



Hopital general de la baie Georgienne  
**GEORGIAN BAY**  
General Hospital

# ANNUAL OPERATING PLAN

26/27

## Introduction

Georgian Bay General Hospital (GBGH) was established in 2008 as part of the voluntary integration of the Huronia District Hospital and Penetanguishene General Hospital. GBGH has been serving local communities for over 115 years with a rich history of strong community support and advocacy.

The communities and residents served by GBGH are unique with a permanent resident population of over 55,000 and a swell of seasonal residents in the summer bringing the total to over 200,000 people served. GBGH is located within the traditional territory of the Anishinabek people. We recognize our location rests within the ancestral lands of the Coldwater Narrows Treaty and Williams Treaties Territories. We acknowledge Alderville First Nation, Beausoleil First Nation, Curve Lake First Nation, Georgina Island First Nation, Hiawatha First Nation, Nawash First Nation, Rama First Nation, and Scugog Island First Nation members, families past and present. The hospital predominantly serves an Indigenous population from Beausoleil First Nation, which is located within GBGH's catchment area. Within the North Simcoe region, GBGH serves the largest Francophone population in Simcoe and Muskoka within the towns of Midland and Penetanguishene, as well as Tiny, Tay, Georgian Bay and Springwater Townships.

In June 2023, Georgian Bay General Hospital launched our new strategic plan with a revised commitment to various communities we are privileged to care for, and the many GBGH Crew members who we have the pleasure of working with each day. The 2026/27 Annual Operating Plan will chart the course Georgian Bay General Hospital will be proceeding with throughout the upcoming year. The plan will be delivered in a manner consistent with the values of the organization and categorized within the strategic directions of GBGH, while continuing to advocate for the necessary funding to support advances in healthcare and the needs of the rapidly growing communities we serve.

## Our Values

Thoughtfully and purposefully developed, Our Values guide our organization at all levels. When making decisions whether our Crew is on the front lines providing patient care, project planning in the administration offices, or working through infrastructure solutions, Our Values provide guiding principles to ensure *We Make Excellent Care Personal* each and every day.



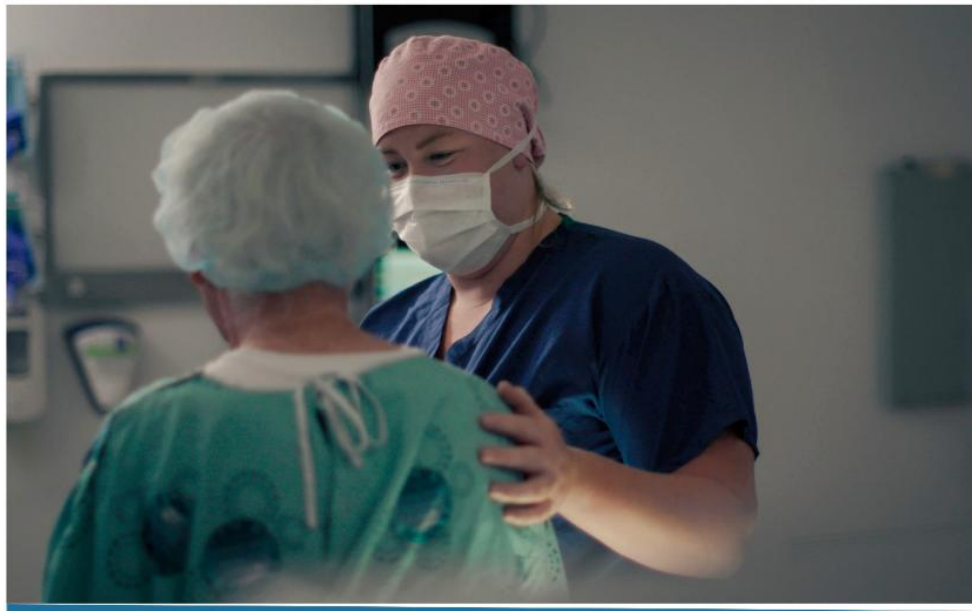
## Continual Excellence

Prepare for Accreditation while continuing to focus on patient experience in all areas of the hospital, as well as working to streamline and improve after care. Remain progressive in our ideas, planning, implementation, and post analysis.



### In 2026/27 we plan to:

- Strengthen organizational readiness for the 2027 Accreditation on-site assessment, reinforcing a culture of continuous quality improvement and accountability.
- Advance the professional practice model to enable consistent, high-quality care delivery, with focused improvements in wound care, falls prevention, and transitions in care.
- Improve the patient and family experience at discharge by ensuring clear communication, education, and understanding of the next steps in the care journey.
- Improve patient flow and reliability of care by implementing process changes that reduce time from the Emergency Department to an inpatient bed.
- Continue expansion of the GBGH at Home program, working with partners to reduce avoidable hospital days and alternate level of care pressures.
- Enhance access and standards within the outpatient Internal Medicine program to strengthen specialty care close to home.
- Strengthen access to cancer care locally through continued collaboration with the Hudson Regional Cancer Centre.
- Sustain safe and effective care environments through an evergreen approach to clinical equipment replacement.



