Offered in partnership with international experts to help individuals understand inherited cancer risks and make informed decisions about prevention and surveillance.

ACCREDITED AND TRUSTED

Our mammography services are accredited by the Canadian Association of Radiologists (CAR), ensuring adherence to rigorous standards for image quality, safety, and clinical best practices.



The staff were just amazing.”

“I’ve gone for my mammogram every year since I was eligible, and every year I waited for the call, but it never came. Until 2018. I had my regular mammogram in January and received a callback, which was a shock. I then had an ultrasound, followed by a biopsy at the hospital, and was diagnosed with stage one breast cancer.

From there, I had to decide who would perform the surgery, and afterwards, I began radiation therapy at Bermuda Cancer and Health Centre. I saw the wonderful Dr Fosker, oh my gosh, amazing. He reassured me so much. I’m claustrophobic, and I didn’t know what to expect from treatment, so I asked to see the machine beforehand. That visit was incredibly reassuring. They explained everything clearly and told me I would always be in contact with someone during treatment, even though I’d be in the room alone.



I can’t say enough about how wonderful the staff were, they were just amazing. I was fortunate to have 18 treatments. I volunteer at the Red Cross Thrift Shop on Mondays and Fridays, and on those days I would nip up to the Centre, have my treatment, and return straight back. It was a very reassuring experience.

I would encourage everyone not to be intimidated by the radiation unit. The staff are so kind and reassuring, they really are great.”

-

SUSAN GARLAND
CANCER SURVIVOR

LEADERSHIP AND WORKFORCE GROWTH

In 2024, internal promotions were made filling the roles of Clinical Manager and Chief Technologist, respectively. These roles have enhanced management, foresight, and departmental organisation, while fostering both technical and professional advancement. Additionally, two new mammography technologists joined the team, improving appointment availability and service timeliness.

TECHNOLOGY & QUALITY IMPROVEMENT

- **Image Archiving System Upgrade:** Initial meetings with Answer Medical Solutions in January 2024 initiated plans to implement a new image management system (Sectra PACS) to help doctors access scans faster to replace the current GE system, enhancing image storage and accessibility.
- **Patient Electronic Medical Records System (EMR):** A major upgrade in July 2024 ensured our EMR system was current.
- **Ongoing Quality Improvement:** A formal Continuous Quality Improvement (CQI) programme was launched in March 2024 to monitor incidents, increase awareness, and reduce errors within the department.
- **Breast Density Notifications:** In December 2024, BCHC updated its breast lay letters to comply with new ACR and U.S. legislation, informing patients of their breast density—an important step in empowering women with the knowledge needed for informed decision-making.

PATIENT SATISFACTION & SERVICE IMPACT

- 99% of patients reported satisfaction with our imaging services.
- 100% would refer a friend or family member to BCHC.
- Feedback from monthly post-exam surveys led to several improvements, including upgrading changing room doors in response to patient suggestions in March.

2024 IMAGING ACTIVITY HIGHLIGHTS:

10,568

total appointments across
all imaging services

7,436

mammograms performed
(6,220 were screening exams)

1,225

Breast Ultrasounds

176

Breast Biopsies

1,507

DEXA Scans

1,012

patients received real-time consultation with
our on-site breast specialist radiologist

EQUAL ACCESS FUND IMPACT IN DIAGNOSTIC IMAGING:

\$156,481

subsidised for
underinsured patients

\$128,056

subsidised for
uninsured patients

1,559

patients benefited from subsidised services

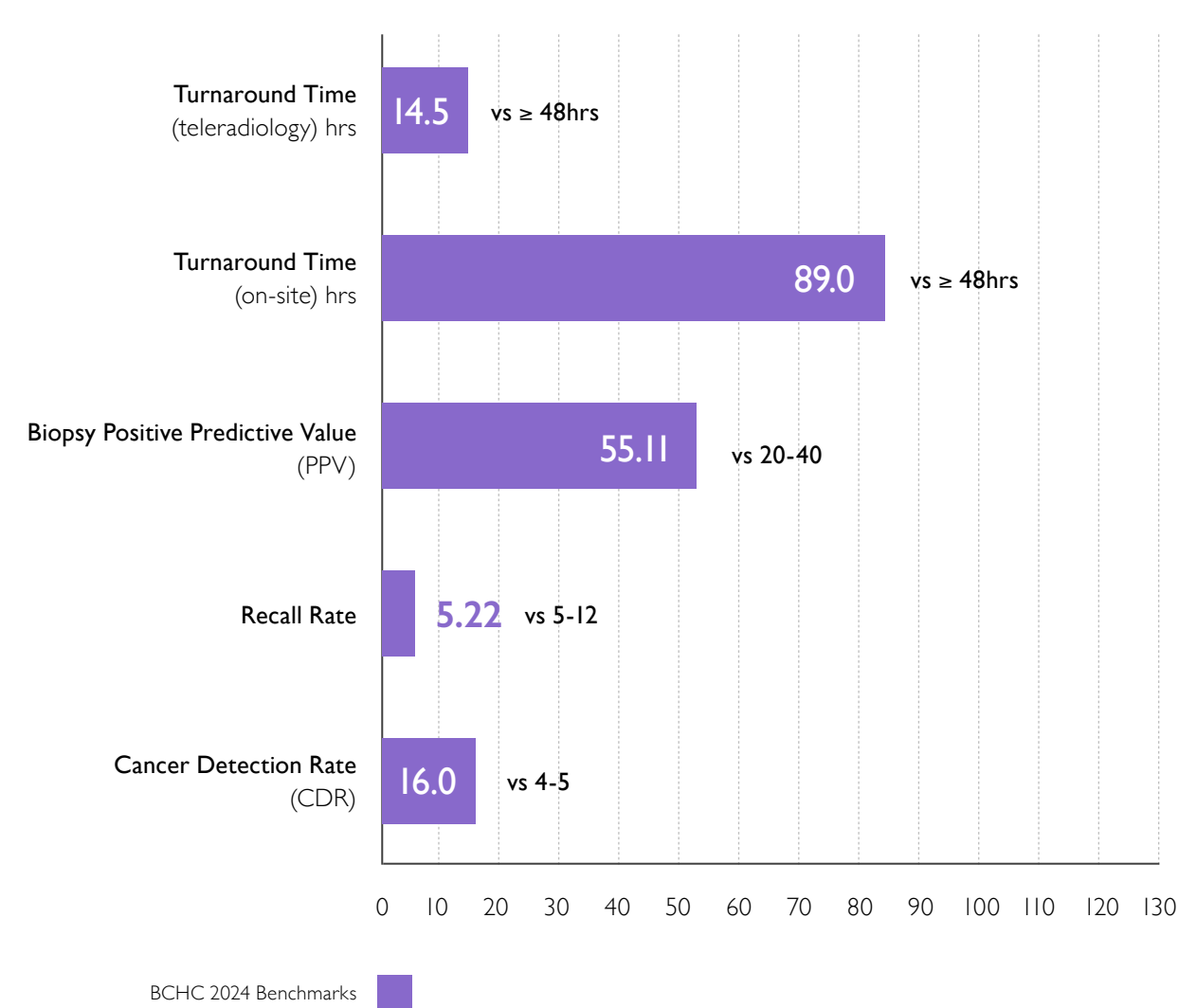
Advanced ultrasound, breast biopsies, and DEXA scans were provided to ensure timely, equitable access to diagnosis.

