

The Annual Report

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GEORGIAN BAY GENERAL HOSPITAL ANNUAL REPORT 2017-2018

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A message to our community

In times of change, one constant remains – Georgian Bay General Hospital (GBGH) is here for our patients. Of any hospital in our region, it is undeniable that GBGH has seen more than its fair share of changes over the past several years, but we have not lost sight of our vision to provide exceptional care to every person, every time.

GBGH has a renewed focus on what is most important to our community, our people and our business. The hospital's new strategic plan outlines three themes under which we will focus our efforts and help us meet the needs of our stakeholders, both internal and external.

GBGH's three strategic themes:

- Engagement and Inclusiveness
- Quality and Safety
- Accountability and Sustainability

The new plan will act as our roadmap for the next five years, guiding our strategy, decision-making and master planning processes.

We are also launching a new website designed to be accessible, mobile-compatible and patient-friendly. We know that our website

is often the first point of contact our patients and community have with the hospital and the new site has been designed with that in mind. Intuitive navigation and a patient-centred information flow will ensure our site's visitors can find the information they need when they need it.

As part of our commitment to ensuring we provide the best patient and family experience, we have expanded our patient relations program to gather feedback and learn where we can improve the care we provide. We know we must continually improve our service and this will help us do that in a timely, effective manner.

We look forward to your continued support as we strive to fulfill our mission - improving the health of the communities we serve.

Patrick McNamara
Chair, Board of Directors

Gail Hunt
President and CEO, GBGH





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Improving the Health of the Communities We Serve

VALUES
Respect
Accountability
Excellence
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VISION
Exceptional Care
Every Person
Every Time



**Engagement & Inclusiveness
Strategic Direction**

- We are an organization of choice for talented people
- We are engaged with our patients and their families
- We build collaborative partnerships and integration opportunities to improve patient experience and outcomes
- We respect the diversity of the people we serve, including our indigenous and Francophone communities

Strategic Objectives

- Develop high-performance leaders
- Create partnerships and integration that improve patient experience and outcomes throughout their healthcare journey
- Build accountability and recognition systems
- Invest in our peoples' development and learning
- Develop processes for engaging people

**Quality & Safety
Strategic Direction**

- We ensure the safety of our patients, people and volunteers
- We improve patient experience and outcomes through high quality, inter-professional care based on innovation and best practices'

Strategic Objectives

- Improve safety and well-being for our people and patients
- Create a culture of best practices and evidence-based practices

**Accountability & Sustainability
Strategic Direction**

- We advance our strategic priorities through the responsible and purposeful use of resources
- We are accountable to our people, stakeholders and patients we serve
- We grow our programming to align with community needs

Strategic Objectives

- Leverage technology to improve patient experience and timely access to information
- Responsible financial and resource management
- Building capacity through teaching and mentorship



GBGH Patient and Family Advisory Council: Enhancing the patient experience with unique perspectives

Ray Nason knows GBGH - as a volunteer, a patient and a family member. He and his family have been patients of this hospital through decades of cottaging in the area and now as full-time residents. Having seen GBGH from a variety of perspectives and recognizing its importance in the community, Ray decided to volunteer at the hospital and worked on several special projects during his time here including the Senior Friendly Hospital initiative.

His latest project is acting as co-chair for the hospital's Patient & Family Advisory Council (PFAC). Established in 2016, GBGH started a PFAC to seek patient and family input into all decision-making which touches a patient or family.

"The PFAC will help make our hospital better by ensuring the patient and family perspective, is always considered," says Dawn Major, chief performance officer and PFAC co-chair, GBGH. "The purpose of our PFAC is to advise us of the gaps in care we may not see because as health care professionals, we're so close to it every day. As advisors, they have a fresh set of eyes, bring a different perspective and will help us improve the patient and family experience by bringing their unique input to a variety of hospital initiatives."

Some of the projects in which our PFAC is providing feedback include new identification badges for staff, professional staff and volunteers and touring the Emergency department (ED) construction to make suggestions about improving patient triage and flow during construction. GBGH's PFAC was also involved in the development of the hospital's Quality Improvement Pledge and will soon be consulted in the development of a new Patient Rights & Responsibilities policy as well as the Patient

Handbook. All initiatives circulated by the group have the PFAC seal of approval.

I'm proud of the work PFAC is doing for the hospital and our opinions are sought out, well regarded and respected." says Nason. "The patient's voice is and will be an even more important factor in hospital decision-making

than in the past and our committee, when fully staffed, will truly be partners in care. I greatly value what the hospital has given to our family over the years but our goal is to create an even better experience for patients in the future, while fully supporting hospital operations and efficiencies."



Back row – Karen Roberts, president, GBGH Volunteer Association; Dawn Charbonneau, Decision Support, GBGH; Gail Hunt, president and CEO, GBGH; Shannon Laurin, patient relations and medical affairs coordinator, GBGH

Front row – Ray Nason, PFAC co-chair; Marg Thomson, PFAC advisory; Suzanne Beatty, PFAC advisory

Absent – Angela Bradley, PFAC advisor; Donna Gordon, social worker, GBGH; Dawn Major, PFAC co-chair; Leta Masin, PFAC advisory; Jennifer Stewart, system navigation manager, GBGH

The GBGH PFAC currently has eight members, but is looking to recruit additional volunteers as the PFAC's involvement grows. If you are interested in applying for the PFAC, please contact Dawn Major at majord@gbgh.on.ca or 705-526-1300 ext. 5060.



Meeting the needs of the most vulnerable

We offer a variety of programs for senior community members.

