

# Our Lens



EXCEPTIONAL CARE, EVERY PERSON, EVERY TIME



# 2013-2014 Annual Report

# Financial Statement

# The Year in Numbers



Another busy year at GBGH

## GEORGIAN BAY GENERAL HOSPITAL

Financial Highlights

Year Ended March 31, 2014, with comparative figures for 2013

	2014	Percentage	2013	Percentage
<b>General operations:</b>				
<b>Revenue:</b>				
Ministry of Health and Long-term Care	\$ 48,233,875	86.2%	46,535,531	84.8%
Other	7,734,595	13.8%	8,343,958	15.2%
	<u>55,968,470</u>	<u>100.0%</u>	<u>54,879,490</u>	<u>100.0%</u>
<b>Expenses:</b>				
Salaries, wages and benefits	37,557,190	67.3%	37,295,381	67.1%
Medical staff remuneration	3,245,620	5.8%	3,231,811	5.8%
Professional care supplies and expenses	5,085,049	9.1%	4,386,473	7.9%
Supplies and other expenses	8,840,953	15.9%	9,837,843	17.3%
Amortization of equipment	1,037,241	1.9%	1,003,815	1.9%
	<u>55,766,053</u>	<u>100.0%</u>	<u>55,554,923</u>	<u>100.0%</u>
<b>Surplus (deficit) from general operations</b>	<b>\$ 202,417</b>		<b>(675,424)</b>	
<b>Other items:</b>				
Loss on interim long-term care program	(325,951)		(352,869)	
Interest on long-term debt	(103,751)		(109,282)	
Net amortization of buildings, land improvements and building service equipment	(641,348)		(573,545)	
<b>Deficiency of revenue over expenses</b>	<b>\$ (868,633)</b>		<b>(1,711,120)</b>	
<b>Summary of financial position:</b>				
Current assets	\$ 9,424,867		4,807,426	
Capital assets	21,204,203		14,976,980	
Other assets	1,743,768		-	
<b>Total assets</b>	<b>\$ 32,372,838</b>		<b>19,784,406</b>	
Current liabilities	\$ 14,876,550		11,675,922	
Long-term liabilities	8,869,175		5,088,905	
Deferred capital contributions	16,832,901		10,376,734	
Deficiency in net assets	(8,205,788)		(7,337,155)	
<b>Total liabilities, deferred contributions and net assets</b>	<b>\$ 32,372,838</b>		<b>19,784,406</b>	
Expenditures on capital assets	\$ 8,430,377		3,257,293	
Capital contributions received	\$ 7,670,501		2,256,576	

Beds - Midl and	69
Beds - Penetanguishene	47
<b>Total In-Patient Days</b>	<b>45,084</b>
Acute Days	22,170
Complex Continuing Care	9,145
Rehabilitation	5,306
Palliative	1,869
Births	180

### Outpatient Activity

Emergency Visits	44,339
Ambulatory Visits	16,005
Dialysis	4,783

### Diagnostics

Laboratory Tests	804,420
CT Scan	6707
Ultrasound Tests	6173
X-ray Tests	27614
Surgery	4,540

# The Build



# Executive Message

**“COMMUNITIES LIKE OURS BUILD GREAT HOSPITALS”**



Karen McGrath

This has been a year of highs and lows for our hospital.

The highs are a direct result of community, and by community I mean our staff, volunteers, physicians, patients, donors and partners, who work diligently together to make this hospital the best that it can be.

Georgian Bay General Hospital has remained committed to continuous quality improvement and in the past year our staff logged more than 800 improvement initiatives!

Our dream of a new emergency department came to life last week with the opening of phase one—a \$5-million project made possible by the generosity of our community.

The next two phases – our new ambulance garage and the renovations to the old department to bring it up to today’s standards – are still awaiting Ministry of Health approval and we are hopeful we will be able to move forward by this fall which means we will all be coming together to celebrate another victory two years from now.

When the hospital’s Master Plan was unveiled in back 2010 Georgian Bay General Hospital provided our community with our vision for growth to meet your needs for the next 20 years. The emergency department was our first area of focus.

The second major focus of that plan is capitalizing on opportunities to grow our programs and be a dynamic organization that meets the needs of the communities we serve.

We have not lost sight of that vision.

We continue to press for GBGH to become a Schedule One hospital and open a Mental Health and Addictions unit at our hospital. That 20-bed unit will be the result of the divestment of 20 acute mental health beds from Waypoint Centre for

Mental Health Care. We know that our hospital must be a part of the plan for mental health care in this LHIN if we are to meet the needs of the patients in our area.

Not all the news was good last year.

We were projecting a deficit of nearly \$3-million; that figure was high and while we knew we were erring on the side of caution, we also knew that no matter how many efficiencies we achieved we would still be left with more than \$1-million unfunded.

The board asked for a case for support to be presented to the LHIN to advocate on our behalf for additional funding from the Ministry.

I am pleased to say that through a lot of hard work under very uncertain circumstances we were able to bring that projected deficit down to under \$1-million and were successful in lobbying for \$1.4-million in one-time funding.

