



Faces of G&M...

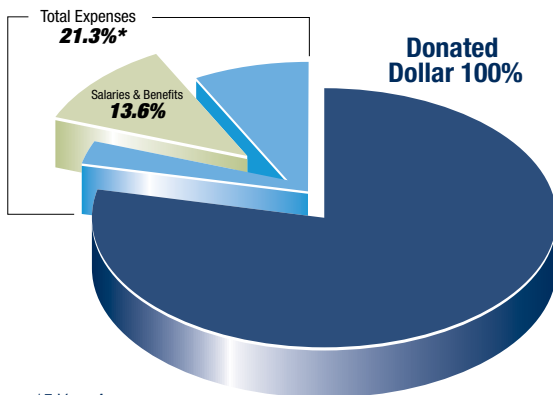


Your Care is Our Cause

The 2008 Report to the Community

"...thank you for making an investment in your community by supporting your Hospital."

Expenses as a Percentage of Dollars Raised



**5 Year Average*

Thank you!

Thank you. A simple phrase that is not used enough in our culture but one that we, at the Collingwood General & Marine Hospital Foundation want to express to you through this Report to the Community. We want to thank you for making an investment in your community by supporting your Hospital.

We understand that in these difficult economic times, investment dollars are scarce. We are grateful that you chose to invest with us and assure you that we will continue to handle your investment with prudence and care.

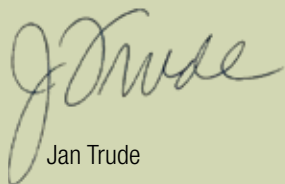
In the pages that follow, you will see your investment dollars at work. Please take time to read the stories and see the faces of those you have helped as well as those who have chosen to invest with you. You will see that your generosity makes a lifesaving impact on other members of your community. The following pages represent the “face” of your Hospital – a face very much reflected in our community.

In putting this report together, we found so many people who wanted to thank you. Our patients benefit from your generosity everyday. Your gifts are the only dependable source of funding for lifesaving diagnostic and treatment equipment. You have helped to provide equipment and services for which many of our patients previously had to travel outside of our community. Our staff benefit from the equipment and facilities that are only made possible through your support. And, you will see from our features on the G&M's newest specialists that up to date technology is particularly important in bringing highly qualified physicians to our area.

This is but one token of our appreciation for your support. We would sincerely love the opportunity to speak with you in person. Perhaps you would be interested in a tour of the facility or specific information about your gifts at work. We are also pleased to provide you with more detailed financial statements or investment returns upon request.

Please contact the Foundation Office at (705) 444-8645 or foundation@cgmh.on.ca if you are interested in more information. Let us know how we can continue to appropriately thank you for your support.

Thank you for being an important part of our healthcare team!



Jan Trude

Chair,
Collingwood General & Marine Hospital Foundation

Please visit the Foundation's website www.cgmhf.com. You will find lots of information about Foundation programs there or if you have a specific question, please feel free to contact Jory Pritchard-Kerr, Executive Director at 705-444-8645.



Your Care is Our Cause

Facing Our Challenges

Inpatients receiving ongoing care in Emergency Department beds. Surgeries delayed waiting for space in the Recovery Room to recover patients. Preparation of equipment for dialysis patients in a public corridor.

These situations occur everyday at the Collingwood General & Marine Hospital because of a lack of appropriate patient care space.

Lack of space is one of the five challenges identified by the Hospital's Administration and communicated to focus groups throughout the G&M's service area in early 2009. The purpose of the focus group exercise was to engage the community in a discussion about the G&M's challenges with the hope that some creative solutions might arise.

In addition to the challenge related to a lack of space, four other challenges were identified.

- We do not have sufficient funding.
- We only have control over about 15% of our revenue. The other 85% of our revenues are controlled by the Ministry of Health and Long Term Care.
- We will have difficulty maintaining service levels.
- We have difficulty meeting expectations of our patients.

"We are most grateful to the individuals who took part in our focus groups. They listened carefully to our issues and provided thoughtful feedback especially around operational issues," reports Linda Davis, President and CEO of Collingwood General & Marine Hospital.