PERFORMANCE BENCHMARKS

These benchmarks show that our imaging services not only meet but often exceed international standards, ensuring donors' support translates into world-class care right here at home.

- Cancer Detection Rate (CDR): 16 detections per 1,000 screenings (97 of 6,220) – significantly exceeding the 4–5/1,000 benchmark
- Recall Rate: 5.22% (325 of 6,220) – within the 5–12% benchmark
- Biopsy Positive Predictive Value (PPV): 55.11% (97 of 176) – well above the 20–40% benchmark
- Turnaround Time for Results: 89% of on-site readings within 48 hours; international teleradiology services achieved 14.5% within 48 hours

BCHC 2024 Breast Imaging Performance vs. International Benchmarks





VARIAN
medical systems

BEAM

Radiation Therapy (RT): World-Class Cancer Treatment at Home

Delivering world-class cancer treatment at home in Bermuda

In 2024, Bermuda Cancer and Health Centre's Radiation Therapy Unit entered its eighth year with strength, vision, and renewed purpose. Following a multi-year quality improvement journey, the Unit completed all necessary work to achieve international accreditation from the American College of Radiation Oncology (ACRO), with formal accreditation anticipated in early 2025.

Through our partnership with Dana-Farber Brigham Cancer Center, each patient benefits from internationally benchmarked protocols, peer-reviewed treatment plans, and a compassionate, local care

WORKFORCE DEVELOPMENT & SUCCESSION PLANNING

Recruitment and retention remain essential to sustaining and advancing our services. In 2024, Bermuda Cancer and Health Centre strengthened its clinical team with key appointments that support both programme growth and future leadership development. These included a new Clinical Physicist, a Radiation Oncologist, and a Bermudian Chief Therapist. We also welcomed three new staff therapists—one of whom is Bermudian.

To build on this momentum, we are committed to:

- Continuing targeted recruitment, with a focus on Bermudian clinicians
- Expanding cross-training to mitigate single-point vulnerabilities
- Establishing a formal succession and mentorship framework for clinical leadership



INVESTING IN LOCAL TALENT

BCHC is proud to foster opportunities for professional advancement. In a full-circle moment, our new Radiation Oncology Nurse returned to the Centre after initially joining in 2017 and later pursuing her nursing qualifications. Her return exemplifies the strong connections our staff maintain with the Centre and reflects our commitment to supporting career development and internal progression.

“The Bermuda Cancer and Health Centre Radiation Therapy Unit is a near mirror image of our sites in Boston. We have parity in technology, centralised treatment planning, and shared clinical approaches. Every

week, the Bermuda team presents new patient cases to our physicians in Boston, ensuring patients in Bermuda receive the same high standard of care as those in our own hospitals. It is a deeply meaningful collaboration.”

-
DR. SHYAM TONGATURU
MASS GENERAL BRIGHAM



Cancer Survivor – Twice Over



“If there’s one thing I’ve learned through my battle with cancer, it’s that resilience is everything.”

Arthur Glasford’s cancer journey began in February 2020 with something seemingly minor—persistent early-morning nosebleeds. After several GP visits and a referral to ENT specialist Dr. Philip Bell, a long-hidden polyp was discovered in his nostril. Surgery followed, and the results were unexpected: squamous cell carcinoma, a rare form of skin cancer.

Arthur, a seasoned police officer, approached the diagnosis with composure. “I put up a wall,” he says, “but behind it, I knew my life had changed forever.”

He travelled to Brigham and Women’s Hospital in Boston for further treatment. Surgery was successful, but radiation therapy remained. Back in Bermuda, Arthur began 33 rounds of radiation at Bermuda Cancer and Health Centre. “The process was tough,” he recalls, “but the incredible nurses helped me through each session.” Their encouragement, care, and professionalism carried him through one of the most mentally and physically demanding chapters of his life.

Arthur was declared cancer-free, and life began to return to normal. But in 2022, a routine CT scan revealed a dark spot on his diaphragm. This time, the diagnosis was Non-Hodgkin’s Lymphoma.

