

Photo courtesy of On The Bay, photographer Roger Klein.

COLLINGWOOD GENERAL AND MARINE HOSPITAL

Annual Report to the Community

April 1 2021 - March 31 2022

BY THE NUMBERS

2021/22 FISCAL YEAR AUDITED FINANCIAL STATEMENTS

READ MORE

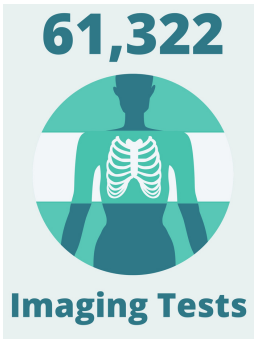






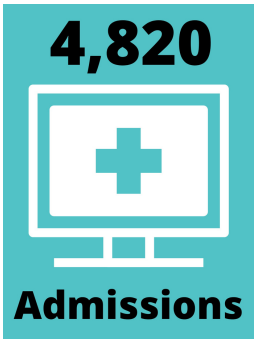




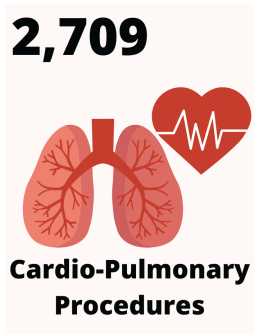












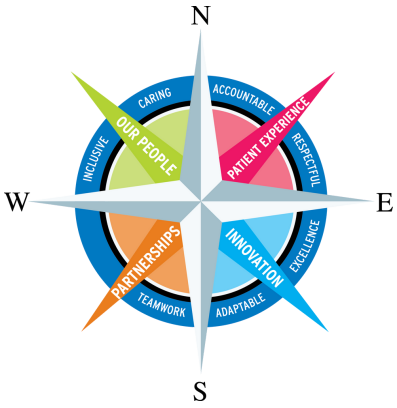






ABOUT CGMH

Collingwood General & Marine Hospital (CGMH) is a 74-bed hospital located in Collingwood, ON, and serves more than 74,000 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.

459 HUME STREET
COLLINGWOOD, ONTARIO L9Y 1W9
(705) 445-2550

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STRATEGIC PLAN



STRATEGIC PLAN

PATIENT EXPERIENCE

We focus on the ongoing evolving needs of our patients and families.

We will provide compassionate patient and family-centered care of the highest standard to deliver an exceptional experience. Within a best practice environment, key drivers will include the patient/family voice, and a culture of innovation and safety.

WE WILL:

- improve access to care closer to home.
- enhance capacity and coordination of services for frail seniors, and individuals with complex mental health needs.

COLLINGWOOD G&M HOSPITAL

COLLINGWOOD GENERAL AND MARINE HOSPITAL STRATEGIC PLAN



OUR PEOPLE

We deeply value our skilled and dedicated staff, physicians and volunteers.

We will ensure a healthy, safe and inclusive workplace which embraces our organizational values. Building upon a culture of engagement in an interprofessional setting, our people will be empowered and encouraged to contribute their input and expertise to enrich the patient experience today and introduce new ideas tomorrow. We are committed to safety, diversity, open dialogue, continuous learning/development and the education of the next generation of our people.

WE WILL:

- retain, develop and recruit highly skilled people.
- continue to build a CGMH team that reflects equity, inclusion and the diversity of our community.
- listen, focus and act to support the health and wellness of our people.

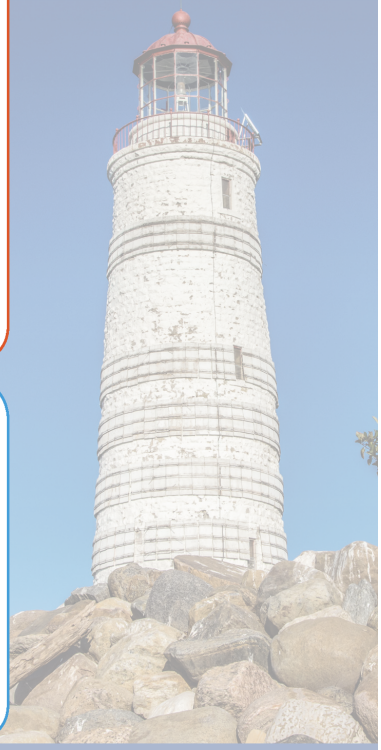
PARTNERSHIPS

We collaborate with our community and across the health system for patients to receive a seamless, integrated experience within and beyond our hospital.