I must stress one-time funding because while it helped with our deficit last year it will not be there for us in this coming year.

We know that chronic underfunding will leave us struggling for the next several years but we also want to assure our community and our supporters that we are being good stewards of the resources entrusted to us. We are a high performing hospital – one of the best in our LHIN - and we will continue to lobby for our fair share of the funding.

This community has a lot to be proud of and in turn this hospital has a lot to be thankful for. Communities like ours build great hospitals and together we are building the best.

~Karen McGrath



## VISION

Exceptional Care, Every Person, Every Time

## MISSION

Our Hospital is vibrant, progressive and a partner in inspiring a healthier community.

## VALUES

### Caring

We are thoughtful, respectful and understanding of every person we serve, and their families. We bring the same caring to our relationships with one another.

### Inclusiveness

We honour the beliefs, cultures, diversity and traditions of the people we serve. We work together as a team, valuing the contributions of each member.

### Dependability

We consistently demonstrate that we are trustworthy and accountable by:

- ◆ Doing what we say we will do;
- ◆ Being good stewards of the resources entrusted to us;
- ◆ Delivering quality patient care safely.

### Excellence

We provide the best health services by:

- ◆ Thinking and acting strategically;

## STRATEGIC DIRECTIONS

- ◆ FINANCIAL ACCOUNTABILITY
- ◆ SUPERIOR CARE
- ◆ TRANSFORMATIVE QUALITY IMPROVEMENT
- ◆ EXCELLENT PEOPLE
- ◆ BOLD LEADERSHIP
- ◆ OPTIMAL FACILITIES

# Leadership

## 2013/2014 BOARD OF DIRECTORS

Karen McGrath President & Chief Executive Officer    Neal Foot, Chair

Dr. Martin McNamara, Chief of Staff

Donna Macfarlane, Vice-Chair

Barbara Guidolin, Vice-president Patient Services,

Suzanne Beatty, Chair Quality & Safety

Dr. Phil McGuire, Pres. Medical Staff

Jane Millar, Chair Audit & Finance

Dr. Vikram Ralhan, Vice-pres. Medical Staff

Mary Jane Deacon

Ralph Befort

Brian Scott

Dar Shepherdson

Sara Lankshear

Ann Kerry

## EXECUTIVE TEAM

Karen McGrath

President & Chief Executive Officer

Barbara Guidolin

Vice-President Patient Services, Chief Nursing Executive

John Kurvink

Vice-President Corporate Services, Chief Financial Officer

Jackie McLaughlin-Welch

Director, Communications & Health Information Services, FOI

Dr. Martin McNamara

Chief of Staff

## GEORGIAN BAY GENERAL HOSPITAL FOUNDATION

Carey Moran, President

Elinor Kirby

Roger Goddard

Phil DeBruyne, Vice-President

Avery Bassett

Dr. Richard Thomas

Lois Lipton, Treasurer

Candice Lee

Kathleen Griedanus

Lynn Wolfhard, Past President

Hudson Leavens

Lori Moreau, Volunteer Rep.

John French

# Investing in Patient Care

GBGH is committed to investing in the equipment and technology that provides the best possible care for our patients.

As always, we are grateful to the Georgian Bay General Hospital Foundation for assisting us with our capital equipment purchases over the past year.

Our physicians, nurses and managers prioritize the needs for patient care and the Foundation provides the funds to make it happen.

Some of the equipment purchased with their \$750,000 includes:

- ◆ Critical Care Beds, to replace aging beds and make the healing time more comfortable for our patients in our ICU
- ◆ Ultrasound machine and renovations to house it;
- ◆ Hematology analyzer;
- ◆ Replacement of the electrical substation;
- ◆ Vital Signs machine and stands;
- ◆ Transport stretchers;
- ◆ Medication carts;

Additionally, many months went into the research end of our purchases for the new emergency department. A user group team worked for more than a year to ensure the equipment met the needs of our hospital and were proven winners in other large



emergency departments across the province.

Major equipment identified for the department included state-of-the-art articulating arms for the trauma room; telemetry monitors for all the new treatment rooms; vital signs monitors for the new triage area.

# Exceptional People

**“THE BOARD OF DIRECTORS AWARD OF EXCELLENCE IS OUR WAY OF recognizing the outstanding performance and achievements of staff AND PHYSICIANS AT GEORGIAN BAY GENERAL HOSPITAL.”**

Introduced in 2010, the Exceptional People—Board Awards of Excellence, are presented annually to teams and individuals nominated by their peers.

Recipients meet the criteria that includes demonstrating the organization’s values in the work they do.



Housekeeping Team



Brenda Hillier



Jackie McLaughlin-Welch



Information Systems

# Georgian Bay General Hospital Foundation

“\$1.6-MILLION WAS RAISED LAST YEAR”



This year's Georgian Bay General Hospital Foundation update is all about the community – because we don't actually raise the money - the community gives it. As a Foundation board and staff, we feel our role is to inform our community of the needs here at our hospital, and to provide caring individuals, businesses, service clubs and other organizations with the means to help. The rest is up to them – and we are pleased to report the community's support remains very strong.