The setback came just as he had been selected for a prestigious Senior Leadership Training Course at the FBI Academy. With treatment now the priority, Arthur deferred his attendance and once again began the fight. Care continued at Mass General in Boston, and radiation resumed at Bermuda Cancer and Health Centre.

Arthur completed treatment in March 2023 and just days later walked through the gates of the FBI Academy. He completed the 13-week programme without requesting special treatment. “In June 2023, I proudly graduated,” he says.

Arthur’s story is one of strength, perspective, and gratitude. He credits much of his resilience to his mindset and the unwavering care of his medical teams:

Reframing fear as strength,
Finding meaning in struggle,
Transforming pain into purpose,
Celebrating every small victory,
Leaning on his support system,
Practising daily gratitude.

“The staff at Bermuda Cancer and Health Centre made a difficult process manageable. Their professionalism, compassion, and encouragement were invaluable. I am alive today because of the care I received from the dedicated team here at home and at Mass General and Brigham and Women’s Hospital in Boston. Thank you for saving my life, not once, but twice.”

ARTHUR GLASFORD
A TWO-TIME CANCER SURVIVOR

whose cancer pathway
spanned the ocean.



PATIENT VOLUME AND EQUITY

Our RT Unit treated 201 new patients and delivered over 3,100 treatment sessions (fractions) in 2024. Notably, 60% of our patients identified as Black, reflecting both Bermuda's demographics and BCHC's commitment to equitable access. The Equal Access Fund continued to ensure that patients, regardless of insurance status, received timely and essential care.

In 2024, the Centre's prostate cancer follow-up pathway became more efficient with the formal establishment of a specialised nurse-led clinic. Patients with straightforward care needs, previously managed by physicians, are now seen in this clinic under the ongoing oversight of our medical team. This evolution has not only allowed doctors to dedicate more time to complex cases but also ensured that patients receive personalised care without potential delays tied to physician scheduling.

EQUAL ACCESS FUND IMPACT IN RADIATION THERAPY:

The Equal Access Fund is vital in helping patients

afford radiation therapy, particularly when insurance does not fully cover costs or for those without insurance.

\$1,235,505

subsidised for underinsured patients

\$311,088

subsidised for uninsured patients

525

patients benefited from subsidisation, ensuring no one is left behind in their cancer treatment journey.

The 525 includes subsidisation for all RT services, including radiation therapy/ KEMH med onc overflow, follow-up consults & consults resulting in no radiation treatment.

CLINICAL EXCELLENCE BY THE NUMBERS,
QUALITY & SAFETY BY THE NUMBERS

Performance Area	2024 Outcome	Benchmark
New Patients Treated	201	N/A
Sessions Delivered (fractions)	3,123	N/A
Machine Uptime	98.4%	>95%
Sim → Treatment Start	<14 days avg.	<14 days
Treatment Completion Rate	97.9%	≥90%
Severe Toxicity Rate	<8.9%	<10%
Satisfaction Rated “Excellent”	89.8%	≥85%
Patients Recommending BCHC	100%	N/A
External Case Peer Review (BWH)	95% within first week	95%

These figures reflect a commitment to excellence, safety, and the timely, compassionate care your donations help sustain.

INNOVATION & INVESTMENT IN
CONTINUOUS QUALITY OF CARE IN 2024

- ACRO Accreditation: Voluntarily entered the American College of Radiation Oncology (ACRO) Practice Accreditation Program (PAP), a rigorous, multi-year quality assurance process. The programme requires the submission of a detailed application and an independent external review to assess clinical practices, patient safety, and operational protocols. Confirmation of full ACRO accreditation is anticipated in the first quarter of 2025, affirming the Centre’s commitment to excellence in radiation oncology care.
- Initiation of the SCOPE Project: Business case and planning for new treatment planning systems and technology to support faster workflows and greater precision
- Digital Transformation: Automation of KPI tracking and readiness for research and outcomes benchmarking.



Why On-Island Radiation Therapy Matters

Before 2017, patients often had to travel overseas for radiation treatment, posing financial, emotional, and logistical burdens. Today, BCHC delivers care with:

01. IMPROVED ACCESS TO LIFESAVING TREATMENT

Before BCHC opened its Radiation Therapy Unit in 2017, patients had to travel overseas—often to the US or UK—for treatment. This posed logistical, emotional, and financial burdens, especially for those requiring daily treatments over several weeks. Having radiation therapy in Bermuda removes these barriers and ensures that all residents have equitable access to timely cancer care.

02. BETTER TREATMENT OUTCOMES

Radiation therapy is time sensitive. Delays in starting treatment or interruptions during the treatment cycle can compromise outcomes. On-island care reduces delays and supports better continuity of care, leading to improved survival rates and fewer complications.

03. REDUCED FINANCIAL AND EMOTIONAL BURDEN

Travelling abroad for treatment can result in significant out-of-pocket costs, including airfare, accommodation, meals, and loss of income. It also separates patients from their support systems. Local care allows patients to remain in their homes and continue working or

caring for their families during treatment, reducing stress and financial strain.

04. HIGH-QUALITY, ACCREDITED CARE

BCHC's Radiation Therapy Unit delivers world-class care in affiliation with Dana-Farber Brigham Cancer Center and is accredited by the American College of Radiation Oncology (ACRO). Patients receive care that meets international standards—without leaving the island.

05. STRENGTHENS BERMUDA'S HEALTHCARE INFRASTRUCTURE

By providing advanced cancer treatment locally, BCHC supports the broader healthcare system, helping reduce pressure on overseas referral systems and strengthening Bermuda's capacity to manage complex, non-communicable diseases like cancer.

WHAT PATIENTS ARE SAYING

“It was easier and better because you’re closer to family and friends.”

“I went to Dr Moore because I kept having this pain in my neck. He gave me a few things to try, but the pain didn’t go away. Eventually, he sent me to another doctor for some tests. That’s when they said, ‘We think you might have lung cancer.’