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The Franco-Ontarian flag proudly flies in front of GBGH

Embracing our region's francophone patients

The summer of 2017 was a historic one for GBGH. On July 1, the hospital received its Partial French Language Services designation and in

August Member of Provincial Parliament Marie France Lalonde (Ottawa-Orleans) visited GBGH to make an official presentation. In receiving its Partial French Language Services designation, GBGH has made a commitment to providing designated services in French for francophone patients.

At GBGH that means patients can receive French language services (FLS) from four departments at the hospital – Ambulatory Care, Finance, Human Resources and Switchboard/Registration. To comply with designation, the hospital submits an annual report to the government outlining both our plan to deliver FLS (phone system, external communications, website, forms, surveys, HR plan to recruit of employees proficient in French) and ensures departments have a French-speaking

representative. Overall, there are 34 criteria GBGH must meet to maintain its designation.

In the past year, GBGH served 525 patients who self-identified as francophone, representing 0.6 per cent of its patient population. To better serve our francophone patients, GBGH has also enrolled staff in training with Collège Boréal to improve French proficiency in the four designated areas. The hospital is also committed to providing training to more staff throughout the hospital in the future.

“We are very proud of our designation – it’s an important part of our hospital’s identity,” says Brenda Dorion-Duquette, FLS Lead, GBGH. “Providing service in French is very important to GBGH and our patients. We welcome opportunities to work together with our community to improve our French services.”

Let us know how we can improve our French services by contacting frenchlanguage@gbgh.on.ca

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Serving Excellent Care

Message from the GBGH Volunteer Association President

This past year has been incredibly exciting for the GBGH Volunteer Association. We've had a record-breaking year - both in the hours we've assisted at the hospital (35,000!), as well as in the amount of funds we've raised... more than \$100,000!

The Blue Jackets, as GBGH's volunteers are also known, continued to help out in so many areas of the hospital. From serving coffee and ringing in purchases at the Volunteer Association's two businesses - the Coffee Bar and Gift Shop - to greeting and directing patients and visitors, helping with registration, assisting patients at meal times, surveying patients at discharge to learn more about their experience in hospital, and assisting with the Patients in Motion program, the volunteers are an essential part of the GBGH team.

I'd like to thank our 185 volunteers for everything they do each day to help GBGH deliver quality, compassionate care. Both the hospital and I appreciate all your efforts to serve our patients and look forward to another great year ahead.



Karen Roberts, *President*,
Georgian Bay General Hospital
Volunteer Association




The Georgian Bay General Hospital (GBGH) Volunteer Association presented the hospital with \$88,000 – a donation toward GBGH's new CT scanner. From left – GBGH volunteers Debbie Petrie, Liz Gaudet, David Strachan; Allison Cramp, diagnostic imaging, GBGH; Carey Moran, vice president, GBGH Foundation Board of Directors; Gail Hunt, president and CEO, GBGH; Cathy Travers, GBGH Foundation Board of Directors; volunteer Julie Belanger-Lachance; Bill Whittaker, vice president of Human Resources, GBGH; and volunteer Sue Fraser.



▲ GBGH's newly updated cafeteria

Giving more than just time

GBGH's Volunteer Association recently donated more than \$100,000 to the hospital Foundation in support of the new CT scanner and the staff education fund (\$10,000). The money was raised based on revenue from the Coffee Bar and the Gift shop – as well as proceeds from bake and flower sales, and the remarkably successful clothing drive which raised more than \$10,000 for the Association in 2017-18.

The Volunteer Association's generosity doesn't end with fundraising though. In January 2018, a group of volunteers took it upon themselves to paint the GBGH cafeteria to update the space and make it more welcoming for the rest of the GBGH team, patients, families and visitors. With the kind donation of paint from Tripp's Paint Shoppe of Midland, the cafeteria has now been transformed into a more modern space for all to enjoy.

As if that weren't enough, GBGH's Blue Jackets undertook the project of renovating the 1 North patio to provide an outdoor

sanctuary for patients. With donations from Hardship Acres, Pat Lalonde Fencing, Penetang Sand and Gravel, Elmvalle Home Hardware, Town of Penetanguishene, Brampton Brick, Aviva Insurance (Asselin Insurance) and the Volunteers, the existing patio is being extended and transformed for Complex Continuing Care and Rehabilitation patients to enjoy, complete with new fencing, plants and furniture.

"We are so fortunate to have our Blue Jackets and they deserve to be recognized," says Gail Hunt, president and CEO, GBGH. "Our volunteers do so much for this hospital. Whether it's the friendly face you see when you first walk in our doors, fundraising for equipment like our CT scanner, helping patients at mealtime, serving coffee at our coffee bar or getting patients out of bed and moving, we really couldn't do what we do without them. They are an integral part of the GBGH team and we couldn't be more thankful for them and proud of them."



(From left) James Layter, Erna Gibson and John Sweeney

Exceptional people, excellent volunteers

In November, GBGH honoured its team of staff, credentialed staff and volunteers at the hospital's annual awards dinner. In addition to handing out years of service recognition and the Exceptional People Awards to staff and physicians, three volunteers were also honoured for their outstanding contributions

to GBGH. The GBGH Board of Directors and Volunteer Association Volunteer Awards of Excellence were given to Erna Gibson (volunteer team leader – 1 North, 2 North, 2 East), James Layter (1 North) and John Sweeney (2 East, 2 North).

WANTED: MORE BLUE JACKETS



GBGH volunteer Nancy McKinstry (left) assists patient Gerry Krull open food containers at lunch.

THE GBGH VOLUNTEER ASSOCIATION IS IN NEED OF MORE VOLUNTEERS TO ASSIST IN ALL AREAS OF THE HOSPITAL.

For a meaningful volunteer experience - helping your community and making a difference in the lives of patients, families and the team at GBGH – consider joining the Blue Jackets.