"It was difficult for the focus groups to provide any real solutions to our space challenge because it requires a physical expansion of our facility," states Davis. "Lack of space has become our highest priority. It is having a profound effect on our ability to care for our patients and it affects the efficiency of our organization."

The G&M's Dialysis Unit is a case in point. Providing quality patient care for six dialysis patients at a time in an area that is fifty percent smaller than space guidelines established by the Ministry of Health and Long Term Care is very challenging.

Barb Gotuaco, Nurse Manager of Medical and Dialysis at the G&M says, "The quality of life of our dialysis patients is already compromised by the length and frequency of the time they must spend being dialysed." For most patients, this equates to three hours, three times a week connected to the lifesaving dialysis machines.

"Increasing the space in our Dialysis Unit would provide a quieter, more restful environment for patients and a better working environment for staff," continues Gotuaco. "As the need grows, this increased space will provide the opportunity to dialyse more patients without increasing nursing staff. That would be a huge boost to our operational efficiency and will provide room for future patients to be cared for in Collingwood instead of driving to Orillia three times a week."

Dr. John McCall, Chief of Surgery at the G&M sees surgical delays regularly caused by the lack of space in the operating room area. Equipped to handle only four patients at one time, the G&M's Recovery Room currently cares for both "endoscopy" patients (those who are recovering from procedures like colonoscopies) and post surgical patients.

"We often see delays because the Recovery Room is working with endoscopy patients so there is no room to move in post surgical patients. That leaves the anesthetist monitoring the patient in the O.R. until a space becomes available in Recovery," says Dr. McCall. "We need to relocate the Endoscopy Suite out of the OR and provide space for recovery of these patients safely within this Suite instead of in the O.R. Recovery Room to improve overall efficiency."

"Our space challenges are much too large to solve quickly," says Linda Davis. "We have support in principle from the North Simcoe Muskoka Local Health Integration Network (NSM LHIN) for our need for a major expansion but that will take time. In order to deal with the most pressing issues while we work towards a major redevelopment plan with the NSM LHIN and the Ministry of Health and Long Term Care, we have developed a two stage plan for Clinical Redevelopment.

Phase I of the Clinical Redevelopment project will begin this summer and will be funded jointly by the G&M Hospital Foundation through monies set aside for expansion by the

Your Future Fund Campaign and by funds from Simcoe County. Phase I will address the most urgent space issues:


- Relocation of the Endoscopy Suite to free up space in the O.R. area
- Expansion of the Dialysis Unit to add space for patients and equipment storage
- Expansion/renovation of the Triage/Registration area to enhance patient privacy
- Expansion/renovation of Sterile Process Department to meet Ministry standards.

These improvements will be made possible by relocating office type functions such as Administration, Finance, Human Resources and the Rural Ontario Medical Program to a modular building to be installed on the G&M property. Phase I is designed to meet the community's needs for the next three to five years.

Phase II of the Clinical Redevelopment is designed to meet current and future space needs and will require a major expansion to the Hospital. "We cannot increase the number of inpatient beds or expand our Emergency Department within our current footprint," explains Davis. "The population projection study recently completed indicates the need for a significant increase in our inpatient beds and Emergency Department capacity given the projected population growth and aging of the population for our area". Discussions continue with the NSM LHIN regarding the need for this major expansion and the initiation of a planning phase with the Ministry of Health and Long Term Care.

These are exciting but very challenging times for the G&M Hospital and community involvement is key.

"We are thankful that the Foundation has the funds set aside to let us address our short term needs quickly," Davis says. "This is certainly a project that will positively impact our entire community."



"We are thankful that the Foundation has the funds set aside to let us address our short term needs quickly."

"Shirley was so grateful for the care she received from the Dialysis nurses that she wanted to find a way to thank them."

Endowments

The Shirley Reid Story



... Foundation gratefully recognizes the
... their gifts will continue to
... Hospital for generations

Shirley and Larry Reid were a modest couple who lived a simple life but that didn't stop them from making an extraordinary gift to their Hospital.