From there, it all happened quickly—six weeks of treatment, chemo once a week, then radiation. I did all of that in Bermuda, at Bermuda Cancer and Health Centre. I only went to Boston to confirm what was going on. They found a small cancer and then transferred me back here for treatment.

Everybody at the Centre was so nice and sweet to me. Beautiful girls treated me so well. I was so thankful, I even brought them a little thank-you: Junior

baked bread and Banana made cake, and I brought it all in on a platter. I’m glad I could have my treatment here in Bermuda. It was easier and better, because you’re closer to your family and friends. I was very happy with them—and I think they were happy with me too. It was a really nice experience.

If you ever have to go through something like this, I’d prefer to have it done here, where your doctor knows you and your people are nearby. It just makes everything better.”

—
CREAVERY SMITH
LUNG CANCER SURVIVOR



Future Growth in Clinical Services

As part of our Longtail Strategic Project, 2024 marked the beginning of a bold and necessary exploration into how Bermuda Cancer and Health Centre must grow to meet the evolving needs of our community. Through this comprehensive planning process, we are identifying key priorities: expanding space, integrating new technologies, introducing additional services, and strengthening patient pathways across Diagnostic Imaging, Cancer Navigation, Radiation Therapy, and wellness care.

One of the first steps in this journey is the upgrade of the older of our two mammography machines—a project launched in 2024 and scheduled for completion by mid-year 2025. This investment will significantly improve departmental efficiency and increase capacity, ultimately reducing wait times for breast screening and diagnostics.

In anticipation of increased demand, plans are also underway to add a second ultrasound machine and

a dedicated procedure room. As breast screening volumes grow, so too will the need for timely follow-up imaging and biopsies—this expansion ensures we remain ready to meet that need.

What’s emerging is a clear picture: our services are growing, and our infrastructure must grow with them. From technology upgrades to expanded facilities and additional staffing, both clinical and administrative, the coming years will require strategic investments to sustain and elevate the quality of care we deliver.

LOOKING AHEAD

As BCHC continues to grow, the priorities for 2025 include:

- Expanding research partnerships and academic collaborations
- Enhancing data governance and launching patient-reported outcomes collection
- Continuing to invest in local clinical talent and succession planning

BCHC is more than imaging and treatment. It is a commitment to equity, excellence, and every person who walks through our doors.

Strategic Workforce Expansion:

Behind-the-Scenes Growth

In 2024, BCHC strengthened not only its clinical team, with new DI technologists, radiation therapists, and a Clinical Oncologist, but also the forward planning and added essential non-clinical roles critical to advancing care. These included recruitment for a Chief Transformation Officer (CTO), HR Lead, data analysts, and administrative leads who once on board in 2025 will help the Centre build a stronger digital, operational, and decision-support backbone to meet increasing demand and complexity.

In alignment with the Centre's leadership transition, BCHC introduced its first Chief Operations Officer (COO) in 2024, a pivotal role that enhances executive oversight and drives continued operational excellence

in the future. The COO role was filled internally and oversees key non-clinical functions, including finance, HR, facilities, compliance, and IT, and is integral in executing the Centre's strategic vision.

This growing team supports our commitment to seamless patient pathways and robust infrastructure, ensuring that from first contact to follow-up, care remains patientcentred and data-driven.

Also in 2024, a **\$7.4M** capital budget was approved to support strategic priorities starting as early as Q1 2025, including the purchase of property, upgrades to ageing medical equipment, planning for new clinical services, and HVAC infrastructure improvements.



WHAT PATIENTS ARE SAYING

"I was diagnosed with prostate cancer in April 2023, and it was a very scary time for me and my family. But the team at Bermuda Cancer and Health Centre walked me through every step. They explained the treatment plan, answered all my questions, and treated me with such care and dignity. The radiation therapy sessions were not as hard as I thought they'd be, and I was able to continue working through most of my treatment. The fact that I could receive this care here at home in Bermuda meant everything to me. I didn't

have to travel overseas and leave my family behind. I'm now cancer-free and incredibly grateful for the support I received."

—
MIGUEL WALKER
RADIATION THERAPY PATIENT (1965-2025)

Shared prior to his passing in 2025.



Technology, Digital & Facility Transformation

BCHC advanced its digital infrastructure with multiple technology upgrades aimed at improving care efficiency and resilience.

Key accomplishments included:

- Successful upgrade of existing clinical software and introduction of new platforms to streamline patient care workflows
- Strengthening cyber resilience with continuous monitoring, staff training, and new security tools—resulting in zero reported breaches in 2024

- Initiation of digital transformation strategies to improve workflow efficiency accessibility and the overall patient experience

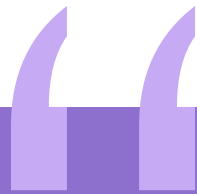
- Early exploration into artificial intelligence (AI) applications to enhance clinical decision-making, operational efficiency, and innovation

To support its administrative operations, BCHC rented additional office space, increasing capacity and enhancing staff working conditions. Recruitment also began for a full-time facilities resource to ensure the safety, maintenance, and optimisation of the Centre's physical infrastructure.

Governance, Risk & Compliance

To support sustainable growth and ensure regulatory integrity, BCHC initiated several stewardship initiatives:

- Recruited for the Centre's first dedicated Risk and Compliance Officer to lead oversight and regulatory initiatives
- Implemented a comprehensive PIPA compliance framework ahead of the January 1, 2025 deadline, aligning clinical operations with data privacy standards
- Plans were initiated in 2024 to modify the Centre's waiting room and other patient-facing areas, aiming to ensure further compliance with privacy and accessibility standards



FROM THE BERMUDA HEALTH COUNCIL:

During recent challenges within Bermuda's oncology landscape, Bermuda Cancer and Health Centre (BCHC) demonstrated exceptional agility and expertise by providing critical outpatient oncology services, significantly reducing the need for overseas patient care. Leveraging their skilled oncology team and robust, innovative care model, BCHC has

proven its capability to deliver advanced cancer treatment in a cost-effective, community-based setting. Aligned with international best practices, BCHC represents a valuable asset to Bermuda's health system and exemplifies the potential for outpatient oncology care to complement and enhance the overall delivery of cancer services on the island.