Volunteers are needed for the following areas:

- Meal assistance
- Information desk
- Coffee Bar
- Gift Shop
- Patients in Motion program

TO APPLY
visit www.gbgh.on.ca
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Engagement & Inclusiveness



GBGH's FNMI Cultural Day, held in October 2017, was designed to raise awareness of the hospital's connection to the FNMI people it cares for in this region. The day began with an opening prayer and smudging ceremony. Information booths were also set-up to provide information on FNMI culture. The celebration ended with a musical performance

Navigating the healthcare journey

Recognizing and meeting the unique needs of the First Nations Metis and Inuit (FNMI) population in the North Simcoe region is an ongoing priority for GBGH. As part of the hospital's new strategic plan, GBGH pledges to respect the diversity of the people it serves, including the Indigenous community.

This means helping FNMI patients navigate their healthcare journey. In North Simcoe, 11.1 per cent of the population GBGH serves is FNMI, residing throughout Midland, Penetanguishene and Christian Island, as well as Tiny, Tay, Springwater and Georgian Bay Townships.

To better serve the FNMI population in this region, GBGH and Beausoleil First Nation first partnered in 2016 to fund an indigenous patient navigator position for the hospital and community. The navigator communicates and functions as a liaison between the patient, their family, the healthcare team and community resources. The goal of

the indigenous patient navigator is to support improved access to healthcare through navigation, case management and referrals to community health services.

"In my role, I also facilitate cultural events at the hospital to raise awareness among GBGH's staff, credentialed staff and volunteers about the cultural needs of our Indigenous patients," says Roberta Manitowabi, indigenous patient navigator. "It's important we provide learning opportunities internally to help our team better understand the diversity of our patients."

In the past year, Manitowabi held an FNMI Cultural Day complete with an opening prayer, smudging ceremony, information booths and a musical performance by the Misty Creek Drum Circle from Christian Island and traditional dancers. Several FNMI Lunch & Learn sessions on Colonization, Women's Traditional Ways and Practices, and End of Life Traditional Practices were also held at GBGH.



Personal Safety Alarm

Protecting our people: GBGH's commitment to workplace safety

The subject of workplace safety has been prominent in headlines over the past year. At GBGH we are taking proactive measures to protect our people – staff, credentialed staff and volunteers – from workplace violence, as well as equip them with the skills they need if faced with a violent situation.

GBGH's Quality Improvement Pledge for 2018-2019 specifically outlines the hospital's dedication to protecting workplace safety.

"We're committed to ensuring a safe, healthy respectful environment for all patients, visitors, staff and volunteers," says Bill Whittaker, vice president of Human Resources, GBGH. "We have several strategies in place to help our

people handle difficult situations which can happen in healthcare when nerves and tensions can run high between patients, families and care providers."

To help its team be equipped with the skills to handle tense situations, the hospital offers Non-Violent Crisis Intervention training on a regular basis. The day-long session - available to staff and credentialed staff – provides verbal intervention strategies to diffuse anxious, tense and possibly violent interactions at the earliest stage possible before the situation escalates further. Participants also learn how to disengage and protect themselves if a person were to attempt to cause physical harm. Approximately one-third of GBGH's people have finished the training to date, but 100 per cent will eventually be expected to have completed it.

This spring, GBGH also handed out Personal Safety Alarms to all staff, professional staff and volunteers. When activated, these alarms alert others in the area that there is a potentially violent situation in progress and assistance is required. The longer the alarm rings, the louder the sound will become until de-activated.

Adds Whittaker, "we've made a promise to our people that they deserve to be treated with dignity, compassion and respect – it's a commitment deeply entrenched in our values."

"We're committed to ensuring a safe, healthy respectful environment for all patients, visitors, staff and volunteers,"



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GBGH Pharmacist Angie Bulloch (left) and Dr. Sean Blundell, Hospitalist (locum), review a patient Medication Discharge Plan/Prescription.

Andrea Sheehan, GBGH pharmacy technician, re-stocks the Emergency department's Pyxis unit.



Safety for patient's sake

Leaving hospital can be stressful for patients and their families. Many patients are still recovering and they and their families are often anxious about how to manage at home. This stress can make it difficult to remember instructions from hospital staff. Information about when to take medications, what symptoms to look out for and when to schedule follow-up appointments can become a blur.

Georgian Bay General Hospital (GBGH) has introduced a new tool being to help patients and their families better manage their care after leaving hospital. With thousands of discharges from GBGH each year, the Patient Oriented Discharge Summary (PODS) has the potential to improve care for many patients and families. It provides discharge instructions in a way that is easy to understand and follow, to guide their care at home.

"PODS highlights five important topics for patients leaving hospital - medications they need to take, how they might feel and what to

do, changes to their routine, upcoming follow-up appointments and where to go for more information or if their condition changes," says Dawn Major, chief performance officer, GBGH. "Patients and their care team complete the summary together to ensure everyone understands next steps. PODS really does play an important role in helping patients transition home safely."

Other important safety initiatives implemented at GBGH over the past year include medication reconciliation and Pyxis.

Medication reconciliation is a process in which the patient's care team works together with the patient and family to ensure an accurate and complete list of medications is collected when patients are admitted to hospital, used to order medications during the hospital stay and that all changes are clearly communicated when patients are transferred or discharged home.

A GBGH team, made up of Pharmacy,

Information Systems and nursing staff, and supported by our Facilities team, has also worked hard over the past year to implement nine "Pyxis" automated dispensing units (ADUs) throughout the hospital, in both inpatient and outpatient units. These units ensure medications are safely and securely stored in patient care areas and that access to these medications is documented on the patients' medication profile. These units are especially important for narcotic security and when medications are needed outside the hospital pharmacy's operating hours.