After retiring from Barrie to Stayner, both Shirley and Larry were struck by cancer. Larry died in 2003 while Shirley's battle continued, ultimately leading her to require dialysis treatments at the Collingwood G&M Hospital. Nearing the end of her life, Shirley moved to the home of close friends, Linda and Paul Wilson of Collingwood. The Wilson's provided Shirley with the support she needed to live her last months somewhat independently.

Receiving care three days a week in the G&M's tiny Dialysis Unit, Shirley came to know her caregivers well and to appreciate the warmth and compassion they extended to each of their twenty-four regular patients.

"Shirley was so grateful for the care she received from the Dialysis nurses that she wanted to find a way to thank them," Linda Wilson remembers. "I called Jory Pritchard-Kerr and asked her to meet with Shirley to discuss what could be done."

Shirley immediately decided to fund the purchase of a blanket warmer that would provide comfort to the Dialysis patients. But it soon became evident that Shirley wanted to make a more lasting difference to the care of her fellow patients and the work of the nurses she had come to adore.

"Shirley was interested in making more than just a 'one time' gift," says Pritchard-Kerr, the G&M Hospital Foundation's Executive Director. "She wanted to fund something that would be longer lasting and she was interested in recognition for her late husband."

Along with the Wilson's who were named executors of Shirley's estate, Shirley and Jory discussed an endowment gift for the Dialysis Unit. Endowment gifts are carefully invested in perpetuity and only the income from the gift is used each year to benefit the work of the Hospital.

Shirley's goal was to provide ten to fifteen thousand dollars to the Dialysis Unit every year for generations to come. She wanted to fund ongoing equipment needs in the Dialysis Unit as well as continuing staff education and other costs not covered by the Ministry of Health and Long Term Care.

After several meetings, Shirley decided to make a gift of \$250,000 to be endowed for the

exclusive use of the Dialysis Unit. The gift was structured to be payable as bonds matured in Shirley's investment portfolio. An endowment agreement was put in place and, given Shirley's advanced stage of cancer, wording was added to her will to ensure the gift would be made as intended.

"We worked with Jory and Shirley's lawyer to determine the best way to make this gift," says Paul Wilson. "We looked at tax advantages and we wanted to ensure the gift was appropriately recognized. It was structured in such a way that Shirley would have use of her investment portfolio while she was alive but that it would pass easily to the Foundation upon her passing."

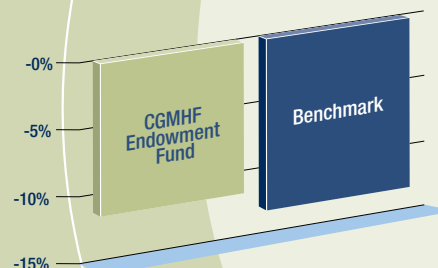
Finally, after several weeks of meetings and paperwork, preparations for Shirley's gift were complete.

"I dropped into the Dialysis Unit to see Shirley the day after the paperwork was completed and was told that Shirley chose to discontinue her treatment," remembers Jory Pritchard-Kerr. "I knew at that time that she felt she had met her goal of saying thank you and helping in the care of others."

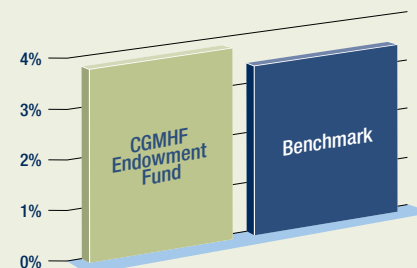
Shirley's suffering ended on February 10, 2008 but her legacy continues through the Shirley & Larry Reid Endowment for Dialysis Services. In 2009, the income from this endowment will help to fund the expansion of the Dialysis Unit and pay for two dialysis nurses to attend a national conference.

"Shirley felt really good about making this gift," say the Wilsons. "We're happy arrangements could be made for Shirley to demonstrate her gratitude to those who cared for her."

2008 Endowment Performance



5 Yr. Annualized Rate of Return



The race to save her life.

