

highest level of professionalism
above and beyond genuine concern
absolutely amazing excellent care
compassionate quick efficient care

cgmh staff
exemplary leadership
precious work happy
helpful superb care
professional
dedicated gentle
very thorough excellence
fresh smile resourceful
positive attitude
accountable determined

midwives
warmth technicians
kindness prompt professionalism

doctors
adaptable initiative
respect
cheerful
devoted
caring
sweet
dentist
tireless
thankful
impressed

nurses
safe patient care
professional skills good nature
efficient took extra steps
considerate thank you
competence and compassion
sense of humour sensitive
attentive comfortable
compassion for the patient
reassuring committed
professionalism appreciative

carers
fantastic staff excellent bedside manor always smiling kind words effective judgment
caring thank you felt comfortable excellent work improved patient care

**Together we can...
and we are**

VISION: Our vision is to be a high performing, patient-focused hospital serving our community by providing quality and excellence in patient care. We strive to be a leader among our peers by providing essential services founded on best practices, resourced with appropriate technology and delivered by a qualified, motivated and caring team. We are working to provide timely access to care and to facilitate seamless care for our patients in collaboration with partners within and beyond the hospital.

MISSION: A dedicated team committed to your health and our community.

Caring
Accountable
Respect
Excellence
Adaptable
Teamwork
CGMH

Governed by our new strategic directions all physicians, nurses, staff and volunteers at the Collingwood General & Marine Hospital will continue to provide the best possible **patient experience**, by ensuring community members and visitors receive the **right care at the right place**, with access to **innovative** and efficient technology. We will provide care closer to home for those with complex conditions and timely **access to orthopaedic care** and local rehabilitation services. By implementing these new directions we will **sustain the future of our hospital**, as we build our case for a Health Campus or a major hospital expansion.

Strategic Directions: 2013 - 2017

Patient Experience

We commit to providing the best possible patient experience to the community by:

- Developing and progressively integrating a culture of "Service Excellence"
- Integrating patient/family experience factors into planning and decision making
- Enhancing quality and safety of patient care through standardization and best practices

Right Care at the Right Place

We commit to improving care for patients with the greatest need by:

- Demonstrating leadership in the Health Links project by:
 - Implementing a coordinated care team approach that links patients with community services
 - Connecting frequent ED users and patients without family physicians with the new Complex Urgent Care Clinic
- Implementing the Home First philosophy which allows seniors to return home with support services in place until alternative care plans are made

Access to Orthopaedic Care

We commit to enhancing our role as a regional orthopaedic provider by:

- Expanding orthopaedic services and reducing wait times for orthopaedic surgeries
- Completing the implementation of the Musculoskeletal Integration Plan, which will provide enhanced access to timely care, both locally and regionally
- Increasing access to local, acute rehabilitation services for orthopaedic patients after surgery

Innovative

We commit to pursuing new models of care and operations by:

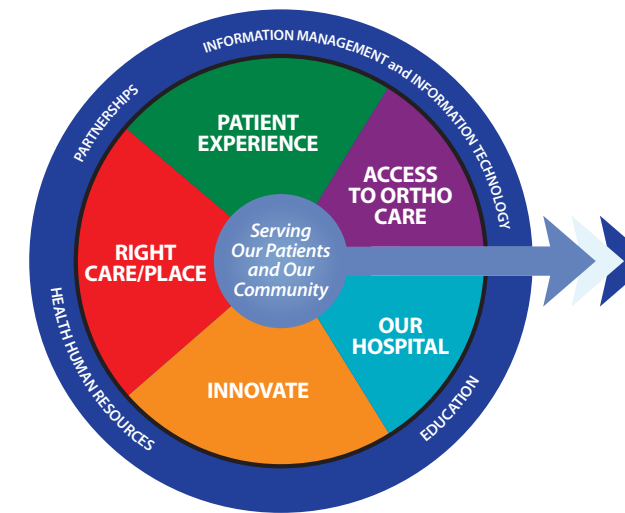
- Identifying and implementing new models to enhance patient care and provide care closer to home
- Continuing to build transformational excellence and Lean management processes
- Establishing electronic connectivity with community partners
- Identifying and implementing new models to enhance operations and increase efficiency

Our Hospital

We commit to initiating hospital development planning and exploring opportunities for a Health Campus by:

- Developing a master plan/master program
- Building the case for a new hospital and campus of care for our community or a major expansion
- Developing an interim plan to sustain operations for the next 5-7 years

YOU SPOKE, WE LISTENED – OUR COMMITMENT TO THE COMMUNITY



Working together with our partners toward a shared vision for the health of our community

We will continue to provide the best possible **patient experience** by integrating a culture of 'service excellence'. When patients, their families and visitors arrive at the G&M Hospital they will be greeted with a friendly smile, provided an empathetic ear and treated with respect for the duration of their care or visit.

Patients and their families will have a **guiding voice in their care plan** as the health team consults with them throughout their treatment.