We will contribute to the development of a care delivery system that builds upon and significantly advances the health of our community. We will continue to work with our many partners so that patients receive care in the most appropriate setting and find it easier to navigate the health "system". We align with provincial and community priorities to transform and integrate the healthcare system.

WE WILL:

- improve health outcomes of our local population as a member of the South Georgian Bay Ontario Health Team.
- collaborate with patients, families, caregivers and community partners to co-design the right care in the most appropriate setting.



INNOVATION

We innovate continuously and successfully in all that we do.

We will seek innovative solutions to enhance the patient experience, health outcomes for our community, and hospital sustainability while strengthening existing and building new partnerships.

WE WILL:

- seek and share innovative ideas to improve service, environmental sustainability and value across the health system.
- use technology to advance safety, quality of care and efficiency.
- plan a state-of-the-art hospital with our people, community and partners.

INTERIM PRESIDENT AND CEO & INTERIM BOARD CHAIR REPORT

MICHAEL LACROIX & DAVID JOHNSTON



If the 2021/22 fiscal year had a theme, that theme would be "Transitions". In many ways the Collingwood General and Marine Hospital (CGMH), its employees, physicians, midwives, and volunteers have faced considerable change throughout the year and have successfully navigated these transitions by collectively demonstrating our organizational values of being adaptable, accountable, and respectful, while displaying our caring nature through teamwork and being inclusive. Through these actions the hospital has strived to provide service delivery excellence to our community.

Over the past year the COVID-19 pandemic became central to our work at CGMH, as the hospital successfully balanced its pandemic response and service recovery efforts. CGMH team members were adaptable as the team managed the transitions between the peaks and valleys of each wave of the COVID-19 pandemic. We are proud of how our employees, physicians, midwives, and leadership consistently stepped up to deliver high quality and safe care in these challenging circumstances. They ensured we were able to continue to care for the community we serve, while expertly navigating the new safety protocols and changes in patient volumes that each wave of the COVID-19 pandemic provided. We can't say enough about how proud we are of their efforts and their commitment to our communities.

The heroic efforts from our teams did not stop with our COVID-19 response. Key to our Strategic Plan is to implement modern and innovative health care tools to better serve our communities. With the launch of MEDITECH Expanse this past year, we have successfully transitioned from an older, more stand-alone Electronic Health Record (EHR) to a modern and more regional system that will continue to improve patient safety and quality of care by providing a single personal health record for each patient across all hospital departments and across multiple hospitals within our region.

The implementation of MEDITECH Expanse was the largest clinical transformation in the history of CGMH and the transition was successful based on the collective efforts of our teams who were critical in the achievement of this transformative initiative. Our teams worked closely with peers from across the regional partnership to build the new system and the associated training material, while providing leadership at CGMH during testing and Go-Live. They worked tirelessly to ensure that the system reflected our hospital's unique needs while incorporating regional requirements and standards. Particularly during the peak waves of the COVID-19 pandemic, they stretched themselves to support both their local and regional teams and, in doing so, demonstrated many of CGMH's values.

During the year, CGMH also transitioned from Stage 1 to Stage 2 planning as part of its Hospital Development journey. In August, CGMH received a $15 million planning grant from the Ministry of Health to continue the planning and design work that will lead to a new state-of-the-art facility that will serve the needs of our South Georgian Bay communities for decades to come.

INTERIM PRESIDENT AND CEO & INTERIM BOARD CHAIR REPORT

MICHAEL LACROIX & DAVID JOHNSTON

CGMH is scheduled to submit Stage 2 planning work to the Ministry of Health in the first quarter of 2023, with the intent of moving to the next stage of planning and design later in 2023.