New Year's Day 2008 started off quietly at the Gowing household in Collingwood. Day Gowing and her husband John woke up in the cottage along the Georgian Bay shoreline that they had renovated seventeen years earlier. With family and friends safely returned to London, Ontario after the Christmas Holiday, Day decided it was time to see a doctor about the gnawing pain in her abdomen she had been experiencing for the past two days.

The snow was falling lightly as John and Day walked up to the Emergency entrance of the Collingwood General & Marine Hospital. Both had been to the G&M in the past for routine testing. They felt the physicians and staff were helpful and competent although it did not compare with the renowned London Health Sciences Centre they had counted on for care prior to moving to Collingwood. They had no idea that Day's case would test the knowledge, expertise and responsiveness of the G&M's emergency team in a race to save her life.

Dr. Darryl D'Costa was the emergency physician on duty that day. When he began to examine Day, he noticed tenderness in her abdomen. Given her symptoms, Dr. D'Costa ordered an x-ray. Although a basic diagnostic tool, x-ray technology delivers a very low dose of radiation to the patient and can be used to "rule out" many problems quickly. Based on the x-ray results, however, Dr. D'Costa ordered a CT scan to view Day's liver in more detail.

With no radiologist in-house on New Year's Day, Day's CT scan was immediately sent through a secure internet connection to be read by a radiologist located in Barrie. Dr. D'Costa's suspicions were quickly confirmed. Day was suffering from a hepatic artery aneurysm, an extremely rare condition experienced by only one quarter of one percent of the population. Early diagnosis of these cases is critical as the potential for the aneurysm to rupture and cause massive internal bleeding is very high.

In a small rural hospital like the G&M, the role of the Emergency Team is to quickly and accurately diagnose and then do whatever is necessary to stabilize the patient prior to transferring to a larger centre for follow up care. The G&M Team immediately began

the process on Day. A vascular surgeon and bed were quickly located in Toronto and because the light snow had turned into a full blown storm, the decision was made to transfer Day by land ambulance.

"I don't remember a lot about that day," says Day Gowing. "But I do remember the ambulance driver and my nurse, Cathy Maecker saying to me: 'relax, we'll get you there'".

As the ambulance neared Highway 400, Day's condition quickly deteriorated. A quick assessment of the situation determined that Day would die before reaching Toronto if she was not re-stabilized. The ambulance returned to Collingwood where the Emergency Team was once again able to get Day's vital signs under control.

A second ambulance ride to Toronto General Hospital, three surgeries and thirty-one days as an inpatient have allowed Day to lead a full and active life back in Collingwood. It is with great gratitude that Day tells the story of her ordeal.

"I want everyone to know the story of how great my care was," says Day. "I remember the surgeon in Toronto telling me that if it hadn't been for the Collingwood G&M Hospital, I wouldn't be here!"

Day's diagnosis was extremely rare and could have been missed by staff at the biggest, best equipped hospitals in the world but the rest of her story is not unique. Over 30,000 patients seek care in the G&M's Emergency Department every year. Sixty percent of these patients are triaged as urgent, emergent or resuscitation, meaning that their conditions can be life threatening. Patients rely on the knowledge and expertise of the physicians and staff delivering care. The medical professionals are assisted by medical technology to diagnose and treat patients.

"The physicians and staff at the G&M Hospital depend on sophisticated medical technology to help save lives every day," explains Dr. Darryl D'Costa. "We are so grateful to our community for funding the tools we need to care for our patients."

*"I remember the surgeon
in Toronto telling me that
if it hadn't been for the
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I wouldn't be here!"*



Physician Feature

Dr. Michael Lisi, **General Surgeon**

The Collingwood General & Marine Hospital would like to introduce their newest General Surgeon Dr. Michael Lisi. Dr. Lisi, originally from Cambridge, Ontario, graduated from McMaster University Medical School and completed his surgical training through McMaster University in Hamilton. After completing his intensive surgical residency, Dr. Lisi found the perfect fit at the Collingwood General & Marine Hospital joining General Surgeon, Dr. Dapo Akinyele in July 2008.