We are dedicated to improving care for patients with the greatest need through community partnerships such as **Health Links** – connecting patients who have complex health issues with a coordinated care team made up of local community agencies, health services and the Georgian Bay Family Health Team. As part of Health Links, a Complex Urgent Care Clinic, led by a nurse practitioner, will be available to help:

- patients with complex conditions who don't have a family physician
- visitors to the area
- complex patients referred by their physician who require multiple appointments for treatments such as IV therapy.

We have embraced the **Home First** philosophy, a partnership with the Community Care Access Centre which allows seniors to return home when they are well enough to leave the hospital with dedicated in-home support services in place.

By enhancing our role as a **regional orthopaedic provider** we will reduce wait times, locally and regionally, and increase access to local rehabilitation services after surgery.

We will be making a **significant investment in orthopaedic equipment** and updating our facilities to meet our patient's surgical needs on-site.

We are implementing **new models to enhance patient care** and provide care closer to home, by expanding our Ontario Telemedicine Network, videoconferencing which connects patients with health care specialists across the province.

We will **continue to provide care closer to home** through our partnership with the Simcoe Muskoka Regional Cancer Center. This partnership allows cancer patients to receive some of their treatment, such as chemotherapy pump removals locally, thereby reducing travel to Barrie.

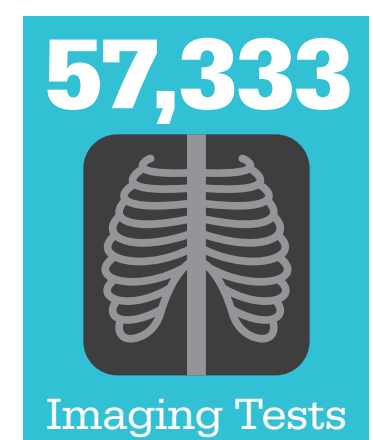
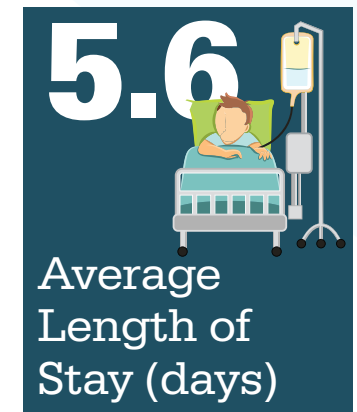
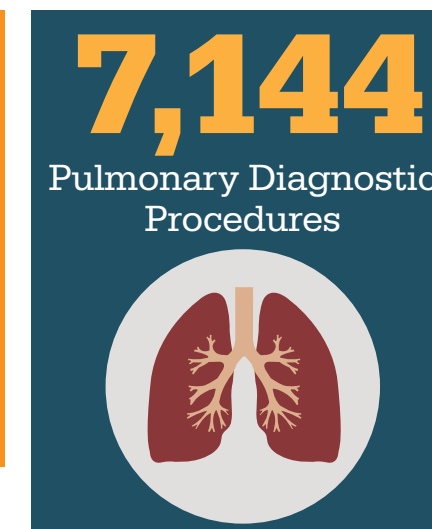
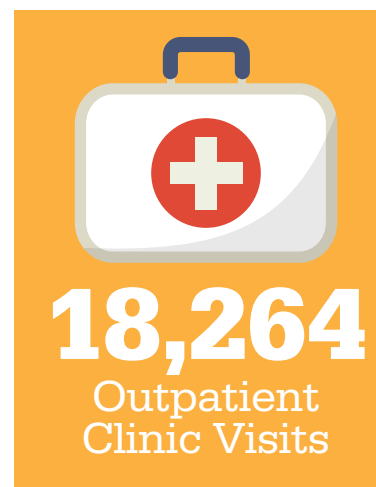
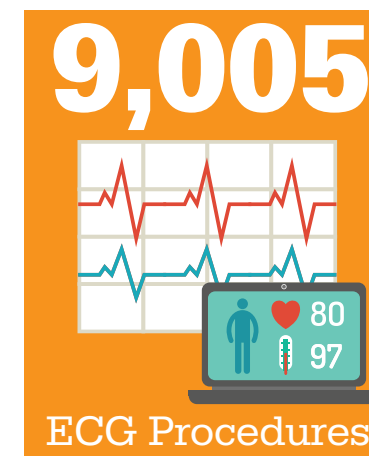
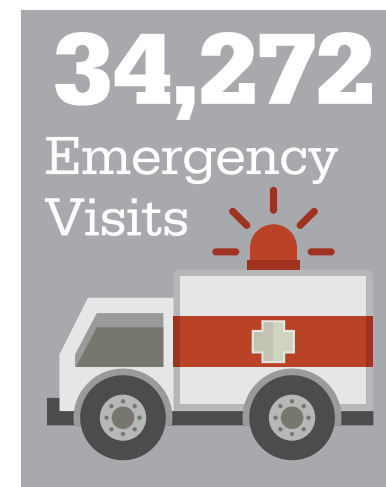
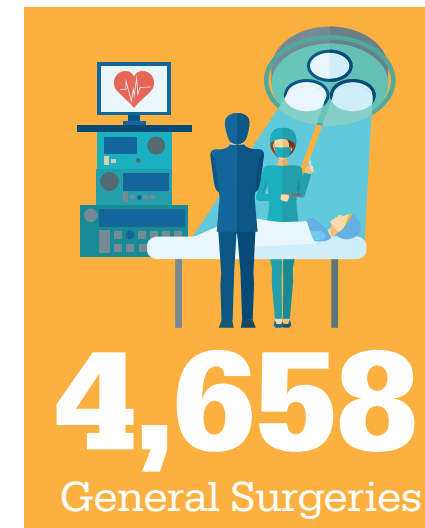
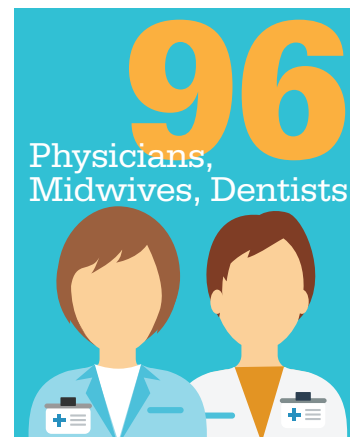
We will **become more innovative** by establishing electronic connectivity with community partners such as the Georgian Bay Family Health Team, community agencies and service providers, through a secure portal. This benefits patients by eliminating duplication and 'retelling their story each time.'