Financial Growth & Transparency

How Donations Drive Impact

In 2024, Bermuda Cancer and Health Centre received generous philanthropic support that directly enabled growth across our core mission areas: patient care, clinical infrastructure, and education. Funds raised were strategically allocated to:

EQUAL ACCESS FUND

Patients are encouraged to prioritise their health by accessing regular screenings and essential cancer care without the added stress of financial concerns. At BCHC, no co-pays or out-of-pocket payments are ever required for screening, diagnostic, or treatment services. A dedicated financial assistance fund—primarily supported by community and corporate donations—ensures that individuals who are uninsured or underinsured receive timely access to care. While some patients choose to make a voluntary donation in appreciation of the support received, such contributions are entirely optional.

RADIATION THERAPY PATIENT FUND

Providing financial relief for patients undergoing radiation treatment by helping offset associated costs such as transportation, accommodation, and other treatment-related expenses.

MOBILISE FOR MAMMOGRAMS CAMPAIGN

A dedicated fundraising initiative to replace one of the Centre's ageing mammography machines, ensuring continued access to high-quality breast screening for the Bermuda community.

UNRESTRICTED FUNDS

Offering the flexibility to invest where the need is greatest, these funds supported equipment upgrades, technology enhancements, and professional development, directly strengthening the quality and reach of our care.

CANCER PREVENTION EDUCATION

Supporting community, corporate, and school-based outreach to teach individuals how to reduce their cancer risk through informed daily lifestyle choices. These programmes are essential in promoting long-term public health.



Your donations fuel real and lasting change. Thanks to your generosity, in 2024 the Centre was able to subsidise the cost of services for patients without health insurance or where insurance did not cover 100%, enhanced our screening technology, and invested in the reduction of cancer risk for the community. These contributions not only improved care in the present, but they also laid a foundation for stronger, more equitable cancer services in the years ahead.

ENSURING FINANCIAL SUSTAINABILITY

We continue to meet all reporting requirements and follow rigorous internal controls and oversight. This ensures that every donated dollar is used efficiently and with maximum impact on patient outcomes.

Our finance and leadership teams remain committed to transparency, accountability, and long-term fiscal health.

Looking Ahead: In 2025, we anticipate key fundraising priorities to include:

- Development of new patient services
- Additional imaging and diagnostic equipment
- Expansion of the Cancer Navigation Team and the Marketing & Fundraising Team
- Investment in staff training and retention
- Purchase of new physical space and renovations to the existing building

Your ongoing support will directly impact each of these areas.



5-Year Financial Summary

Over the past five years, BCHC has demonstrated strong and responsible financial stewardship. This consistency has enabled the expansion of cancer prevention, diagnostic, and treatment services; enhancement of infrastructure; and investment in a growing and specialised clinical and non-clinical workforce. In tandem, a healthy financial reserve has

been built to support stable operations and planned growth.

As a result, the Centre is better equipped to respond to increasing community demand and deliver on its mission of equitable, high-quality cancer care.

FIVE-YEAR FINANCIAL SUMMARY

Audited by Deloitte Ltd. (from 2024, previously KPMG)

	December 31, 2024	December 31, 2023	December 31, 2022	December 31, 2021	December 31, 2020
Revenues					
Clinical services	14,176,230	14,546,182	13,122,570	13,759,367	10,219,174
Donations and fundraising	1,752,878	2,146,315	1,937,661	1,658,480	1,696,715
Dividends and interest	273,827	124,898	44,962	34,239	47,339
Other revenue	21,724	23,628	62,985	19,522	95,292
Total revenue	\$16,224,659	\$16,841,023	\$15,168,178	\$15,471,608	\$12,058,520
Expenses					
Staff expenses	8,073,562	6,400,959	5,309,016	4,914,803	4,223,879
Operating expenses	1,991,670	1,998,085	1,819,621	1,767,579	1,710,898
Clinical services	2,707,135	2,743,565	2,752,762	2,286,389	2,228,430
Donated services	1,802,193	1,849,368	2,098,253	2,236,931	1,955,630
Education programmes	68,908	82,730	47,368	48,574	15,104
Legal and professional	756,256	677,087	519,616	395,993	399,341
Marketing and fundraising	111,582	123,314	187,061	137,518	86,202
Total expenses	\$15,511,306	\$13,875,108	\$12,733,698	\$11,787,787	\$10,619,484
Excess revenues (expenses)	\$713,353	\$2,965,915	\$2,434,480	\$3,683,821	\$1,439,036
Assets	25,006,696	22,929,491	20,710,351	19,090,757	16,803,937
Liabilities	4,240,486	2,876,634	3,623,410	4,438,295	5,835,296
Net assets	\$20,766,210	\$20,052,857	\$17,086,941	\$14,652,462	\$10,968,641
Comprised of:					
Unrestricted net assets	20,247,144	19,690,338	16,701,758	14,035,174	10,360,643
Restricted net assets	519,066	362,519	385,183	617,288	607,998
	\$20,766,210	\$20,052,857	\$17,086,941	\$14,652,462	\$10,968,641

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



Donor Spotlights & Community Impact

BCHC's donors and event participants make our work possible. Signature fundraising events included Relay For Life presented by Liberty Mutual Bermuda, the BF&M Breast Cancer Awareness Walk, AXA XL Man on the Run, and MOvember Bermuda. These efforts directly supported patient care and prevention programmes.