"Medication safety is an important part of the GBGH's overall commitment to quality and safety throughout the hospital," says Jacquie Belcourt, manager, GBGH's Pharmacy. "The implementation of ADUs and the organization's commitment to providing a high quality process for Medication Reconciliation helps keep patients safe every day!"



GBGH Surgery program RNs (from left) - Michelle Blake, Rachelle Miller (seated), Anne Lalonde and Lynne Bedard.

It's GBGH calling: Post-op phone calls trigger quality improvements

In 2012, GBGH's surgery nurses, led by Anne Lalonde, decided they wanted to find ways to improve the service they provide to patients. Based on inspiration stemming from their team huddle, they decided to start conducting post-op phone calls to patients to gather feedback about their surgical experience.

They began to call patients the day after they went home from surgery to see how their recovery was going. They asked questions related to their surgical care, their pain post-surgery and their wound sites. Although the team cannot provide treatment advice over the phone, by listening to patients they could also advise whether the patient should see their family physician or come immediately to the emergency department for follow-up.

Through thorough tracking of the calls they conduct, the nurses can look back on their documentation to identify themes within the feedback. The team reports their findings back to the surgeons at their regular surgical ops

meetings and decisions are made by the team on what changes are necessary to improve care and the patient experience.

After a couple years of phone calls specifically related to their surgery, as well as pre- and post-op care, the team decided to ask some more general questions about their overall experience as a patient (i.e. how would you rate the quality of care you received, would you recommend GBGH). They also decided the valuable feedback they received needed to be strategically tracked. The data is now provided to Health Records for coding, is added to the patient's chart and the team receives a report every six months.

According to the most recent report (Apr – Nov 2017), the team of surgical nurses called 98.6 per cent of their patients and have actually spoken to 65.8 per cent of them.

"Once we started to make the calls, we immediately began receiving positive feedback from patients who felt it really provided some

closure to their surgical experience," says Anne Lalonde, Team Lead, Surgery. "We also discovered there were many quick wins we could implement right away to change the surgical experience for future patients."

Some examples of valuable feedback received included hernia patients requesting better pain management and to achieve that, an overnight stay in hospital may be required. Many patients stated they were cold pre- and post-op so the surgical program now has blanket and gown warmers for patients to minimize the effects of a cooler operating room temperature.

"I must commend the team of surgical nurses for taking the initiative to make these post-op calls," says Anne. "It is absolutely a priority for the team. It does take some time out of their day, but the feedback we're receiving has made it an incredibly valuable exercise to improve quality of care."



GBGH, in partnership with OSMH, has opened a bi-weekly Gynecology Clinic at the hospital. This clinic is a major step forward in building gynecological and obstetrical services in Midland. The clinic is operated by co-leads Dr. Kim Bremer (right) and Dr. Jessica Green (left), pictured with GBGH/OSMH chief of staff Dr. Nancy Merrow.

Partnering to meet our community's needs

Partnerships work best when there's a benefit to everyone involved, and that's a big reason why the obstetrics and gynecology partnership between Orillia Soldiers' Memorial Hospital (OSMH) and Georgian Bay General Hospital (GBGH) in Midland is being touted as a success, and as a possible model of care for other hospitals to consider. Through this joint effort, patients have access to high quality care and, most importantly, have the reassurance that the services they need are available close to home when the big moment arrives.

Keeping these services local was a concern several years ago when it was recommended the birthing program at GBGH be eliminated. The community rallied to keep birthing services in Midland so GBGH looked at its options, including partnering with OSMH. Just a 45-minute drive apart, the two hospitals already had a long history of collaboration which made the proposal to enter into a more formal arrangement an easy decision. What also made even better sense is the "corridor of care" this

relationship would provide to patients.

"This partnership makes good sense for patients and the hospitals", says Dr. Nancy Merrow, chief of staff for both GBGH and OSMH. "We want to see the best possible outcomes for our patients and by working together, we're making that happen."

One of the early successes was the re-establishment of gynecological services through a bi-weekly clinic at GBGH. The clinic, co-led by OSMH physicians Dr. Kim Bremer and Dr. Jessica Green, provides consultations and minor surgical procedures to women referred by their family physician. Seeing up to 20 patients per day, the clinic has been a great success for the hospital and the community.

"By opening the gynecology clinic at GBGH, we are improving access to gynecology services to meet the needs of women in the community," says Lucille Perreault, vice president of Patient Services and chief nursing executive, GBGH. "At the same time we are continuing to focus on building birthing services and increasing

the number of babies delivered at GBGH. We listened to our community and have now found an innovative solution so we can be there for local mothers."

For birthing services, GBGH is a Level 1 centre, providing service for low-risk births. As a Level 2 birthing and neonatal centre, OSMH provides care for higher-risk mothers and babies. GBGH patients are all screened by a team of nurses, physicians and midwives to determine the safest birthing location on an individual basis.

To ensure the hospital has the resources in place to offer birthing services, GBGH has hired nursing staff, and a shared program manager and a shared professional practice leader are now in place. A comprehensive training program has been established to benefit both hospitals. The two hospitals have partnered to provide training opportunities to staff, including breastfeeding, fetal health surveillance and neonatal resuscitation. GBGH is also currently recruiting an obstetrician.