We recognize that we're out of space. We will continue to make changes to sustain operations in the short term and will work towards a major expansion or a new hospital.

By The Numbers

**2015/16 Fiscal Year Audited
Financial Statements**

[LEARN MORE](#)



Together we can... and we are



"Hospitals aren't built from the ground up; they are built from the inside out. They are rooted by its core services, grounded by its staff and physicians, tended to by a dedicated and compassionate group of volunteers, supported by its vision, mission and values, and molded by its strategic directions."

Guy Chartrand,
CGMH President and CEO

Collingwood General & Marine Hospital (CGMH) is a 68-bed hospital located in Collingwood, ON, and serves more than 60,000 permanent residents and 3.5 million annual visitors to the communities of Wasaga Beach, Collingwood, Clearview and the Blue Mountains.

CGMH is an acute care hospital providing emergency care, diagnostic services including lab, imaging and cardio respiratory therapy, as well as two inpatient units (medicine and surgery). In addition, CGMH also provides care in specialty areas including obstetrics, orthopaedics, intensive care and surgery. The hospital also provides outpatient care including dialysis and a wide range of clinics including mental health and rehabilitation services. CGMH continues to provide care close to home for our community and plays a key role as an integrated orthopaedic centre for our region.

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Table of Contents

2015/2016 Report to the Community

Board Chair Report <i>George Dickson</i>	8
President and CEO Report <i>Guy Chartrand</i>	10
Chief of Staff Report <i>Dr. Michael Lisi</i>	12
Together we can... and we are achieving great things	14
Board Awards of Excellence	16
Volunteer Service Awards	17
Your Hospital – What's Next	18
Transformation Journey (Future)	20
Creating change – By the patient for the patient	22

Together we can...
and we are

Board Chair Report George Dickson

Time flies when you're having fun they say and while my nine-year term on the Board of Trustees, including my two-year term as Board Chair, may have come to an end, it's been an incredibly enjoyable ride, during an extremely challenging time for hospitals and healthcare.

During my time as a Board member I have witnessed remarkable achievements and advancements, and a notable shift toward system thinking, balancing the greater healthcare needs of our communities, while finding ways to work together to achieve this. It's about sustaining the future of healthcare in our communities, which will evolve to be more partnership based as the future unfolds.

We know from the Ministry of Health and Long-Term Care (MOHLTC) that change is coming - at this stage it is unclear how it will all unfold - but CGMH can help lead this change towards a more integrated healthcare system in the South Georgian Bay area. April 23, 2016 was a starting point for us, as CGMH Board members, along with Senior Leaders and Board members from various local community organizations actively participated in a joint healthcare conference around system thinking and transformation. This is part of the larger transformation journey you will read more about in this report and it was a great day of discussion around a shared vision for the health of our South Georgian Bay community.

The CGMH Board knows that good governance is a business imperative, positively impacting the Hospital's performance and is committed to helping adapt best governance practices to the needs of an integrated community. Central to our role as Trustees is our responsibility to ensure the Hospital has the right strategy, talent, and risk management to succeed in delivering the high quality patient service that our community expects.

Together we can...and we are making a difference, as we implement innovative measures such as the joint accountability agreement in place with the Chief Executive Officer and the Chief of Staff to ensure alignment among the medical and hospital staffs. We also worked hard this year to ensure that patients and the community felt they had a voice in the hospital's affairs. From this, the Patient and Family Advisory Committee (PFAC) was formed, and a series of eight redevelopment public meetings, which built on the previous year's *Let's Talk About Your Hospital* series, occurred between October 2015 and June 2016.