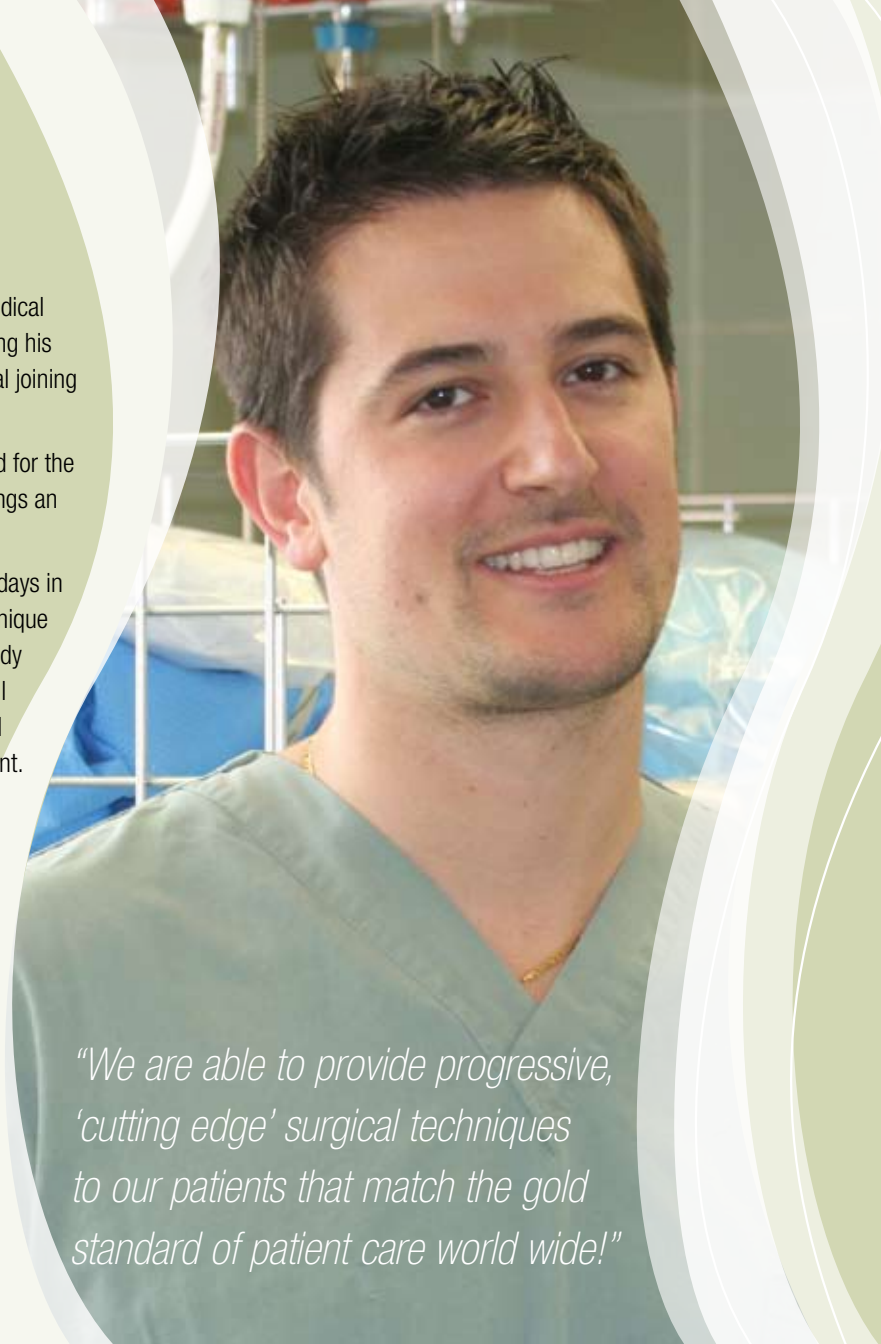
After having the opportunity to train in large trauma centers in Miami and South Africa, he is prepared for the numerous ski accidents and multi-season trauma that present year round. At the same time, he brings an interest and skill in Laparoscopic surgery.