## Trust and Belonging

Continue to advance reconciliation, inclusiveness, and equitable access, while working collaboratively with our community partners as we strive to offer patient-centered care for all. Launch the mammography program at GBGH, greatly improving access to care for our community.



### In 2026/27 we plan to:

- Advance reconciliation by further strengthening meaningful partnerships with BANAC and Beausoleil First Nation, ensuring First Nations, Métis, and Inuit community members feel welcomed, supported, and respected at GBGH.
- Redesign and renew the GBGH Smudge Room through meaningful community engagement to support culturally safe care.
- Expand equitable access to women's health services, including mammography and obstetrics and gynecology services.
- Strengthen community confidence through increased public awareness of the excellent care provided by GBGH staff and professional staff.
- Continue close collaboration with North Simcoe Ontario Health Team partners to improve integrated care across the community.
- Build community support for GBGH's future by working collaboratively with the GBGH Foundation to advance the We See You Campaign.



## Dedicated Team

Our Crew is made up of a brilliant and passionate group of staff, volunteers, learners, and professional staff. Crew and service growth continues as we launch the GBGH FMTU and strengthen our recruitment and retention practices.



### In 2026/27 we plan to:

- Strengthen workforce stability through enhanced orientation, clear practice standards, and supportive systems that reduce reliance on agency staffing.
- Expand performance conversations/touch base meetings to include annual performance discussions for professional staff.
- Advance a safe and healthy workplace culture through continued efforts to reduce workplace violence incidents.
- Progress GBGH's commitment to workforce wellness, safety, and resilience.
- Improve staff, professional staff, and volunteer retention through structured engagement.
- Expand learning and development opportunities through increased self-guided learning and formal clinical placements with colleges and universities.
- Advance teaching and training capacity by opening the GBGH Family Medicine Teaching Unit as a host site for University of Toronto Family Medicine residents.
- Improve internal processes to enable leaders to spend more time with staff and advancing quality, safety, and strategic priorities.



## Sustainable Growth

With the evolving needs of a rapidly growing and aging community, the hospital must respond with a forward-looking approach. Necessary modernizations and renovations continue to ensure the hospital is operating as efficiently and with as little down time as possible. Planning continues toward hospital expansion.



### In 2026/27 we plan to:

- Initiate critical infrastructure modernization, including upgrades to air handling units, electrical systems, and medical gas infrastructure.
- Complete Pharmacy renovations and initiate a Laboratory redesign to optimize workflow and support expanded clinical activity.
- Redesign the main entrance to enhance accessibility, safety, and the patient and visitor experience.
- Complete MEDITECH Expanse 2.2 optimization and integrate automated vital signs workflows.
- Strengthen emergency preparedness by expanding and updating the GBGH business continuity plan.
- Create a data governance framework that optimizes and enhances the use of data and analytics to support evidence-informed decision-making and automation of processes.
- Develop a defined, progressive and responsible approach to the use of artificial intelligence at GBGH.
- Continue advocacy with the provincial government to establish a comprehensive mental health program at GBGH.
- Work with provincial and municipal partners to advance long-term hospital expansion planning.
- Conduct a comprehensive review of linen supply to ensure reliability, quality, and consistency in patient care.
- Drive a sustainable operating budget that maintains access, quality and safety for patients.



## In Review

Georgian Bay General Hospital is deeply committed to advancing our support for the communities we are honoured to serve. The 2026/2027 Annual Operating Plan outlines how we will continue to advance our Strategic Plan and clarifies the methods we will use to monitor our success as we continue to strive for ongoing improvements in everything we do.

As we function in an evolving world, the organization may adjust and revise the Annual Operating Plan priorities to best position Georgian Bay General Hospital to respond to the short-term and long-term needs of the diverse communities we serve.

### Important Links:

- GBGH Home Page  
<https://www.gbgh.on.ca>
- GBGH Feedback Page  
<https://gbgh.on.ca/patient-and-visitor/feedback/>
- GBGH Careers Page  
<https://gbgh.on.ca/join-our-teams/grow-your-career/>
- GBGH Professional Staff Careers Page  
<https://georgianbayphysicianrecruitment.com/available-positions>
- GBGH Volunteer Page  
<https://gbgh.on.ca/join-our-teams/volunteers/>

### Feedback:

To provide feedback on GBGH's Annual Operating Plan please contact:

Sean Molnar

Director of Communications & Community Relations

705-526-1300 ext. 5177

[MolnarS@gbgh.on.ca](mailto:MolnarS@gbgh.on.ca)