Birthing Partnership Timeline

Decision to form partnership between GBGH and OSMH	Project charter and governance structure developed and approved	Ongoing consultation with the LHIN and Ministry of Health and Long-Term Care	GBGH opens Gynecology Clinic every other Monday in Ambulatory Care	Demand for Gynecology Clinic increases	
Project goals and objectives identified	Consultation with North Simcoe Muskoka LHIN	Notify community of partnership	GBGH family physician trained in C-sections to help with surgical caseload	Gynecological procedure equipment arrives to increase scope of services	
Project team appointed	Stakeholder engagement	Recruitment for GBGH Birthing program administrative staff begins	Consultation with local primary care providers	Recruitment of additional nursing staff (in progress), shared program manager and professional practice leader complete	Gynecological surgery procedures begin
Partnership Agreement signed	Communications strategy begins (ongoing)		Obstetrician/ Gynecologist recruitment begins	First Nations Inuit Metis (FNMI) engagement	New Obstetrics nursing staff complete orientation
	Budget development			Comprehensive obstetrics training program begins	New maternity equipment arrives (birthing beds, fetal monitors)
Winter		Spring		Summer	
2017		2018		2019	

Mental health program planning in full swing

Accountability and Sustainability



Increasing mental health visits and a packed Emergency department (ED) – hardly an ideal combination for patients visiting GBGH in need of acute mental health care. With the future re-location of 20 regional inpatient mental health beds from Waypoint Centre for Mental Health Care, the plan is to change this situation to benefit patients throughout the community and region. The new unit will serve patients from the EDs of other North Simcoe Muskoka hospitals as part of the regional acute mental health program.

When mental health patients visit the hospital's ED, they are often in a crisis. They are seen by an ED physician and depending on that assessment, arrangements may be made for a transfer to an inpatient mental health bed within the region. That's because GBGH currently doesn't have its own acute mental health beds.

Originally announced in 2011, the re-location of 20 inpatient beds from Waypoint will move these regional beds to a community hospital with an ED, which is typically where acute mental health beds are located. The plan to re-locate these beds to GBGH puts the appropriate beds in the appropriate setting

"By having beds located at GBGH, we will



Former Member of Provincial Parliament (Barrie) Ann Hoggarth visited GBGH last fall on behalf of the Ministry of Health and Long-Term Care (MOHLTC) to award \$570,000 to continue with Phase 2 planning for the mental health program.

reduce the transitions in care for mental health patients," says Gail Hunt, president and CEO, GBGH. "Mental health patients in our ED can be admitted directly to an inpatient bed to be assessed, stabilized and begin treatment – all within our hospital. This eliminates the need to transfer them elsewhere, moves them out of our busy and often hectic ED, and makes for a more seamless care path."

GBGH currently does not have the space for these beds, so the hospital is in Phase 2 of a formal planning process to outline space requirements and the needs of the functional program. The hospital has determined it will need to build a 16,600 square foot expansion to accommodate the inpatient mental health beds

and will create a day treatment program, where patients can continue their care.

"When patients no longer need the acute care we provide – either as an inpatient or as part of the day treatment program – they will continue to be transitioned to the established community programs provided by Waypoint, CHIGAMIK and Wendat," says Hunt. "We are very pleased to be moving the program planning forward with the support of these partners. Their input has been critically important as we all work toward the same goal of providing the best mental health care for our community."

Due to additional planning phases and construction, GBGH does not expect the program to open until 2021 or 2022.



GBGH's ED Redevelopment: Heading for the homestretch

The third and final phase of GBGH's Emergency department (ED) redevelopment has nearly reached completion. It's been a long road to realizing the finished product which will create an expanded and modern ED to improve both patient flow and the patient experience. The ED redevelopment has been funded in large part from municipal and community support, demonstrating the strong commitment North Simcoe has made to improving emergency healthcare services.

"By redeveloping our ED, we are growing to better serve the needs of our community—a community that has been so generous in its support of this project," says Lorraine Harker, ED manager, GBGH. "We'd like to thank our community for all its efforts in bringing this new ED to GBGH. We'd also like to acknowledge everyone for their patience during construction. We know it has been a challenging time for both patients and our team at GBGH, but it will certainly be worth it as we will be better able to

serve our patients and provide a more positive experience."

Once complete, GBGH's new ED will have nearly doubled in size with the complete renovation including new trauma, treatment and specialized (gynecology and ophthalmology) examination rooms, all with easy access to the operating room. To offer best practices in infection prevention, there is also a negative pressure room with an anti-room and an isolation waiting room.

The complete new ED also includes bariatric lifts, a new triage area, the indoor ambulance bay which ensured patients were off-loaded indoors this past winter, a new waiting area complete with a special children's play area. This unique feature will improve the patient experience for children and parents while at GBGH's ED and is being funded with the support of local McDonald's Restaurants (Midland, Midland Walmart, Elmvale).

Timeline of GBGH's ED Redevelopment

Phase 1: A 6,000 square foot addition - which included the main ED entrance and triage area - was opened in June 2014 and funded entirely through community support

Phase 2: Completed in the fall of 2017, this phase includes new indoor ambulance bay, as well as acute and sub-acute areas with specialized rooms, new exam rooms, a negative pressure isolation room (for infection prevention), gynecological room, a bariatric room and an eye room

Phase 3: With construction commencing in December 2017, this section of the ED includes an expanded See & Treat area, new ED administration area and a new waiting room, complete with children's play area