In addition to the impressive results of our community fundraising events, we are proud to spotlight a few of the generous individuals and organisations who make our mission possible. Their stories reflect the deep compassion and commitment of those who stand behind BCHC.

Celebrating the Power of Giving

Our donors and community supporters played a crucial role in our success:

RELAY FOR LIFE OF BERMUDA PRESENTED BY LIBERTY MUTUAL BERMUDA

- **Raised \$739,738** with a 13 member volunteer event committee, 107 teams equalling 2,376 participants, 2,503 general admissions and 100% of event expenses covered by sponsorship, meaning that every dollar raised by teams could support the cause.
- Impact: This community-driven event supports BCHC's Equal Access Fund, ensuring uninsured and underinsured individuals can access critical cancer prevention, early detection, treatment, and support services.

DONOR SPOTLIGHT:

"Liberty Mutual Bermuda is a long-standing supporter of Relay For Life and the Bermuda Cancer and Health Centre because we believe in the critical importance of their mission. The unwavering commitment to fighting cancer and providing vital support to patients and their families resonates deeply with our values. Together, we strive to foster a community of hope, awareness, and resilience, ensuring that no one faces cancer alone."



BF&M BREAST CANCER AWARENESS WALK

- **Raised \$170,237** with 2,265 registered participants (an increase from 1,917 in 2023).
- Impact: This event amplifies the message that early detection saves lives, directly supporting Bermuda Cancer and Health Centre's breast cancer awareness and screening programmes. In 2024, funds raised contributed to the Centre's Mobilise for Mammograms campaign.

By providing advanced cancer treatment locally, BCHC supports the broader healthcare system, helping reduce pressure on overseas referral systems and strengthening Bermuda's capacity to manage complex, non-communicable diseases like cancer.



AXA XL MAN ON THE RUN 5K

- **Raised \$39,244** with the highest-ever male-only participants: 423 (up from 386 in 2023).
- **Impact:** 100% of funds support local men's health initiatives, including health presentations, and financial subsidies for radiation therapy.



MOVEMBER BERMUDA™

- Raised \$74,389 in support of men's health initiatives.
- **Impact:** Supports BCHC's Equal Access Fund, providing subsidised clinical services for men's health.



OTHER AREAS OF GIVING

• Commemorative Tile Wall:

Located in the Centre's entryway, the Commemorative Tile Wall offers a meaningful way to honour loved ones, mark special milestones, or celebrate survivorship. Each backlit, coloured tile can feature a name, message, or company logo in memory or in honour. Contributions begin at \$500 for an outer border tile, creating a lasting tribute while supporting accessible cancer care.

DONOR SPOTLIGHT:

Tony Bari was a celebrated and much-loved pianist and entertainer. Over the past 40 years, he graced many of the island's hotels, restaurants, and bars with his talent. Tony was well known for playing the piano at Fourways Inn, serving as the organist at St. Anthony's Church, and hosting a radio show on 1450 AM Gold.

Mr. Bari sadly passed away from cancer at the age of 74. In his memory, his wife, Marlene Bicchieri, honoured his legacy by purchasing a tile on the Commemorative Tile Wall located in the Centre's lobby. Each tile supports the Equal Access Fund, which helps subsidise the cost of services for individuals whose health insurance does not fully cover their care, as well as for patients without insurance.



OTHER AREAS OF GIVING CONT.

- **General Donations:** Contributions from individuals and businesses sustaining core services.
- **World Cancer Day:** Funds raised to support global awareness and local cancer care initiatives.
- **Breast Cancer Awareness Month:**

DONOR SPOTLIGHT:

Dink for Pink 2024, Serving Up Support for Breast Health.

Community spirit was in full swing at the 2024 Dink for Pink pickleball fundraiser, which combined sunshine, sport, and purpose to create an unforgettable day. The event radiated positive “pink” energy, drawing enthusiastic participants and supporters together to raise funds for breast health services at Bermuda Cancer and Health Centre.

Through entry fees, raffles, on-site sales, and generous donations, the event raised an outstanding **\$8,705**. This includes \$5,165 from online registration and donations, \$3,440 raised at the event, and a post-event gift of \$100. We are deeply grateful to the organisers, volunteers, and every player who made this event such a success. Your energy and generosity directly support equal access to life-saving care for women in our community.



- **Annual Appeal:** Year-end campaign contributions directly supporting patient care.
- **Other Initiatives (TBC):** Additional campaigns and donor-driven initiatives.

DONOR SPOTLIGHT:

BF&M and Aspen, Driving Innovation and Sustainability in Cancer Care.

Thanks to the generous support of BF&M and Aspen, Bermuda Cancer and Health Centre has taken an exciting step toward a more sustainable future with the addition of a brand-new electric van to our fleet. This environmentally friendly vehicle not only supports our efforts to reduce operational costs but also reflects our shared commitment to innovation, community health, and environmental responsibility. Their investment enables us to deliver services more efficiently while aligning with broader goals of sustainability—an impact that goes far beyond the road.

Pictured: Adam Barboza, VP Corporate Social Responsibility and Sustainability at Aspen Insurance Group, Azuree Williams of the Centre and Jai-Michael Phillips, Head of Life and Health at BF&M Group



Empowering Our Community Through Education

At Bermuda Cancer and Health Centre, we believe that prevention begins with education. In 2024, our health education programmes reached over 3,000 people, empowering individuals of all ages to make informed, cancer-smart choices. Whether through schools, workplaces, camps, or community groups, we're bringing cancer prevention to life—one conversation at a time.

