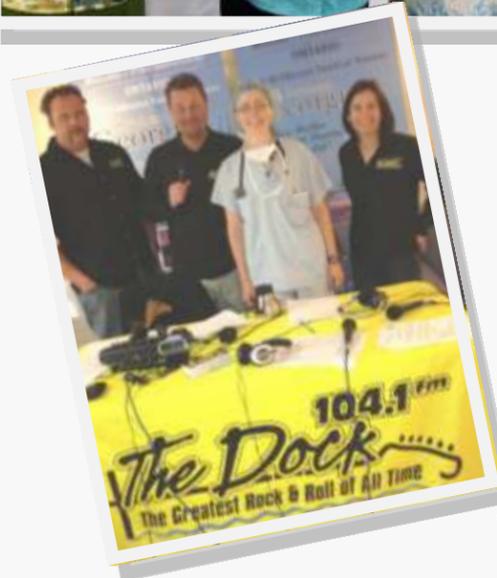


Our Lens

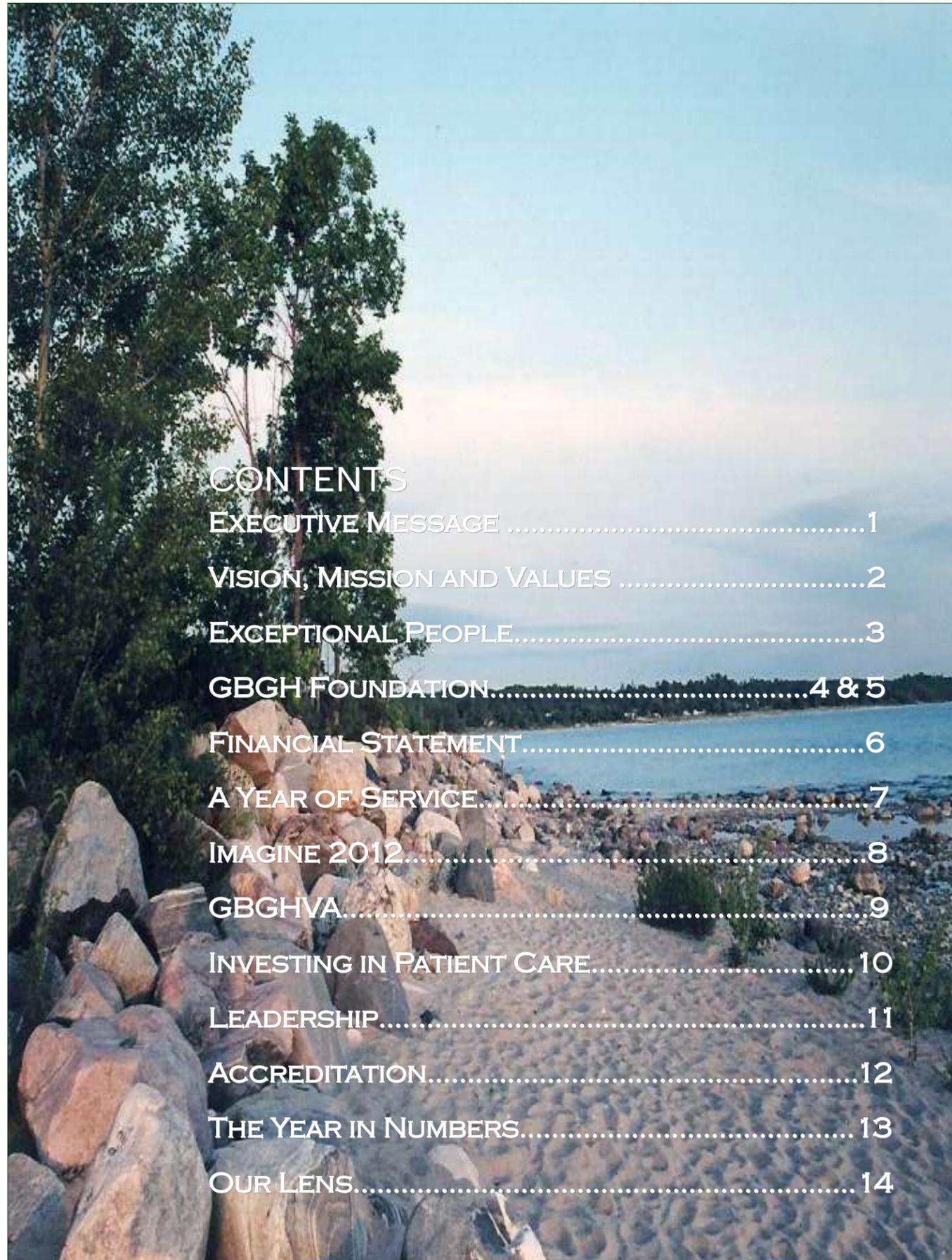
Our long-standing partner, Waypoint Centre for Mental Health Care, officially opened their new space at the Midland site last year.