Two areas the Board strongly focused on this year was financial stability of the hospital and the redevelopment project. The financials are a tough one to tackle, as we are such an efficient hospital, yet our deficit continues to grow. Our Strategic Team really dug into the numbers with the North Simcoe Muskoka Local Health Integration Network, Ontario Hospital Association and the Ministry of Health. We are working hard with all parties, as the Board remains committed to maintaining the hospital's current core services.

It has been an extremely busy year on the redevelopment front and more details about this can be found in the Report's Redevelopment Update.

So, this brings me back to the beginning. I am often asked why I wanted to be a hospital Trustee. There are many reasons, but I keep coming back to, "being part of something much bigger than myself," and the tremendous personal learning it has afforded me. Healthcare is an extremely complex business, as is the governance role. It has been such a privilege to be part of a team of caring and extremely competent individuals. You have given me much more than I have provided and much to take away.



**President and CEO Guy Chartrand,
Board Chair George Dickson and
Chief of Staff, Dr. Michael Lisi.**

I want to say a VERY SINCERE thank you to the management team, physicians, dedicated employees and volunteers who serve and focus on our patients each and every day. Lastly, a heartfelt thanks to my fellow Board members – we have been through much together and always with respect for each other's views. The Board places a strong emphasis upon selection of trustee candidates, assessing the Board's existing strengths against the Hospital's evolving needs and ensuring a diversity of viewpoints, backgrounds and experience. This ensures the Board reinvents and strengthens each year and gives me confidence this will continue under the leadership of incoming Board Chair, Thom Paterson.

Thank you for nine wonderful years and I look forward to watching the future of the hospital unfold.

Sincerely,



George Dickson

President and CEO Report Guy Chartrand

Together we can...and we are, it's the story of a journey that CGMH engaged upon just over a year ago.

It's a story of leadership and partnerships. It's been a year of relationship building, strengthening, focus and hard work. It's a story of a transformation journey that we are on, both with our community partners and with our redevelopment project, and we have much to be proud of from the past year!

While I may wear the CEO hat in the organization, one of the driving factors that keeps me motivated is the dynamic teamwork within our organization.

This teamwork has allowed some remarkable accomplishments to occur over the past year and demonstrates that **Together we can...and we are** accomplishing greatness.

Despite being faced with continued growth and infrastructure challenges, CGMH continues to be one of the highest performing hospitals in the province. We are the 6th most efficient hospital in the province, spending close to \$3.5 million dollars less than expected under the province's funding formula. We continue at this time to work with our North Simcoe Muskoka Local Health Integration Network, led by the Board of Trustees, to build a case for increased base funding and will continue to fight for this funding to maintain operations and service levels.

Even though the hospital is lacking proper emergency department space to serve the more than 34,000 visits each year (a fundraising campaign is just wrapping up through our Foundation right now to address these space concerns) - it still ranks in the top 10% of Ontario hospitals for wait times and in the top 10% for select diagnostic and surgical procedures. A big hats off to our ED Department, Surgeons and Diagnostic Imaging Department for all of

their hard work in making this a reality, which has resulted in improved patient care and flow.

We also launched our Patient and Family Advisory Committee this year, which provides the patient's voice to new policies and enhancements to patient centered operations in the hospital, as well as our redevelopment process. We are very grateful to this group who are making great strides for the patients by the patients.

There has been much work accomplished on our Redevelopment Journey by the Board, Leadership Team, Staff, Physicians and the community at large, most recently through our public meeting sessions in which we visited all four communities, reaching approximately 550 community members and receiving feedback on our process from ¼ of the group. And, as the fall arrives, we will be in a position to submit our entire stage Stage 1A Proposal – Master Plan/Program to the Ministry of Health. More can be read about this in our Redevelopment Update in this report.

It has been a year of relationship building with community partners and on April 23, 2016 we had a meeting with our Health Link partners to discuss the transformation of healthcare and how the hospital and community partners can better work together to build capacity in our community and connect on services that might better serve patients in our community, as we work towards an integrated approach. As transformation occurs, goals are being shared and implemented beyond the hospital's walls to better meet the needs of all the patients in our community. More can be read about this in our Transformation Journey story in this report.

Also in the spring of 2016, South Georgian Bay community partners, including the Collingwood General and Marine Hospital, Collingwood YMCA and the Georgian Bay Family



CEO Guy Chartrand and Chief of Staff, Dr. Michael Lisi.

Health Team came together to develop a Pulmonary Rehabilitation program for patients with chronic obstructive pulmonary disease (COPD).

The program provides a supervised exercise program for individuals with confirmed COPD, to assist them with managing their symptoms.

The program consists of an education and an exercise component and runs out of the Collingwood YMCA, with support from the GBFHT and CGMH Rehabilitation and Respiratory Therapy staff.

This joint partnership is designed with the patient in mind, by providing them with timely and accessible care in the community, away from the germs and bugs that linger in the hospital – Again, together we can...and we are achieving great things.