During the fiscal year we also saw transitions in our hospital and board leadership roles. After 12 years at CGMH, Norah Holder, President and CEO retired after an amazing healthcare career. Norah is a big reason why CGMH's I CARE AT values are so ingrained across the organization and why our hospital is so well positioned moving forward to achieve our vision of Outstanding Care - For Life.

During the year, our Board Chair, Lesley Paul stepped down from the Board of Directors after serving on the CGMH Board for the past 8 years. Lesley gave tirelessly and selflessly to CGMH since she joined the Board in 2014. As Board Chair her impact was undeniable as she stewarded the Board and partnered with the CEO and Chief of Staff through the COVID-19 pandemic.

We'd like thank Norah and Lesley for their leadership over these years and the lasting positive imprint they have left on our organization.

As we closeout the 2021/22 fiscal year and reflect on the many transitions experienced over the past 12 months, we are immensely proud of what our teams have accomplished collectively. CGMH will undoubtably face new challenges moving forward, but there is comfort in knowing our frontline teams are committed and focused on providing the best care for our patients, their families and caregivers, and together with the dedicated support of our hospital leadership, Board of Directors and community partners, we are confident that we'll be successful in facing any new transitions together.

To the incredible employees, physicians, midwives, and volunteers at CGMH, thank you for your hard work and the sacrifices you have made this past year. You have lived our I CARE AT values each and every day, and our communities have been well served as a result.

2021/22 Board of Trustees:

- David Johnston, Interim Board Chair
- Cleo Noxon, Treasurer
- Geoff Davies
- Barry Goodwin
- Chris Hoffman
- Joe Prosperi
- Mark Saunders
- Michael Thompson
- Krista Young
- Dr. Michael Lisi, Chief of Staff
- Dr. S O'Toole, Interim Medical Staff Association President
- Mike Lacroix, Interim CGMH President & CEO
- Lauren Tindall, VP Patient Experience & CNE

CHIEF OF STAFF REPORT

DR. MICHAEL LISI



During my 8th year as Chief of Staff, to say I am proud of the ongoing dedication and resilience of our professional staff at CGMH, would be an understatement. They continue to work tirelessly and selflessly as we endure HHR challenges due to the COVID-19 pandemic, all while maintaining a positive outlook at work. They provide South Georgian Bay patients, community, and visitors with the best level of care, offering our region Outstanding Care – For Life.

Our professional staff team inclusive of family physicians, anesthetists, surgeons, ED physicians, obstetricians & gynecologists, and internists have truly showed their resilience over the past two years, as they dealt with the many obstacles and challenges due to the COVID-19 pandemic. The team dealt with stress and fatigue as they went above and beyond their daily roles to provide care to those in need. Family physicians and hospitalists worked diligently to ensure ongoing coverage and support for our patients and the community were provided. Our frontline staff in the Emergency Department continued to provide the best level of care to our patients, as they faced capacity challenges and staff shortages. Surgeons and anesthetists were able to begin ramping-up non-emergent and non-urgent surgeries and procedures gradually and cautiously, while internists continued to manage critically ill patients.

Our professional staff sacrificed their normal everyday lives during the COVID-19 pandemic to provide care to those in need. Physicians were able to transition to a new normal this year as we saw COVID numbers decline, and vaccination rates go up. With that said, we were able to provide services to help physicians with their overall well-being and healing through our CPSO-QI partnership. This program focused on decreasing depression, stress, secondary traumatic stress, and burnout and increase self-compassion, mindfulness, compassion for others and job satisfaction. I want to thank Dr. Caroline Bowman for her leadership with this initiative and our entire professional staff team for their ongoing commitment to CGMH.