EXCEPTIONAL CARE, EVERY PERSON, EVERY TIME



2012–2013 Annual Report



CONTENTS

EXECUTIVE MESSAGE1

VISION, MISSION AND VALUES2

EXCEPTIONAL PEOPLE.....3

GBGH FOUNDATION.....4 & 5

FINANCIAL STATEMENT.....6

A YEAR OF SERVICE.....7

IMAGINE 2012.....8

GBGHVA.....9

INVESTING IN PATIENT CARE.....10

LEADERSHIP.....11

ACCREDITATION.....12

THE YEAR IN NUMBERS.....13

OUR LENS.....14

The Year in Numbers

Another busy year at GBGH



Beds - Midland	69
Beds - Penetanguishene	47
Total In-Patient Days	54,516
Acute Days	23,333
Complex Continuing Care	9,221
Rehabilitation	5,398
Palliative	1,944
Births	206
<i>Outpatient Activity</i>	
Emergency Visits	43,707
Ambulatory Visits	17,059
Dialysis	4,793
<i>Diagnostics</i>	
Laboratory Tests	753,167
CT Scan	6,243
Ultrasound Tests	8,443
X-ray Tests	28,093
Surgery	4,868

Accreditation 2012

“Congratulations! This achievement demonstrates your organization’s determination and commitment to ongoing quality improvement. We applaud your leadership, staff, and accreditation team members for their efforts and dedication to the provision of safe, quality health services.”



Georgian Bay General Hospital (GBGH) achieved 95.8% of Accreditation Canada’s standards for excellence. Of the more than 1,900 applicable standards tested by Accreditation Canada, 1,886 were met. Accreditation is the voluntary process by which hospitals evaluate their performance against national standards. The external peer review provides an assessment and improvement opportunities based on standards of excellence.

The accreditation process began with self-assessment on-line surveys, involving staff, board members and focus groups over many months. A five-member team of health care professionals surveyors visited the hospital’s two sites in November to complete the process. The surveyors looked at all aspects of the organization, reviewing documents; interviewing teams representing leadership, support and patient services; touring the facilities and holding focus groups and impromptu conversations with patients, staff, board members and community partners.

The surveyors described the organization’s strengths as: staff commitment; strong board of directors; huddles and compliance with them;

standard work philosophy; strong medical leadership.

The surveyors made special mention of the housekeeping team for the safe and clean environment at GBGH and the volunteers for being the frontline warriors of a very robust hand hygiene program.

They also commended the organization for successfully bringing together the two sites following integration and a very successful branding exercise that resulted in the new name and logo for the hospital.

In May, Accreditation Canada upgraded the hospital’s standing to Accreditation with Commendation and made special note of the hospital’s dedication to the provision of safe, quality health services.



Executive Message

“Communities like ours build great hospitals”



Paul Heinrich

2012-13 was one of change at Georgian Bay General Hospital as the organization changed leaders part way through the year.