GBGH by the numbers 2017-2018

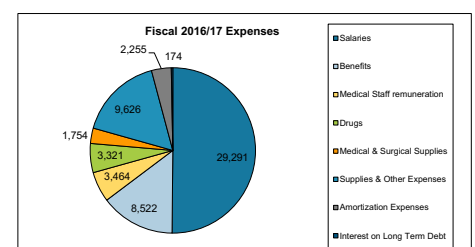
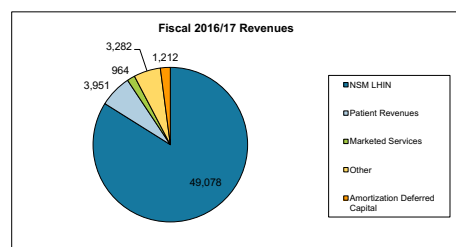
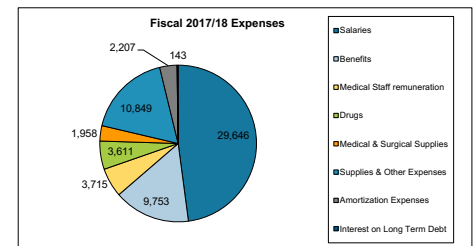
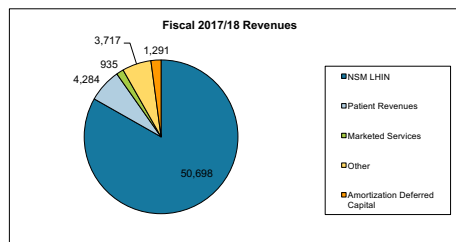


Total Inpatient Days..... 39,354
 Acute Days..... 25,989
 Complex Continuing /Palliative Days..... 6,928
 Rehabilitation Days..... 5,075
 Births..... 117
 Outpatient Activity
 Emergency Visits..... 46,194
 Ambulatory Care 12,943
 Dialysis..... 6,822
 Diagnostics
 Laboratory Tests..... 665,095
 CT Scan..... 9,444
 Ultrasound 9,665
 X-ray..... 31,597
 *Bone Density..... 121
 Surgery 3,958
 Staff 626
 Volunteers 185
 Credentialed staff..... 127
 (Physicians, midwives, dentists)

Georgian Bay General Hospital Financial Results

For the Year Ended March 31, 2018
(\$ in 000's)

Description	March 31st	
	2017-2018	2016-2017
Revenues		
NSM LHIN	50,698	49,078
Patient Revenues	4,284	3,951
Marketed Services	935	964
Other	3,717	3,282
Amortization Deferred Capital	1,291	1,212
Total Revenue	60,925	58,487
Expenses		
Salaries	29,646	29,291
Benefits	9,753	8,522
Medical Staff remuneration	3,715	3,464
Drugs	3,611	3,321
Medical & Surgical Supplies	1,958	1,754
Supplies & Other Expenses	10,849	9,626
Amortization Expenses	2,207	2,255
Interest on Long Term Debt	143	174
Total Expenses	61,882	58,407
Deficit of revenue over expenses	(957)	80



A message from the GBGH Foundation...



Every year, I am amazed by the generosity of our community. In 2017/18, we received more than \$1.5-million in donations from 1,525 wonderful donors. Your commitment to our hospital is inspiring and encouraging, and I sincerely thank you for your ongoing support. The past year was one of significant change for both our hospital, and our Foundation, and I am pleased to share that both organizations are moving forward with renewed energy and purpose.

- ✓ Our Foundation Board has a new strategic plan to enhance our stewardship and recognition of donors, positioning us to support our Georgian Bay General Hospital for the future.
- ✓ The hospital's Emergency Department Revitalization is nearly complete, with \$6.8-million in community dollars invested in the project.
- ✓ A new Foundation website will launch in July, designed to be mobile-friendly and accessible, focusing on how your donations are improving healthcare in your community.
- ✓ We have engaged Kathy Elsdon-Befort as Interim Executive Director for the Foundation, while the Board recruits for the position full-time.
- ✓ Fundraising for the new CT Scanner surpassed \$1.3-million in donations, with \$200,000 remaining. The new scanner is expected to be in the hospital this fall."

These accomplishments are a testimony to you, our donors, sponsors and volunteers. Together, we can continue to transform our hospital, providing the tools and equipment our doctors and nurses need to provide us with the best care.

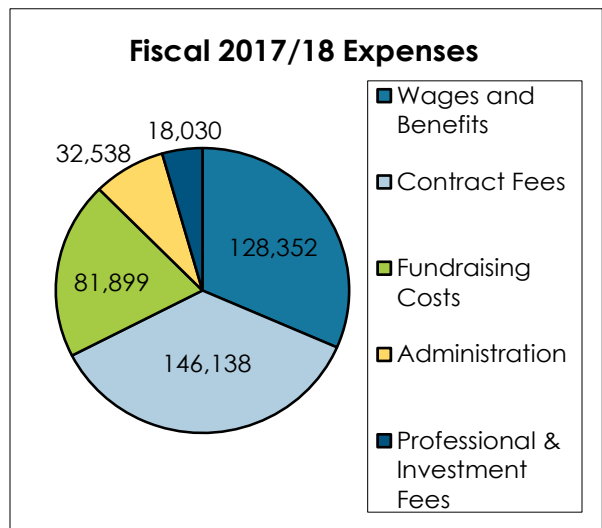
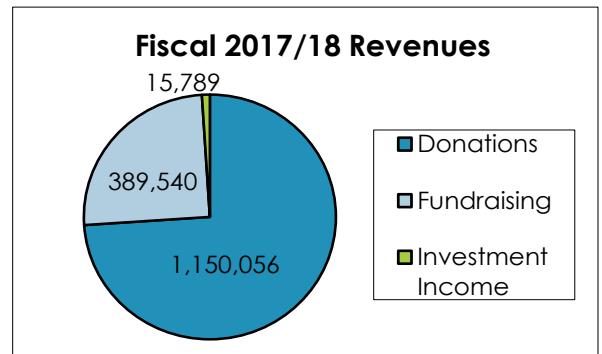
Thank you for your commitment to Georgian Bay General Hospital.