We have also achieved a great deal on the technology front which improves not just hospital operations, but also patient care and flow throughout the organization.

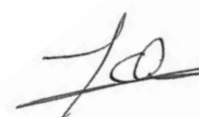
With the launch of our new Cardiac monitors, patients can now move throughout the hospital with the purse size telepacks, improving patient flow to the floors, while the larger screens and adjustable colours provide nursing staff with better visuals.

Additionally, with iPads on our Environmental Services carts, staff members can now access the Bed Status chart in real time - turning patient rooms over faster, improving patient flow and transitioning patients from the emergency department to a bed on the nursing unit, in a timelier manner.

All of these accomplishments would not be possible without the team behind them. I am grateful for our supportive Board of Trustees and thank our outgoing Chair, George Dickson, for his wonderful words of wisdom and support, and fellow Board member, Pam Kinzie, for all of her hard work as Chair of Governance.

Also the work of every CGMH staff member, physician and volunteer, as without all of you, we would not be where we are today!

Sincerely,



Guy Chartrand

Hon. B. Comm, MBA, PhD Candidate

Chief of Staff Report Dr. Michael Lisi

Just over two years into my tenure as Chief of Staff, I'm astonished to see how much our medical team accomplishes beyond their daily roles as family physicians, anesthesiologists, surgeons, ED physicians, obstetricians and gynecologists, and Internists. This only goes to show their dedication to the hospital and this community in providing the best possible healthcare experience to all.

In 2015/16 we ranked in the top 10% of Ontario Hospitals for Emergency Department wait times out of 74 Ontario Hospitals participating in pay for results (P4R). For a medium size community hospital – this is amazing! It's an attribute to the hard work of our ED Chief, Dr. Bosman, the entire ED Nursing Team, Transition to Home Team and Positive Change Office who invested in making this a priority – all who believed that Together we can make a difference. And, as noted by Dr. Bosman, "This really speaks to shifting morale, to that of collaboration and many interdisciplinary successes." Something to be truly proud of!

Our partnership with Choosing Wisely Canada continues to evolve through both public and physician education, and engagement in tactics that reduce unnecessary testing and procedures for patients, as lead by members in the family practice field.

I'm also very proud of our team of dedicated nurses, midwives and doctors that work together to provide safe care to the mothers of our community. This is evident by our Cesarean section rate of 19.7% which is the lowest in our North Simcoe Muskoka Local Health Integration Network (NSM LHIN) and significantly lower than the national average of 27%. This low Cesarean section rate, while maintaining excellent outcomes for both mothers and babies, is a true cause of celebration.

It was also a busy March 2016 here for the entire surgical team – as the NSM LHIN allocated an additional 10 knee surgeries and 9 hip surgeries to be completed in a month. This was of great benefit to patients that were awaiting surgery and were booked later in the spring. This was a true testament to teamwork and collaboration across the continuum who rose to the challenge. Because of all of you, there are 19 happier - more comfortable community members who are grateful to you all!

We also recently celebrated our first year under the National Surgical Quality Improvement Program (NSQIP) – a program the hospital was provincially selected to participate in through Health Quality Ontario.

NSQIP collects data that provides fair, in-depth and insightful analysis, to help surgeons and hospitals better understand their quality of care, compared to similar hospitals with similar patients, and allows hospitals to nationally benchmark their complication rates and surgical outcomes.

On average, NSQIP participating hospitals have been able to prevent 250 – 500 complications per year, save lives and save money.

As a result of involvement, CGMH has also established some new initiatives such as ERAS – Enhancing Recovery After Surgery and SSI – Surgical Site Infection working groups to help with enhancements hospital wide, which ultimately trickle down to enhanced patient care.

And to close off my highlights, I'm elated to share with you the success of our First Annual Georgian Bay Interprofessional Healthcare and Wellness Research Day, which was a collaborative effort between the hospital, the Rural Ontario Medical Program, the Town of Collingwood



Dr. Michael Lisi, CGMH Chief of Staff with Liz Truong from the Gilbert Centre at the Georgian Bay Interprofessional Healthcare and Wellness Research Day.

and Georgian College at the hospital on June 15, 2016. With more than 115 guests in attendance and another 100 watching the live stream (some of them watching from as far as Qatar), we were thrilled with the community turn out! The basement was lined from the cafeteria to the Foundation doors with more than 50 posters from hospital staff, residents, physicians and local healthcare partners - A true testament to teamwork.

It's also another step forward on our journey to transform healthcare way beyond the hospital walls.

On this journey, we're engaging with the people that really matter most in this equation, which are the patients and the people that work on the front lines – our team, our physicians, nurses, everyone. We're trying to do the right things, bringing the right people together to design the system of the future. We are on

a transformation journey based on our organization's motto – **"Together We Can"**.

As we move along our journey, we aspire to be a rural teaching hospital that extends interprofessional learners beyond nursing and medical students to include all disciplines laboratory, pharmacy, DI and much more – a journey that will take many years, but is a great vision to work towards.