To recap 2013-2014: I am delighted to inform you that our community contributed 1.6 million dollars to our hospital – for Phase 1 of the Emergency Department Redevelopment and to purchase much needed hospital equipment. That is \$400,000 more than the year before and speaks to how much people support our hospital, and care about having access to exceptional care where they live, work and play.

Not only do we enjoy strong community support, but we also benefit from strong partnerships within the hospital. On behalf of the Foundation board of directors, I want to thank the hospital board, the senior management team, and all the staff for their help in our various projects. By lending your expertise, names, faces and stories - You have helped make our Breakfast of Champions, hospital tours, Annual Holiday and Spring Appeals, Gala, Curl With the Pros and other events and activities incredibly successful. I also wish to thank the hospital's finance department – namely John Kurvink, Lynne Watson, Ed Heels and Julie McKendry for all their hard work in reconciling our Foundation finances with the hospital's accounting system.

The Volunteer Association – contributed an incredible \$93,000 to our hospital this year – bringing their total to more than 450-thousand dollars over the past five years. A staggering figure – made even more remarkable by the fact that our volunteers also give something even more valuable to the hospital – their time.

Looking to 2014-2015: our Foundation goal is to raise \$1.53 million – which includes \$750,000 for capital

needs as well as the \$430,000 remaining for our ED commitment. Planning is underway for some larger projects ahead, including a CT Scanner and the divestment of Acute Mental Health Care beds from Waypoint.

Over the past year we have added some new tools and programs to our tool box:

- ◆ Improved website 526GIVE.ca and social media presence;
- ◆ A new donor wall in the Midland lobby;
- ◆ Grateful Patients Program which gives patients a way to support their hospital, while recognizing staff for exceptional care;
- ◆ Best Care Giving Circle – acknowledges annual giving modeled on our Best Care Leadership Circle which recognizes cumulative giving;
- ◆ Georgian Bay Pops – reviving the Cedar Ridge Pops event, and launching this year with The Prelude on July 26th;
- ◆ South East Georgian Bay Chamber of Commerce golf tournament - August 12th at Bonaire;

And while you have your calendars out – planning is well underway for our 2014 Gala – Carnival; a Night in Rio to be held October 18th at the MCC.

*Thank you.*

*~Carey Moran*

*President*



What has the Volunteer Association of Georgian Bay Hospital done this year?

The Volunteer Association works diligently both in Fundraising and Patient Services. The volunteers on the information desk greet you with a smile when you enter the hospital and ask you politely to cleanse your hands. The handwashing compliance at the hospital has improved greatly due to our volunteers. These volunteers also assist in speeding up the registration process. The Patients in Motion programme at both sites is an important area for volunteers. We help patients with their mobility and mental acuity. We now offer this service on the week-ends. Volunteers can be found assisting in ambulatory care, emergency department, laboratory, diagnostic imaging, 2 North, 2 East, Patients in Motion, records, rehabilitation and records. We are all over the hospitals.

The commitment we made to raise funds to be given to the Foundation and to the Staff Education Fund has been met and surpassed. The Coffee Bar, Lottery, Gift Shops bake and craft sales, raffles, Poinsettia and Geranium sales, Tag Day, Today I'm Working for My Hospital, donations and corporate donations have all contributed to our successful fundraising. This year we have given \$93,000 to the Foundation. What a great job. Thank you to all.

In November Deb Clemens, Karen Roberts and I attended the HAAO convention in Toronto. We were able to hear Chris Hadfield speak in the morning and attend other sessions during the day. At the convention Bill Oxford, Lois Lipton and I received the Provincial Life Membership award. I would like to thank our association on behalf of the three of us for nominating us for this award. Personally I feel that many of our volunteers deserve this award more than I. Thank you so much for this honour.

Eight of our members attended in May, the spring

## GBGH Volunteer Association

### PRESIDENT'S REPORT

conference put on by Central Region of HAAO. It was held in Orangeville and was an excellent conference. The guest speakers were Dr. Huyer, the chief coroner of Ontario and Nicole Moore an RN who was the victim of a brutal shark attack. Dr. Huyer spoke of his job and was educational as well as fun to hear. Nicole inspired us. No reason for us not to go forward in what we do after hearing her story.

Our executive did an excellent job under some difficult conditions. We were unable to fill some positions but some of the executive did two jobs instead of just one.

One of our new endeavors was to begin a newsletter. A great idea, well produced and well received. We also instigated a new position, Volunteer Coordinator. This was a part time paid position. While much was accomplished in the position the executive decided that this was a luxury we could no longer afford. Members of the executive will be attempting to fulfill the requirements of the volunteer coordinator position for the coming year.

I would like to thank all the executive, the managers and all the volunteers for an excellent job. You are a wonderful group of people and I am proud to be one of you. This was not a perfect year but my hope is that with a year's experience and the new members on the executive we will do even better in 2014-2015.

*~ Ann Kerry President 2013-14*