David Turner
President, GBGH Foundation

Georgian Bay General Hospital Foundation Financial Results For the Year Ended March 31, 2018

Description	March 31st	
	2018	2017
Revenues		
Donations	1,150,056	1,075,834
Fundraising	389,540	508,806
Investment Income	15,789	56,533
Total Revenue	1,555,385	1,641,173
Expenses		
Wages and Benefits	128,352	147,389
Contract Fees	146,138	77,480
Fundraising Costs	81,899	83,206
Administration	32,538	24,896
Professional & Investment Fees	18,030	17,989
Total Expenses	406,957	350,960
Revenue over expenses	1,148,428	1,290,213

This is an excerpt from the Georgian Bay General Hospital Foundation's full audited financial statements prepared by BDO Canada LLP.



Adopt-a-Room



How can one honour the memory of parents who were strong supporters of their community but who are now gone?

Phil DeBruyne and Susan Robillard found the perfect way to honour Susan's parents, Gil and Eleanor Robillard, by giving a gift to their community hospital. Phil and Susan are "adopting a room" at Georgian Bay General Hospital (GBGH) in their memory.

Gil and Eleanor were very strong supporters of their community. Both were long time hospital volunteers. Eleanor Robillard received a 60-year pin for her time with the Penetanguishene General Hospital Ladies Auxiliary whereas Gil served on the Hospital Board at Huronia District Hospital. At GBGH, to honour Gil's work and commitment, there is an endowment fund named for him as well as an advisory committee: the Robbert Hartog/Gil Robillard Advisory Committee.

Phil and Susan's pledge is the first commitment to the Adopt-a-Room project, an initiative of the GBGH Foundation to raise the necessary funds to completely revitalize the 48 patient rooms in the wings 2E and 2N. The newly renovated rooms will offer a more serene environment, designed to promote healing and recovery. Renovations will include new paint, sinks, lighting, flooring and furniture.

Gil & Eleanor Robillard were of a belief that every gift back to the community, regardless of size, makes a positive difference for us all. This gift in Gil and Eleanor's memory is a start to raising funds to rejuvenate patient rooms with the hope it will benefit future patients at GBGH.

For more information about the Adopt-a-Room project at Georgian Bay General Hospital, please contact Shelly Price in the Foundation office, prices@gbgh.on.ca or 705-526-GIVE (4483).

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The comfort of a good community hospital

Alan Fryer was introduced to the Georgian Bay area in 1956 when his parents had a family cottage built in the Sawlog Bay area. Eighteen years later, Alan and his wife Alison bought a property in the area and have enjoyed many years at their weekend retreat from a big city lifestyle. For the last few years it has been their permanent residence.

By way of background, for a number of years Alan had the honour and pleasure of being a member of the Board of Governors of a Toronto regional hospital. Through that experience, he garnered a deep understanding of how hard hospital staff at all levels work, as well as the importance of the Foundation in raising sufficient funds to cover the capital costs of purchasing, maintaining and upgrading all the equipment necessary to operate at maximum efficiency.

Over the years, the Fryer family have made

use of the Emergency department at GBGH and appreciate how they have always received great care. Also, their current primary care provider maintains privileges at GBGH. "It's a comfort that we have such a good hospital in the community," Alison says.

In 2017, Alan & Alison made a generous gift to the GBGH Foundation, supporting annual equipment purchases and funding the renovation of a patient room through the Adopt-a Room project.

Alan acknowledges there are many factors that inspired their gift giving, including a personal, life-saving experience, but the Fryers also cite other factors - compassion, trust in the organization, altruism - to name a few.

As Alison adds, "it just makes us feel good."

Thanks you Alan & Alison for your commitment to Best Care.



Robbert Hartog Health Innovation Award

The Hartog Health Innovation Award recognizes the outstanding achievements of staff and physicians, especially to honour those who work tirelessly on behalf of Georgian Bay General Hospital.

The 2017 recipient - Alicia Rowe - has worked at GBGH since 2011 as a member of the physiotherapy team. She has shown a passion for improving rehabilitation therapy, and is always positive in her approach to patients. Alicia comes to work each day with a smile on her face, an open mind and a desire to learn.

In 2015, Alicia created a Patient Passport, which serves as a tool for Rehab patients and their families to prepare them for discharge and transition back into the community. She has also been working diligently outside of her role as a physiotherapist to develop programs for neuro-rehabilitation at GBGH and in the community.

Congratulations Alicia!

Want to learn more about the
GBGH Foundation?
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"The strategy of the Foundation Cornerstone Partners is simple. If two to three hundred key supporters pool their yearly donations, they can contribute half a million dollars annually, giving our hospital the ability to plan ahead to make improvements to patient care, while allowing our Foundation to focus on other fundraising initiatives." –Bob Burk, Cornerstone Partners Founder

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- Walter and Ursula Kunst

In Memory of our Leadership Donors
William Ballard, James Parker, Geoffrey Moses

Hitting the Greens for GBGH

In 2017, more than 570 golfers took to the greens in four different tournaments to help raise funds for GBGH. These fun, scramble tournaments are organized by generous members of our communities, who volunteer their time to make the events successful. We want to say THANK YOU to everyone who participated and helped to raise \$190,000 in 2017!

Want to participate in a charity golf tournament this year?

Register early, these tournaments sell out quickly! Call the Foundation Office at 705-526-GIVE (4483) to book your spot today!



Glenn Howard Charity Golf Tournament raised \$123,000

for Automated Pharmacy Dispensing Units.

This year's event will take place on
Friday, July 20th @ the
Midland Golf & Country Club.

SEGBAY Golf Tournament donated \$30,000
of the proceeds to renovate three patient rooms
through the Adopt-a-Room project.

This year's event will take place on
Tuesday, August 14th @ Bonaire Golf Course.



