

Quality Improvement Plan (QIP)

Narrative for Health Care Organizations in Ontario

March 30, 2026

OVERVIEW

Georgian Bay General Hospital (GBGH) is a community hospital proudly serving the residents of North Simcoe, including Midland, Penetanguishene, Tay Township, Tiny Township, Christian Island, southern Georgian Bay Township, and northern Springwater Township. While the permanent population is approximately 55,000, the region experiences significant seasonal growth, expanding to more than 200,000 residents for nearly half the year due to tourism and seasonal visitors. GBGH also plays an essential role in supporting the region's large Francophone and Indigenous communities, recognizing and responding to their diverse cultural, linguistic, and care needs.

Providing safe, high-quality, patient-centred care remains GBGH's top priority, demonstrated through our Accreditation Canada achievement of Exemplary Standing in both 2019 and 2023. As a consistently high-performing hospital, GBGH continues to advance measurable improvements in patient outcomes by applying evidence-based practices, using resources responsibly, and supporting ethical, informed decision-making at all levels of the organization. We maintain a strong commitment to transparency by monitoring and publicly reporting our performance, reinforcing accountability and continuous quality improvement.

GBGH's annual Quality Improvement Plan (QIP) reflects our formal, public commitment to continually improving the quality and safety of the care we provide. The QIP is closely aligned with our organizational strategic plan, with each quality initiative contributing to at least one of GBGH's four strategic themes: Continual Excellence, Trust & Belonging, Dedicated Team, and Sustainable Growth. Together, these themes guide our efforts to

enhance care quality, strengthen relationships with our communities, support and empower our staff, and ensure long-term organizational sustainability.

For 2026/27, the QIP continues to align with Ontario Health's priority issues: Access & Flow, Equity, Experience, and Safety. Within this framework, GBGH will focus on driving improvements in key areas that matter most to our patients, families, and community:

- Enhancing patient-centred care, including strengthening communication at discharge as measured by the "Did you receive enough information about your condition or treatment after leaving the hospital?" experience metric.
- Increase equitable access by expanding timely support provided by the Indigenous Patient Services team, supported by ongoing collaborations with the Indigenous Health Circle and local First Nation partners.
- Improving timely access to care, with initiatives designed to optimize patient flow through the Emergency Department and improve transitions to inpatient units.
- Advancing targeted safety improvements through our selected indicator, the number of 'Not Acknowledged' specimens going to the lab (Hospital Wide), strengthening reliable clinical processes and ensuring clinicians can practice with confidence while supporting a safer care environment.

This 2026/27 QIP reinforces GBGH's dedication to providing safe, timely, equitable, and patient-centred care, reflecting both our community's needs and our ongoing commitment to accountability, learning, and excellence.

ACCESS AND FLOW

Ensuring timely access to care and improving patient flow across the hospital remain essential priorities at GBGH. As our community continues to grow and evolve—especially with significant seasonal population increases, it is critical that we optimize system capacity and strengthen processes that support safe, seamless movement of patients through the hospital and back into the community. GBGH works closely with regional partners and continues to advocate to Ontario Health, the Ministry of Health, and other provincial leaders to address system-wide challenges and improve access and capacity across the province.

To enhance efficiency and support high-quality, patient-centred care, GBGH has implemented a number of key strategies:

- Organizational Flow Project – A continuously updated, organization-wide action plan that engages all departments in optimizing patient flow from arrival through to discharge. This structured, collaborative approach ensures timely care transitions and supports safe discharge planning.
- Professional Practice Model – A model that advances practice-sensitive indicators and emphasizes accountability, clinical excellence, and safe, evidence-informed patient care.
- Implementation of Alternate Level of Care (ALC) Leading Practices – These practices support early identification of patients at risk of prolonged hospitalization and guide planning to ensure timely transitions to the most appropriate care setting.
- GBGH@Home Program – A 16-week enhanced transitional care program for patients who are ALC or at risk of becoming ALC, particularly when Ontario@Home supports are not adequate to ensure a safe and timely discharge. This program strengthens

community capacity and reduces hospital congestion.

- Dedicated Offload Nurse (DON) – A streamlined Emergency Department process that manages the timely transfer of care from paramedic services to ED staff, improving access for all patients and enabling faster return of emergency responders back to the community.

For 2026/27, GBGH will continue to focus on the priority Access & Flow indicator identified through the provincial QIP framework:

- Daily average number of patients waiting in the Emergency Department for an inpatient bed at 8 a.m.

This indicator directly reflects real-time pressures on the ED and inpatient capacity, and aligns with Ontario Health's system-level priority to ensure people receive the care they need, when and where they need it.