SUNSMART

Grant funded by the St. Baldrick's Foundation and now in its 10th year with the Endeavour Programme, SunSmart continues to protect Bermuda's youth through school and summer camp programming. This vital initiative teaches children, and the adults responsible for them, how to stay safe in the sun and reduce their lifetime risk of skin cancer.

“Studies show that most sun damage occurs before the age of 18. That's why SunSmart focuses on building lifelong habits early.”

KNOW YOUR LEMONS®

Presented by our certified Lemonista, this breast health education session uses engaging visuals and plain language to teach the signs of breast cancer. Designed by Dr. Corrine Ellsworth-Beaumont, Know Your Lemons helps women feel confident in understanding their bodies and detecting cancer early.





LUNGSMART

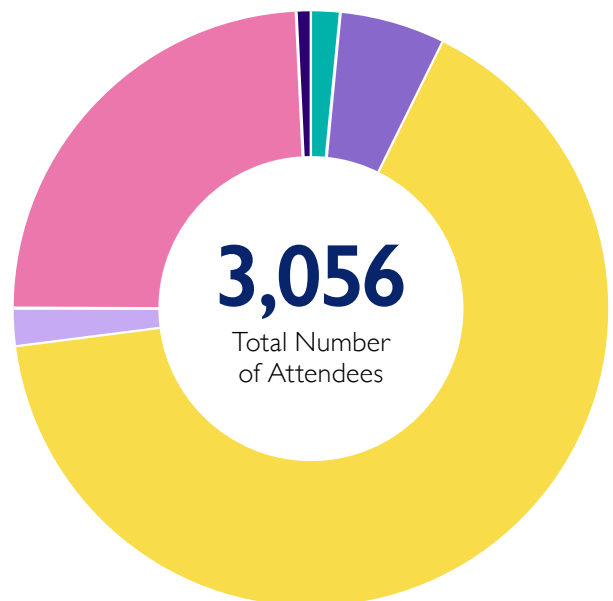
LungSmart returned in 2024 to tackle the rising use of tobacco and vaping among youth. With updated, evidence-based content, this interactive programme helps young people understand the health and financial consequences of tobacco—setting them up for smoke-free futures.

REDUCE YOUR CANCER RISK

This concise, impactful session outlines 8 lifestyle choices proven to lower the risk of cancer. Designed to complement wellness initiatives in schools and workplaces, it supports long-term behaviour change by focusing on daily, achievable actions.

2024 EDUCATION IMPACT AT A GLANCE

- Total participants reached: **3,056** directly through presentations, an additional **7,000+** view messaging at Centre events
- Schools, camps & organisations engaged: **107**
- Celebrated Milestone: SunSmart celebrates a 10-year partnership with the Endeavour Programme
- Emerging focus: Youth vaping & smoking prevention via LungSmart relaunch



Public Health Talks: 39	LungSmart: 45
Health Fairs: 183	Know Your Lemons: 764
SunSmart: 2,014	Reduce Your Cancer Risk: 11

In Tribute: Peter Green (1935-2024)



A Legacy of Compassion and Commitment
Bermuda Cancer and Health Centre honours the life and legacy of Peter Green, whose visionary generosity and steadfast support helped transform cancer care in Bermuda.

Originally from Manchester, England, Peter made Bermuda his home with his wife Mary Jean Mitchell Green. After Mary Jean's passing from breast cancer in 1990, Peter and his family became long-standing champions of our Centre. Their enduring generosity began with a major fundraising campaign in 2010 that enhanced our equipment and patient services, followed by the dedication of the Mary Jean Mitchell Green Ultrasound Suite in 2012.

In 2017, the Green family played a pivotal role in the establishment of our \$10 million Radiation Therapy Programme, a groundbreaking step that brought vital cancer treatment to Bermuda. Today, their name is etched into the very walls of our

Centre, a visible reminder of their profound impact.

Peter's philanthropy extended far beyond our doors. Through the Green Family Scholarship, launched in 2007, more than 175 Bermudian students have accessed higher education. His support of Saltus Grammar School and Prospect College in Jamaica further illustrates his belief in the power of education and community investment.

Peter Green's legacy lives on—in the patients who receive life-saving care, in the students whose futures he helped shape, and in the countless lives improved by his unwavering commitment to Bermuda.

We are deeply grateful.

THANK YOU, PETER.

Board of Directors

Our Governing Body

Our volunteer Board of Directors serves as our governing body, providing strategic oversight and stewardship to ensure that Bermuda Cancer and Health Centre remains committed and focused on delivering high-quality cancer care and services to our community.

Glen Gibbons President Bermudian Insurance Executive, Retired	Jennifer Haworth Vice President Bermudian Director and Head of Dispute Resolution, MJM Limited	Tamara Anfossi Director Assistant Director, Bermuda Monetary Authority	Dr. Chris Fosker Director British (SOB) CEO & Medical Director, Bermuda Cancer and Health Centre
Dr. Monica Hoefert Director Canadian Physician, Practice of Dr. Monica Hoefert	Lynda Davidson Leader Director Bermudian Cheif Underwriting Officer, Park Indemnity Limited	Melody Johnson Director Bermudian AWAC Services Company (Bermuda), Ltd.	Rebecca Sheperd Director British Chief General Counsel, Park Indemnity Limited
Valerie Smart Platt Director Bermudian Non-executive director of various Old Mutual plc subsidiaries	Lorenzo Ratteray Director Bermudian Group Head of Consumer Solutions at BF&M	Judith White Director Bermudian President, CFIS Bermuda Ltd.	Lynne Woolridge Director Bermudian Chief Executive Officer, Bermuda Cancer and Health Centre

List of Board of Directors FY 2024

Senior Management Team

Our Senior Management Team leads with vision, collaboration, and care. We are always happy to connect, listen, and support. Whether you have a question, an idea, or just want to learn more about our work, please feel free to reach out to any of us, we welcome the opportunity to hear from you.