Paul Heinrich left the organization in August to pursue other opportunities and Barb Guidolin, the Vice-president, patient services and Chief Nursing Executive took on the role of Interim President and CEO at that point.

In February, Karen McGrath became the second President and CEO of GBGH since the new organization emerged in 2009.

In addition to change at the leadership level the organization embarked on what will be the final leg of the journey to a new emergency department.

After more than five years of planning and fundraising, the hospital received approval to begin construction on the emergency department redevelopment project in December.

This \$12.7-million project will ultimately provide adequate space for staff to serve the more than 45,000 patients per year who visit the department.

The GBGH mission to become a

hospital focused on continuous improvement enjoyed a successful year.

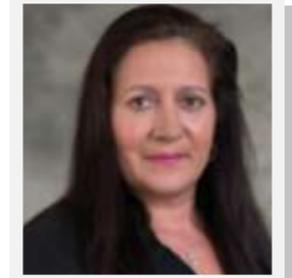
The goal was to pilot a new continuous improvement system (CIS) on a medical unit and achieve 150 improvement initiatives hospital-wide over the year.

The CIS management system is functioning on our 2-North Unit and our staff logged a more than impressive 887 improvement ideas in 2012-13!

Our emergency department, the place where our improvement journey began three years ago, continues to be one of the top performers in the province!

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 & Barb Guidolin



Barb Guidolin



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;
- ◆ Being imaginative, creative trend-setters;
- ◆ Recognizing that we are all leaders.

STRATEGIC DIRECTIONS

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

Leadership

2012/2013 BOARD OF DIRECTORS

Karen McGrath (Paul Heinrich) President & Chief Executive Officer	Brian Scott, Chair
Dr. Martin McNamara, Chief of Staff	Neal Foot, Vice-Chair
Barbara Guidolin, Vice-president Patient Services, Chief Nursing Executive	Ralph Befort, Chair Quality & Safety
Dr. Martin Veall, Pres. Medical Staff	Dar Shepherdson, Chair Audit & Finance
Dr. Andrea Jones, Vice-pres. Medical Staff	Mary Jane Deacon
	Dr. Andrew MacRae
	Suzanne Beatty
	Jane Millar
	Donna Macfarlane
	Ann Kerry

SENIOR MANAGEMENT

Karen McGrath (Paul Heinrich)	President & Chief Executive Officer
Barbara Guidolin	Vice-President Patient Services, Chief Nursing Executive
Cheryl Cowden	Acting Vice-President Corporate Services, Chief Financial Officer
Jackie McLauchlin-Welch	Director, Communications & Engagement, Freedom of Information
Dr. Martin McNamara	Chief of Staff

GEORGIAN BAY GENERAL HOSPITAL FOUNDATION

Lyn Wolfhard, President	Roger Goddard
Carey Moran, Vice-President	Dr. Vik Ralhan
John French, Treasurer	Phil DeBruyne
Avery Bassett	Hudson Leavens
Gloria Waddell, Volunteer Rep.	Lois Lipton
Candice Lee	

Investing in Patient Care

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



In 2012-13 we invested more than \$3-million in equipment and infrastructure at our two hospital sites.

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

- ◆ Voice Recognition equipment that provides timely and easier service for **physicians to transcribe to patients'** charts;
- ◆ Beds, to replace aging beds and make the healing time more comfortable for our patients
- ◆ Hand hygiene auditing system;
- ◆ Fetal monitors;
- ◆ Medical vacuum pumps;
- ◆ Holter monitor;
- ◆ Transport stretchers;
- ◆ Infant warmers;

- ◆ Hospital-wide software upgrade.

Capital Purchases and Projects

TOTAL \$3,257,293

Funding Sources

Foundation \$864,045

Ontario Government \$406,903

Health Infrastructure
Renewal Fund
(HIRF)

Other Revenue \$1,986,345

TOTAL \$3,257,293

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 Board’s Exceptional People Award is a nomination-based award that is presented annually. Up to 4 awards are issued per year.