LaChapelle Memorial Golf Tournament raised \$32,000
for the Emergency department redevelopment.

This year's event will take place on
Friday, September 7th @ Midland Golf & Country Club

**The Tiny Township
Mayor's Golf Tournament donated \$5,000**
of the proceeds to the CT Scanner.

This year's event will take place on Friday, July
13th @ the Brooklea Golf & Country Club.



The Gala

The 2017 'Moonlight Masquerade – An Evening in New Orleans' Gala was an incredible success, recognized as a Best Event finalist in two categories at the Canadian Event Industry Awards! Gala-goers were transported to the heart of the Big Easy, providing an outstanding evening of creole cuisine, live jazz music, a bustling casino and vibrant décor. Jarlette Health Services generously supported the evening as the title sponsor, and with 19 other business sponsors and 260 guests in attendance, the evening generated a grand total of \$111,544, consisting of \$83,739 from Gala activities and \$27,805 for pre-sales of the North Simcoe Car Dealerships Golf Classic.

The 2018 Gala will be a boutique-style event, maximizing the experience for 250 guests. The theme is CIRQUE, and guests will be delighted by incredible entertainment around every corner.

There will be fabulous food stations, highlighting the exquisite culinary talent available in our community, an extensive live auction and dancing into the night. This highly-anticipated event will once again raise funds for critically-needed equipment at Georgian Bay General Hospital. Mark your calendar for Saturday, October 20th at 7:30pm at the Midland Cultural Centre.

Tickets are \$150 each, and will sell quickly. Get yours today by calling the Foundation Office, 705-526-GIVE (4483). For more information, contact Jen Russell, russellj@gbgh.on.ca.



The Georgian Bay Pops

The fourth annual Georgian Bay Pops was an incredible evening of live music, delightful food and a stunning panoramic view. Generously hosted by Robert Cudney at his home atop Methodist Point, the event was well attended by 175 guests and supported by 13 sponsors, including title sponsor Bondfield Construction Company Ltd. Most importantly, the event raised \$55,000 for the new CT Scanner at GBGH.

"There is nothing more powerful than when our community comes together to support a great cause", says Sara Lankshear, chair of the organizing committee.

In 2018, Georgian Bay Pops will bring guests together for an evening of celebration. Join hosts Frank & Helen Morneau at their home in Thunder Beach for an evening of wine and spirit sampling, live music and a gourmet dinner on Georgian Bay. This unique fundraising event will raise the final funds necessary to purchase the new CT Scanner, which will be installed later this year.

Tickets are \$150 each. Get yours today by calling the Foundation Office, 705-526-GIVE (4483). For more information, contact Shelly Price - prices@gbgh.on.ca.





Argon Laser Endoscopy
\$41,000



IV Infusion Pumps
Every Patient Room
(105 units)
\$7,700 each



Portable X-Ray
Emergency Department
\$61,000

Where we're going...
Each year, staff and professional staff at Georgian Bay General Hospital make requests for the tools and equipment they need to care for patients. The GBGH Foundation commits to raising \$750,000 each year to address the highest priority needs, as selected by the hospital leadership team. Here are some of the key items on this year's list.



Portable Ultrasound
ICU
\$61,000



Bronchoscope
ICU
\$66,000



Tub with Stretcher Lift
2 East
\$50,000

"A hospital cannot function without a scanner nowadays... It's become the imaging standard of care in so many different tests".
— Dr. Vik Ralhan, GBGH Emergency department physician



CT Scanner
Diagnostic Imaging
\$1,600,000

21
SCANS
PER DAY!



A CT (Computed Tomography) Scanner is used to diagnose injuries and illness requiring immediate treatment, as well as headaches, chest pain, abdominal pain, uncontrolled bleeding and strokes.

It is one of the most critical pieces of equipment in our hospital and ours has reached the end of its lifespan.

The CT Scanner is one piece of equipment that can save lives every day through effective and accurate diagnoses.

Will you help save lives?

Call 705-526-GIVE (4483) to make your gift, or visit www.gbghf.ca/ct-scanner





Inspired by a Breakfast of Champions at GBGH, the Faris Team presented the hospital with a gift of \$10,000 toward the Emergency Department Revitalization project.



With renewed enthusiasm, our wonderful Tim Hortons franchisees raised an incredible \$39,270 with Smile Cookies this year! These dollars will help to purchase a Telemetry Unit for the ICU.

2017 / 2018

WAS A GREAT YEAR!

THANK YOU!



The Midland Royal Canadian Legion (Branch #80) generously donated \$4,800 collected from their 2017 Poppy campaign.



The Rotary Club of Penetanguishene gave \$5,000 toward their commitment to a Treatment Room in the Emergency Department.



A wonderful gift of \$2,000 finished up the Midland Lions Club \$5,000 pledge to the Emergency Department Renovation.



A gift from the Penetanguishene Lions Club of \$10,000 went toward their \$25,000 commitment to the Emergency Department Renovation.



We were the proud recipient of \$7,000 from the Midland Civitan Club. The funds will be directed toward equipment needs in the hospital.



The Performance Boat Club hosted their Georgian Bay Charity Poker Run in July, raising \$5,000 for the CT Scanner at GBGH



Scotiabank continued their commitment to Best Care with their second \$20,000 installment toward the Emergency Department See & Treat area (\$60,000).



SUCCESS! Mike Ferris and his team at Canadian Tire in Midland have fulfilled their \$25,000 pledge to replace Privacy Curtains and purchase a new bed.



Tiny Ties: Past directors from Tiny's Residents Working Together (TRWT) decided to donate the remaining \$4,200 from the folded Tiny Ties newspaper to GBGH.