Lynne Woolridge

Chief Executive Officer
236-0947
lwoolridge@chc.bm

Dr. Chris Fosker

Medical Director
(designate CEO effective Nov. 1)
236-0947
cfosker@chc.bm

Katrina Darell

Chief Administrative
& Compliance Officer
236-7029
kdarell@chc.bm

Anthony Fitzgerald

Chief Transformation Officer
236-1001
afitzgerald@chc.bm

Lisa Ty

Chief Finance Officer
236-1297
lty@chc.bm

**Deborah Titterton
Narraway**

Chief Marketing & Fundraising Officer
236-0949
dnarraway@chc.bm

November
2024

Dr. Chris Fosker
became designate
CEO

Katrina Darell
was promoted to
COO

Summary of Key 2024 Statistics & Benchmarks

Cancer Navigation

Over **100** patients supported through new service

Diagnostic Imaging

7,436 mammograms were performed. **6,220** were screening mammograms, and **1,012** patients received an on-site consultation with the radiologist at the time of their exam.

Radiation Therapy

193 patients were treated with radiation therapy for a total of **201** new patient starts, or 'courses of RT'

Education

3,048 community members reached through cancer prevention presentations

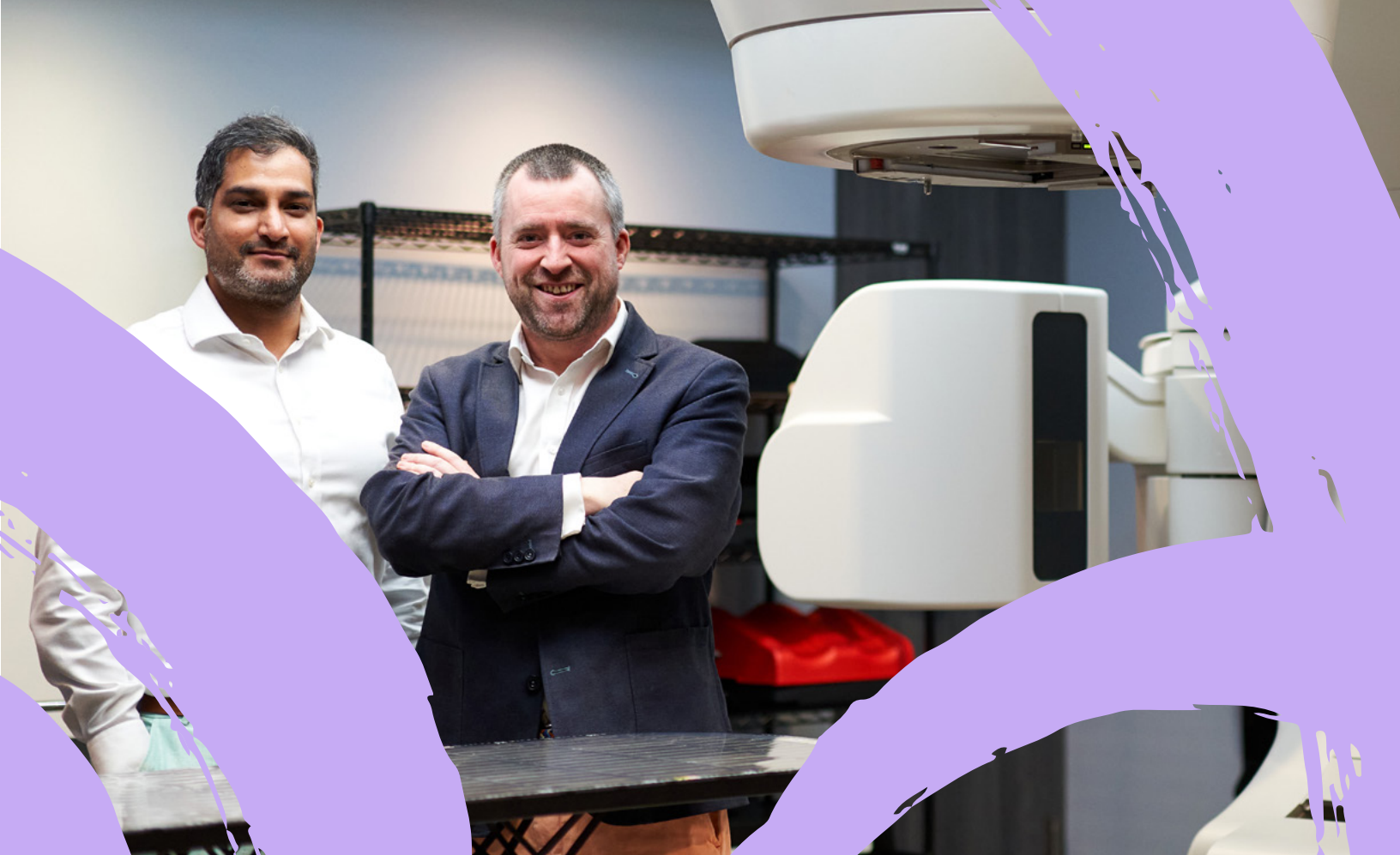
Workforce

Expansion, in both clinical and non-clinical teams, from **37** to **42** staff

Fundraising

Donations aligned with strategic growth goals including raising **\$1.8M** in patient financial assistance.





Call to Action: Join Us in the Next Phase of Growth

Support Bermuda Cancer and Health Centre by donating, volunteering, or participating in our initiatives. Every contribution helps ensure equitable access to world-class cancer care in Bermuda.

Ways to Get Involved:

Visit: <https://www.chc.bm>

Email: dnarraway@chc.bm

Call: +1 (441) 236-1001



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 **Bermuda Cancer
and Health Centre**