Sincerely,



Dr. Michael Lisi
BSc, MD, FRCSC, FACS

New docs on the block

Dr. Blake Abawi,
Family physician
Dr. Murray Miller,
Chief of Radiology

Retirements

Dr. George Rogan
(Pediatrics)
Dr. Claire O'Brien
(Radiology)
Dr. John Bowman
(Sports Medicine)



Board Awards of Excellence

The annual Board Awards of Excellence provides the Collingwood General & Marine Hospital Board of Trustees with an opportunity to recognize and honour the outstanding performance and achievements of staff, physicians, volunteers and teams within the Collingwood General & Marine Hospital.

The 2015 awards recognize achievements that specifically demonstrate the values of CGMH and its Strategic Directions.



Leadership: Contributions as a Leader
Presented to Barb Kirkpatrick by Dr. Akinyele, Board of Trustee Pam Kinzie and Chief of Staff Dr. Michael Lisi

Innovation: Electronic Bed Board System
Presented by Board of Trustee Nicole Vaillancourt



Volunteer Service Awards

Volunteers play an integral role at the Collingwood General & Marine Hospital. They help assist in creating a comforting place for both patients and visitors. The work of each and every volunteer at the G&M Hospital is greatly appreciated and valued by hospital staff and the community. More than 400 people have dedicated their time and energy to become volunteers for the organization and are recognized each June at the annual Volunteer Appreciation tea in recognition of their dedication and service.



Right Care/Right Place: Pulmonary Rehab Program
Presented by Board Vice Chair Thom Paterson



Patient Experience: Establishment of a Mental Health Crisis Team
Presented by Board of Trustee Lesley Paul



Your Hospital – What's Next

It's been an extremely busy year at the Collingwood General & Marine Hospital (CGMH). The journey toward redeveloping our Hospital is well underway. After unanimous acceptance by the North Simcoe Muskoka Local Health Integration Network (LHIN) of the Pre-Capital submission last September, the Board and Administration of CGMH have been working diligently to complete the Stage 1 proposal to the Ministry of Health and Long Term Care (MoHLTC). This is where planning begins for the Hospital's future.

The Stage 1 proposal has two components. The first is a Master Program (Stage 1A) which outlines the demographics of the South Georgian Bay area today and 20 years into the future, as well as outlining the services offered today and suggestions for future services. This part of the proposal is based on provincial census data. It follows Provincial Government guidelines for planning future patient services. It has direct input from over 125 CGMH frontline care providers, including physicians, nurses, medical technologists, support service providers and volunteer/patient advisors.

The Master Program sets the stage for the second component, the Master Plan (Stage 1B) which takes the statistical data and uses MoHLTC guidelines to plan the size of each department in a redeveloped facility. Putting these departments together in the most patient friendly and efficient lay-out was accomplished through a series of visioning days and workshops attended by frontline care providers, management, patient advocates, health

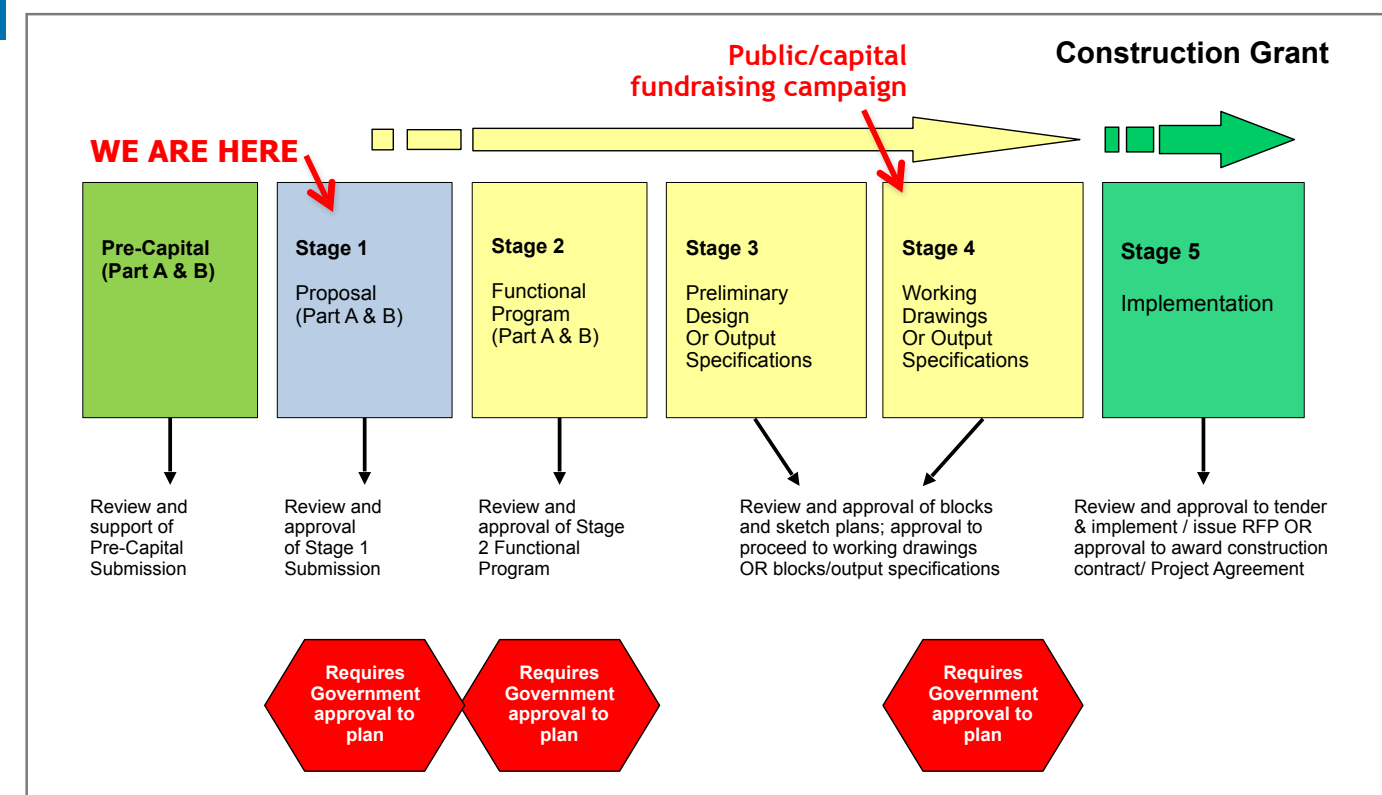
partners, municipal representatives and invited members of the public.