As opposed to laparotomies or open surgical techniques which require a big incision, three to seven days in hospital and longer recovery times, the newer procedure provides benefits for the patients. The technique is based on a device called a laparoscope, which allows doctors to look at the inside of a person's body while doing minimal damage to surrounding tissue. When using a laparoscope, surgeons make small incisions each one millimeter in diameter and a fibre-optic camera relays images from the abdominal cavity onto monitors, providing surgeons with a clear and crucial picture of their operating environment. Tiny instruments are used to do the actual surgery, avoiding the need for a large surgical incision that requires a lengthy healing period.

Laparoscopic surgical techniques result in decreased patient pain, earlier discharge from hospital, faster return to normal functions and better cosmetic results. Not only is this best for the patient, it also helps to free up hospital beds for use by other patients.

Of course, new surgical techniques require instrumentation that is more advanced. In order to increase the number and type of laparoscopic surgeries performed at the G&M, donations to the Collingwood G&M Hospital Foundation funded \$63,904 in new laparoscopic equipment.

"Thanks to the support of Foundation donors, we can now remove a colon, fix a hernia, take out an appendix or repair a perforated gastric ulcer laparoscopically," explains Dr. Lisi. "The equipment we have now is as good, if not better than some tertiary hospitals in larger centres. We are able to provide progressive, 'cutting edge' surgical techniques to our patients that match the gold standard of patient care world wide!"



"We are able to provide progressive, 'cutting edge' surgical techniques to our patients that match the gold standard of patient care world wide!"

Physician Feature

Dr. Susan O'Toole, **OB/Gyn**

With births at the Collingwood General & Marine Hospital rising almost twenty percent in the last five years, the need to recruit a second Obstetrician/Gynaecologist to work with Dr. Gillian Yeates was critical. An intensive search identified the perfect candidate in Dr. Susan O'Toole.

After completing her Obstetrics and Gynaecology residency at Queens University, Dr. O'Toole did locum work (covering for physicians on leave) including some time in Collingwood before working with Doctors Without Borders in Sri Lanka for six months. O'Toole was impressed with the care delivered at the G&M. It matched her commitment to provide care to women that is personalized, compassionate and even empowering.

"Our obstetrical practice is extremely busy and exciting. There were 464 babies delivered here last year," says Dr. O'Toole. "I like the fact that we provide a family centred birthing model which encourages a woman's choice of birthing partners."

Uncomplicated deliveries are handled in the Hospital's five LDRP (Labour, Delivery, Recovery and Post Partum) rooms that are spacious and well equipped to care for baby and mother. Multiple births and caesarean sections are delivered in an operating theatre at the G&M. In these cases, a full medical team is in place including the OB/Gyn, anaesthetist, obstetrical nurse, respiratory therapist and in some cases, a family physician. Multiple births also require double the usual equipment to stabilize the newborns.

Sharing a practice with Dr. Yeates has allowed O'Toole to specialize in her gynaecology work. "I am especially interested in colposcopy which helps to identify pre-cancerous changes in women," says Dr. O'Toole. "This is an important early detection diagnostic procedure which can significantly improve survival rates of women with cervical cancer."

Funding from the Collingwood G&M Hospital Foundation made the equipment available that Dr. O'Toole needs to diagnose and care for all of her patients. "Advanced technology allows me to provide quality care to women who were previously referred outside of our community for diagnosis and treatment," O'Toole reports. "We are lucky to have such wonderful support from our community that makes this equipment available."



"Advanced technology allows me to provide quality care to women who were previously referred outside of our community for diagnosis and treatment"



Thank You...

Community support of the Collingwood G&M Hospital Foundation is the only dependable source of funding for equipment and technology at your Hospital.

Thank you for being so generous again in 2008. Your gifts have put smiles on the faces of everyone at the G&M and helped to save lives every day.

Thank you for your continued support!

Jory Pritchard-Kerr

Jory Pritchard-Kerr, FAHP

Executive Director

Collingwood G&M Hospital Foundation





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