The Georgian Bay General Hospital Board of Directors is proud of the people of GBGH and their efforts to provide Exceptional Care.



Kathy Combaluzier



Sharon Gignac



Health Records Team



CWS Team

Georgian Bay General Hospital Foundation

“\$1.2-million was raised last year”

Our successes measure not only financially but with the relationships we build with our donors, our physicians, the GBGH team and our volunteers.

With everyone's help and support the Foundation raised \$1.23 million this year with additional pledged commitments of \$504,000.

Over this past year we have had a number of great successes.

The Breakfast of Champions has become a great awareness tool for the foundation and the hospital. Guests are given the opportunity to see first hand what is happening at the hospital and how everything is run. It also gives opportunity to ask questions. And there are a lot of questions asked.

Since we started more than 200 guests have joined us for breakfast.

In this past year we have been very successful in strengthening our relationships with our seasonal residents. With the help of our Board and some key individuals the Foundation has been able to engage and steward our seasonal residents.

Our Communications Team chaired by Carey Moran has been very busy working on a number of initiatives over the last year. The team completed three huge projects this year. We have a new logo, a new website and new messaging.

Our Planned Giving Team is co-chaired by Jill St. Amant and Phil DeBruyne.

This volunteer group has been out making personal visits to our donors and chatting about planned gifts to the Foundation. Our

Employee Giving Team is co-chaired by Bill Ferguson and Avery Bassett. The pitch is simple – 10 cents an hour based on 40 hours a week is \$4 a week or \$208 a year.

We surpassed our goals this year with the Gala, Curl with the Pros and our Direct mail campaigns. Not a bad problem to have.

We are finally under construction for Phase one of our emergency department.

With the support of our dedicated community and donors we are more than half-way to our goal of \$1.7 Million over the next two years to help furnish the new space A special thank you to Karen McGrath, Barb Guidolin and Jackie McLauchlin and the rest of the senior team.

Dr. Martin McNamara, Dr. Vikram Ralhan, Dr. Richard Thomas, Sherrie Noon, Dianne Sofarelli, April Hawke and so many other physicians and leadership staff have truly been great champions for the Foundation.

On a personal note, I will be stepping down as president this year but staying on the board. I am leaving the Foundation in very capable hands; Carey Moran will become the next president.

I would like to thank all of you for your support and we look forward to continuing to build strong and healthy relationships with the hospital, our donors, volunteers and champions in the next year.

Thank you.
~Lynda Wolfhard
President



This year has been another very exciting and

eventful one for Volunteers at Georgian Bay General Hospital.

Many thanks to the Directors (Nancy Strachan and Ruby DesChenes) and all the Volunteers in the Coffee Bar and Lottery, and Gift Shops that are our stable, revenue producing operations. These two departments alone contributed \$56,000 towards our commitment to the Foundation this past year.

Our Volunteers were also busy with many other fundraising events such as bake and pie sales (which are always very popular with staff and visitors), a gigantic garage sale at the Penetang Curling Rink, a bus trip to Niagara-on-the-Lake to see Ragtime, and our springtime sale of geraniums. A special thank you to our Director of Special Projects, Marg Lettau, who worked tirelessly to manage these and many more events, and effectively raised 150% more than budgeted!

We took over the "Today I'm Working for My Hospital" campaign from the GBGH Foundation this year. This project was spearheaded by Doris Nashman and raised over \$7,000.00. I am also proud of all the 60 Volunteers and friends who worked so hard on Tag Day 2012. Thanks for all your efforts to make this day so successful.