In addition to the Facilities Planning Steering Committee (made up of members of the Hospital and Foundation Boards, representatives of Senior Administration, a member of the Patient and Family Advisory Committee and the Chief of Staff), a sub-committee was formed in December to evaluate the appropriateness of 8 different potential sites, located in three different CGMH service municipalities. Over the winter months, the Site Evaluation Committee carefully evaluated each site based on 30 criteria and identified three sites to the Facilities Planning Committee who approved and then brought forward to the CGMH Board in May. After this a series of consultations were held in each of the four CGMH service municipalities (the third round of public consults over the past 18 months), asking for community input on the top three sites. The options included an expanded version of the existing Hospital site on Hume Street, and two greenfield (undeveloped) sites – one in Collingwood on Poplar Sideroad and one in Wasaga Beach just off Ramblewood Drive.

The final step of this process will be for the Hospital Board to determine the preferred site to recommend to the MoHLTC. This recommendation will become part of the overall Stage 1 submission which will also include information on the other highest ranked sites. The final decision on the future site of the Hospital will be made by the MoHLTC.

This is all very exciting but there is much more detailed work underway to ensure that patient care remains uncompromised during the next ten years – the anticipated timeframe to move into a fully redeveloped facility.

Particular focus has been paid to the CGMH Emergency Department (ED) which, according to MoHLTC standards is only half the size it should be to care for an average of 34,000 patients annually. The Emergency Team (made up of physicians, nurses, technologists, clerks and volunteers) held several retreats over the past few years to come up with recommendations to improve the ED within its existing footprint. There is just no room to expand



the department. Their final recommendations included renovating the department to improve sight lines and communications among staff and physicians, and with patients and their families. Changing furnishings and storage solutions to free up space and make supplies more accessible to care providers is also in the plans - ensuring the best possible care to emergency patients.

Fundraising has been underway for this \$800,000 project since January and work is now underway, thanks to the tremendous support of all those who donated to this cause. It is anticipated that the project will take several months to complete as tradespeople work around care providers.

CGMH is a regional orthopaedic program. In the past year, a fourth orthopaedic surgeon, Dr. Darryl Collings was recruited to continue to grow this important program alongside our expanded gynaecology and general surgery programs. Investments into the aging infrastructure in the Operating Rooms and surgical equipment will take centre stage in the fall of 2016 and beyond.

Every department of the CGMH is excited about the redevelopment to overcome space constraints and to improve efficiencies in patient care but we recognize that



Redevelopment community consultation on future location of new Hospital. One of four sessions held in May/June 2016.

the final product may be a decade away. In the meantime, we will continue to look for smart, strategic investments to keep the existing facility operational and invest in the right tools to help our medical professionals provide the very best care.



Transformation Journey (Future)

What does the future of healthcare look like? It's not an easy task to define. There's a lot of questions to ask and a lot of community partners to have discussions with. The purpose of which is to help patients get seamless access to care in a simplified way. It requires us as a hospital to ask wicked and probing questions about what is in the best interest of the patient.

While operating an efficient, safe and caring hospital is certainly our top priority, the hearts and minds of our Board and staff have also been focused on the future needs of our community.

Over the past two years, we have been searching for the answer to the question – what will healthcare services be like in our region in four/five/ten years or more from now?

Let's look at a few insights from the planning process.

Our hospital board wisely started with an assumption that they should not simply focus on a new building for our hospital. Given the pressures we face, we need to reinvent healthcare delivery in order to meet the evolving needs of the people of our communities, over the next decade and beyond.