By advancing these strategies, leveraging data-informed improvement initiatives, and strengthening partnerships across the health system, GBGH remains committed to improving access, reducing bottlenecks, and ensuring that patients experience safe, timely, and coordinated care throughout their healthcare journey.

EQUITY AND INDIGENOUS HEALTH

GBGH is committed to fostering a culture of equity, inclusion, and belonging, one where every person feels safe, respected, and valued for who they are. We strive to ensure that patients, families, staff, and community members can be their authentic selves within our hospital environment. This commitment is reflected in our ongoing efforts to advance awareness of Diversity, Equity, Inclusion and Belonging (DEIB) and create a care environment in which everyone experiences dignity, cultural safety, and equitable access

to services.

'Trust & Belonging', a foundational theme in GBGH's Strategic Plan, guides our work in addressing health inequities and supporting diverse populations. Our strategic objectives emphasize:

- Partnering to address gaps and inequities in care across our community
- Ensuring services are delivered safely and inclusively for all
- Recognizing and responding to the distinct care needs of our Francophone community
- Deepening relationships with Indigenous peoples and communities, grounded in meaningful collaboration and cultural safety
- Strengthening our understanding of the unique needs of Indigenous individuals and other underserved groups
- Increasing representation of Indigenous and marginalized voices in organizational planning and decision-making

GBGH continues to advance culturally safe care through strong partnerships with Indigenous communities including Beausoleil First Nation, BANAC, Chigamik, Métis partners, and Wendat. Together, we have expanded the Indigenous Health Circle, a collaborative forum dedicated to identifying priorities, co-developing culturally safe practices, and monitoring progress on shared goals. This partnership-based approach ensures that Indigenous leadership and knowledge directly inform GBGH's policies, education, and care delivery.

Through this work, GBGH remains deeply committed to building a health system where equity is upheld in every interaction, culturally safe practices are normalized, and all patients receive

compassionate, respectful, and barrier-free care.

PATIENT/CLIENT/RESIDENT EXPERIENCE

The voices of patients and families are essential to shaping care at GBGH. Their lived experiences provide meaningful insight into how our services are delivered and where improvements can be made. Our Patient & Family Advisory Council (PFAC) is a dedicated group of individuals who generously contribute their time, expertise, and perspectives to help strengthen the care journey for all who come through our doors. By sharing their GBGH experiences and offering input that extends beyond their own personal stories, PFAC members play an invaluable role in guiding meaningful improvements across the organization.

Guided by our purpose statement, “We Make Excellent Care Personal,” and our core value of ‘Patients First’, we partner closely with patients and families to co-design safer, more compassionate, and more personalized care experiences. We listen, collaborate, and work as a unified team to ensure every interaction reflects dignity, respect, and a shared commitment to quality. We recognize that delivering on these commitments is only possible through the authentic engagement of our Patient and Family Advisors.

As we continue to expand PFAC membership, GBGH remains committed to integrating patient and family voices into decision-making at every level. PFAC members now participate in hospital committees and quality improvement initiatives throughout the organization, ensuring that patient experience insights meaningfully inform planning, service design, and improvement work. This ongoing engagement reinforces our belief that exceptional care is only possible when patients and families are true partners in shaping the systems and services that support them.

PROVIDER EXPERIENCE

GBGH is committed to fostering a healthy, respectful, and supportive workplace where all members of our team (staff, professional staff, volunteers, and learners) feel valued, empowered, and able to thrive. Supporting a positive provider and team experience is essential to delivering excellent patient care, and it aligns directly with our Strategic Plan themes of 'Dedicated Team' and 'Trust & Belonging'.

GBGH continues to strengthen a culture rooted in safety, respect, and collaboration. Central to this work is our focus on both psychological and physical safety in the workplace. Through our comprehensive Workplace Violence Prevention Program, we promote consistent reporting, timely follow-up, education, and organizational learning related to all workplace violence incidents. These efforts help ensure that Team GBGH is supported, protected, and confident in providing safe, high-quality care.

Our commitment to team experience is reinforced through strong leadership accountability, ongoing monitoring of key workforce and safety indicators, and an emphasis on continuous quality improvement. By encouraging open communication, shared problem-solving, and meaningful staff engagement, GBGH is working to build a resilient, fulfilled, and high-performing workforce, one that can confidently deliver on our purpose: "We Make Excellent Care Personal".

SAFETY

At GBGH, patient safety remains a core organizational priority. We are committed to maintaining a strong culture of safety, one in which patients are safeguarded from harm through transparent

incident reporting, timely critical incident reviews, and proactive identification of improvement opportunities. Our Patient Safety Plan integrates people, policies, and standardized processes with comprehensive safety initiatives designed to support safe, reliable care. Grounded in our mission, vision, and values, and strengthened through our Professional Practice Model, this plan reinforces our focus on Leading Together, Placing Patients First, developing collaborative care models, and empowering continuous growth.