With the contribution of our Volunteers and the support of Staff, Visitors and the Community, we exceeded our commitment to the Foundation of \$85,000 by \$7,000 for a final total of \$92,000! Well done all! Our Treasurer has outlined the use of our funds and the use of the additional \$7,000 to pay down the leases on the dialysis equipment at the Penetanguishene site. Of course, we maintained our contribution to the Staff

GBGH Volunteer Association

PRESIDENT'S REPORT

Education Fund to support Hospital personnel who wish to upgrade their skills in their chosen fields.

Our contribution to assisting staff in various Patient Service areas is a vital part of Volunteering at GBGH. We continue to serve in twenty different departments of the Hospital at both the Midland and Penetanguishene sites. Last July, Volunteers were trained in a new area – Patients in Motion. This program is aimed at getting patients more

"stimulated" and mobile in order to assist them in their recovery process. This is accomplished by friendly chats, playing card games, or simply taking them for a walk.

After the departure of Paul Heinrich in the summer of 2012, we welcomed Karen McGrath as our new CEO in February, 2013. We look forward to the great leadership we know Karen will provide.

We struck a Committee in November 2012 to undertake a review of the structure of the Executive Board as well as other aspects of the Association in order that we continue to be progressive, more effective in aligning ourselves **with the Hospital's initiatives, and continue to** keep pace with trends in volunteerism. I am very pleased and excited about the proposals this Team will be making at our Annual General Meeting.

My two year term as President expires at the AGM in June. It has been a very exciting and rewarding time especially working with such wonderful Volunteers who are so generous and giving of their time.

A heartfelt "thank you" to all

Volunteers at GBGH. You are the best!

~ Liz Gaudet, President 2012-13

Imagine 2012
It's Here!



Georgian Bay
General Hospital
Foundation



THANK YOU!



Financial Statement

GEORGIAN BAY GENERAL HOSPITAL

Financial Highlights

Year Ended March 31, 2013, with comparative figures for 2012

	2013	Percentage	2012	Percentage
			(restated)	
General operations:				
Revenue:				
Ministry of Health and Long-term Care	\$ 46,521,206	84.8%	45,168,044	85.7%
Other	8,343,968	15.2%	7,519,096	14.3%
	<u>54,865,174</u>	<u>100.0%</u>	<u>52,687,140</u>	<u>100.0%</u>
Expenses:				
Salaries, wages and benefits	37,295,381	67.1%	36,937,205	68.5%
Medical staff remuneration	3,231,611	5.8%	2,872,406	5.3%
Professional care supplies and expenses	4,386,473	7.9%	3,513,267	6.5%
Supplies and other expenses	9,623,318	17.3%	9,598,542	17.8%
Amortization of equipment	1,003,815	1.9%	967,579	1.9%
	<u>55,540,598</u>	<u>100.0%</u>	<u>53,888,999</u>	<u>100.0%</u>
Surplus (deficit) from general operations	\$ (675,424)		(1,201,859)	
Other items:				
Revenue:				
Interim long-term care program	\$ 2,222,330		1,981,919	
Capital contributions for buildings recognized	365,169		335,788	
	<u>2,587,499</u>		<u>2,317,707</u>	
Expenses:				
Interim long-term care program	2,575,199		2,420,120	
Amortization of buildings	1,047,996		828,368	
	<u>3,623,195</u>		<u>3,248,488</u>	
Deficiency of revenue over expenses	\$ (1,711,120)		(2,132,640)	
Summary of financial position:				
Current assets	\$ 4,807,426		3,605,017	
Capital assets	14,976,980		13,774,487	
Total assets	\$ 19,784,406		17,379,504	
Current liabilities	\$ 11,675,922		9,258,775	
Long-term liabilities	5,068,905		4,298,709	
Deferred capital contributions	10,376,734		9,448,055	
Deficiency in net assets	(7,337,155)		(5,626,035)	
Total liabilities, deferred contributions and net assets	\$ 19,784,406		17,379,504	
Expenditures on capital assets	\$ 3,257,293		1,668,864	
Capital contributions received	\$ 2,256,576		1,598,347	

A Year of Service