The grander vision is for a local integrated delivery system in which the next generation, acute care community hospital is a key, specialized component of such a design.

At present it is somewhat complicated and full of twist and turns for those navigating the system and things could be better organized to service our communities changing needs. Along with local healthcare providers



and community partners, we are trying to map out what our future healthcare delivery system could look like.

For our hospital and our community, it is always about the patient at the centre and we are determined to build a true system of care delivery that fully wraps itself around the needs of the people and the communities we serve.

Our future hospital and the healthcare delivery system in our evolving vision will be driven by the patient perspective and by evidence-based best practices. Our patients have clearly told us that they want a seamless patient experience across the continuum of care, as they move from hospital to home, to a nursing home and to palliative care.

We have started these conversations with our community and even hosted a South Georgian Bay community session with healthcare partners in April 2016 to define what a shared vision, system scorecard and collaborative governance structure could look like.

The CGMH Board's vision is for an integrated delivery system of independent services. The hospital has no interest in running this system – where the Board and the CEO would be in charge.

Rather, the Board and Senior Team at CGMH believe that the best design for an integrate system, is one in which each of the component parts has their own Board and their own CEO, so that we maintain our essential focus on our core specialized services.

We intend and aim to strengthen our community

The Patient Journey



partnerships, in our region, within the North Simcoe Muskoka LHIN, as we are already working collaboratively together as a group of local health service providers, under an umbrella structure called HealthLink.

Our emerging vision for CGMH is for us to continue to be a valued and supportive member of this integrated team of local healthcare services – by being the best acute care partner possible.

Strengthening our relationships with community services will be our hospital's best defence against avoidable hospital visits in the most cost efficient way.

As community partners we are breaking out of our silos and HealthLinks is proving that together we can organize ourselves to provide better, more integrated services to the people that we serve.

We are working to provide a smoother ride, not service gaps that cause hardship and poor patient outcomes. At CGMH, working alongside our community partners, we believe that together we can make this simple yet powerful vision come true.





Creating change – By the patient for the patient

From our darkest days there's always something to learn, and our hospital is grateful to those on our Patient and Family Advisory Committee (PFAC) for providing their input, as the hospital works to improve patient care and

communication with patients and their families.

Established in the fall of 2015, the committee has five public members paired with hospital staff from clinical services, volunteer services, communications and Senior Team members. PFAC members provide feedback and input into policy development, improvements to patient focused processes, signage

and posters, events and much more. While still in its infancy stage, a great deal has been accomplished since

its inception that is already making positive waves.

"As Chair of the PFAC, I'm astonished at the ideas and input that has come out of the committee, all with the goal of improving the patient and family member's experience. We all have personal experiences to bring to the table and we're all here to help. It's really a very rewarding committee to work with," says Marg Purkis.

The committee listens to patient focused stories and offers suggestions and feedback on improvement, all with the goal of improving both the patient and family experience for the better.

To highlight a few successes since it's inception, one can look to new processes in the emergency department, which see's patients now provided with a safe ride home at night when they arrive suddenly without their purses or wallets and assurance the individual(s) will be transported to their door safely and watching they gain safe entry, prior to leaving, is one of many new initiatives introduced this year.

Committee members, many whom have either been a patient or have experience with an admitted friend or family member, have great insight into what a patient would like to know, after being admitted. From this the volunteer Patient Ambassador role was developed. Set to role out in the fall of 2016, a hospital volunteer will speak to patients within their first 24-48 hours of admission and



PFAC committee members: **Norah Holder**, Vice President, Patient Services and Chief Nursing Executive; **Anita Chevalier**, Chief, Performance and Clinical Systems; **Sadie Nixon**, Volunteer Manager; **Gerry Bascombe**, **Jennifer Kemp**, EA to VP and CNE; **Nicole Lesperance**, Ultrasound Technologist; **Marg Purkis** (Chair); **Erin Bruce**, Manger of the Emergency Department and ICU; and **Harold Zukerman**. Missing: Cathy Pearl, Guy Chartrand, Jessica Lougheed, Dr. Green, Dr. Elkhuzen.

answer questions they may have about how things work in their room such as, making a call or setting up their TV, to where family members can purchase snacks and locate the bank machine.

Input into the hospital's Infection Prevention and Control strategy of publicly displaying hand cleaning rates (before initial contact with the patient) proved valuable, as new public facing signage was implement in the summer of 2016. Studies have demonstrated that with public acknowledgement and education, patients are likely

to ask more questions and hand cleaning rates often increase as a result.

"Discussing the initial idea, concept and wording with the committee was extremely valuable. I appreciated their input and patient/visitor perspective, which allowed us produce effective and accessible signage," says Loretta Urban-Kew, Infection Prevention and Control Coordinator.

With so much valuable knowledge, great enhancements and improvements will continue to roll out from this committee in the years to come.



Loretta Urban-Kew, Infection Prevention and Control Coordinator with newly introduced Hand Cleaning rate posters.

Together we can...
and we are



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