For the 2026/27 QIP year, GBGH is advancing targeted safety improvements through our selected indicator: the number of "Not Acknowledged" specimens going to the lab. Reducing these occurrences is critical to improving specimen integrity, supporting accurate diagnosis, and reinforcing clinical reliability across departments. This indicator aligns with GBGH's commitment to strengthening system processes that directly contribute to patient safety and high-quality care.

Our patient safety objectives continue to guide this work:

- Deliver high-quality, safe care—always
- Engage staff and patients in safety efforts at every level of the organization
- Promote a culture of patient safety grounded in learning and transparency
- Build processes and education that enhance our ability to identify and address patient safety risks
- Improve awareness of the programs and initiatives that prevent harm and support safer care

GBGH is equally committed to fostering a healthy, respectful, and safe workplace for staff, credentialed staff, volunteers, and

students. Recognizing the potential for workplace violence in healthcare settings, we take every reasonable precaution to identify, minimize, or eliminate risks. Our Workplace Violence Prevention Program provides a consistent framework for reporting, assessing, responding to, and learning from all acts, attempted acts, or threats of violence or harassment.

Recent investments, including upgrades to GBGH's security camera system to enhance coverage and strengthen incident review capability, demonstrate our commitment to sustained staff safety. To evaluate our progress, Occupational Health and Safety monitors worker incident trends and shares these results with the Senior Management Team and the Board of Directors, ensuring accountability and ongoing improvement.

PALLIATIVE CARE

Palliative care at GBGH is grounded in our commitment to delivering compassionate, person-centred care that honours the values, goals, and unique needs of patients and families. Consistent with our Strategic Plan themes of 'Continual Excellence' and 'Trust & Belonging', we strive to ensure that individuals with life-limiting illness receive timely, coordinated, and holistic support, whether in hospital, at home, or in collaboration with community partners. GBGH continues to strengthen partnerships across the North Simcoe community, including primary care, home and community care, and the North Simcoe Ontario Health Team, to enhance early identification of palliative needs, streamline transitions of care, and improve access to symptom management, supportive services, and culturally safe care. Our focus for 2026/27 is to advance equitable, compassionate end-of-life care that supports dignity, choice, and improved quality of life for patients and their families.

POPULATION HEALTH MANAGEMENT

GBGH is a proud member of the North Simcoe Ontario Health Team (OHT), a collaborative of seven partners working together to build a seamless, coordinated, and comprehensive system of care for the residents of North Simcoe. Through this partnership, healthcare, social services, and community agencies are connected as one integrated care team, enabling more responsive, person-centred support that reflects the diverse health and social needs of our population, both now and into the future.

In alignment with the provincial vision for population health, the North Simcoe OHT has identified five shared areas of focus:

- Integrated care grounded in equity, patient navigation support, and improved digital access
- Collaborative leadership that strengthens system partnerships
- Shared decision-making and aligned governance
- Strong primary care engagement and leadership
- Continued COVID-19 response, recovery, and system readiness

These priorities help ensure that services across our region are better coordinated, easier to navigate, and tailored to the needs of people and families who rely on them.

GBGH also remains deeply committed to advancing population health outcomes through meaningful partnerships with Beausoleil First Nation and other First Nation, Métis, and Inuit (FNMI) partners as part of the Indigenous Health Circle. This collaborative work focuses on strengthening relationships, promoting equity, and ensuring culturally safe care that is responsive to the unique needs, histories, and healing goals of Indigenous patients and communities.

Together, these efforts reinforce GBGH's role in improving the health of the entire North Simcoe community by addressing local needs, reducing inequities, and building a more coordinated, compassionate, and inclusive system of care.

EMERGENCY DEPARTMENT RETURN VISIT QUALITY PROGRAM (EDRVQP)

GBGH participates in the ED Return Visit Quality Program and provides annual updates to the Senior Management Team and Board Quality Committee.

EXECUTIVE COMPENSATION

GBGH's Board of Directors is committed to strengthening the accountability of the hospital as an organization receiving valuable public funds. Regularly we report publicly on key performance indicators and annually we develop personal accountability agreements.

GBGH leaders are held accountable for performance on strategic initiatives which include quality, patient experience and sustainability focused metrics. Each member of GBGH's executive team is evaluated on their ability to meet a wide range of performance targets. A portion of their compensation is directly linked to the achievement.

CONTACT INFORMATION/DESIGNATED LEAD

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SIGN-OFF

It is recommended that the following individuals review and sign-off on your organization's Quality Improvement Plan (where applicable):

I have reviewed and approved our organization's Quality Improvement Plan on

Board Chair

Board Quality Committee Chair

Chief Executive Officer

EDRVQP lead, if applicable