CGMH celebrated the launch and implementation of the CARE4/Meditech Expanse project. I would like to thank all physicians for their dedication and commitment to participating in training sessions to learn the Meditech system. One hundred per cent of credentialed staff who work on site have completed the required training along with our residents and students. In addition, the patient portal – my health care launched on June 14. This will ultimately benefit patients, caregivers, and family members to have a better understating of their health records when speaking with their physicians, as they will be able to easily access medical records, lab results and appointment information. I want to thank all physicians for their dedication to patient care and their commitment during this implementation. Additionally, a special thank you goes out to Dr. Lane and the physician team members on the engagement committee for their ongoing activities and work with this project.

As we continue to move through a new post-pandemic world, I encourage all our professional staff to focus on healing themselves and their families, as the past two years has been tough on everyone. I am honoured to work alongside such a dedicated and caring group of professional staff here at CGMH. Thank you for all that you continue to do for CGMH, our patients and community.

YEAR IN REVIEW

CGMH partners with South Georgian Bay artists for Emergency Department safe room project

Focused on creating enhanced therapeutic spaces for mental health patients arriving at the hospital's emergency department (ED), the safe room mural project was established.

The hospital's ED houses two safe rooms for patients experiencing a mental health crisis. In an effort to improve the experience for patients using the space, the two rooms have undergone a significant visual transformation.

Two local artists were selected after a public call out for submissions and each of the rooms has been updated with murals which depict a more calming environment, contributing to feelings of safety and self-regulation. **Read more here.**





CGMH Awarded for Championing Organ and Tissue Donation

One of 34 hospitals in the province to be awarded a 2020/21 Ontario Health (Trillium Gift of Life Network) Hospital Achievement Award, CGMH was recognized for its outstanding efforts to integrate organ and tissue donation into quality end-of-life care.

CGMH was presented with the Provincial Conversion Rate Award, for exceeding the target conversion rate of 63 percent, with a 100 percent conversion rate. The conversion rate is the percentage of potential organ donors (patients who die in a hospital setting and are deemed medically suitable for donation) who went on to become actual donors. Two organ donors at CGMH lead to eight organ transplants and 12 tissue donors, enhancing the lives of all recipients. **Read more here.**



You can watch the full recording of the TGLN Virtual Awards presentation here.

YEAR IN REVIEW CONTINUED..

CGMH Partnership with the Central East Stroke Network

In 2020-21, CGMH embarked on a partnership with the Central East Stroke Network to join the region in enhancing stroke care for patients presenting to CGMH.

Patients now presenting to the hospital with stroke symptoms have access to stroke consultations and/or Endovascular Thrombectomy Therapy (EVT), a highly specialized procedure involving the mechanical removal of a clot in the brain, upon being assessed within 4 - 24 hours.

Eligibility for patients to receive this procedure is determined by CGMH team members, using the ACT FAST Stroke Screening Tool. CGMH is now one of 11 hospitals in the province providing access to this gold standard of care. For further information on the Central East Stroke Network please visit: www.cesnstroke.ca.

CENTRAL EAST STROKE NETWORK

COLLINGWOOD G&M HOSPITAL

Pharmacy Accreditation

CGMH's Pharmacy Department received an updated accreditation status from the Ontario College of Pharmacists. During the assessment process, the hospital pharmacy's operations were reviewed to ensure the department is adhering to operational standards and has the proper processes and procedures in place to ensure safety. CGMH's dedicated team of Pharmacists and Pharmacy Technicians are to be commended for maintaining their high level of patient quality and safety.



Ontario College of Pharmacists

Certificate of Accreditation
Hospital Pharmacy

This is to certify that

Collingwood General and Marine Hospital
Pharmacy Department 459 Hume St, Collingwood ON L9Y 1W9
PHARMACY ACCREDITATION NUMBER: 305654

owned by

The Collingwood General and Marine Hospital
OWNER NUMBER: 4009078

has complied with the provisions of the Drug and Pharmacies Regulation Act 1990 and the Regulations made thereunder as to the Accreditation of Pharmacies in the province of Ontario.

CERTIFICATE EXPIRES:
May 9, 2023



YEAR IN REVIEW CONTINUED..

Health and Wellness Strategy

CGMH continues its focus on the health and wellness of Our People, with a revised Health and Wellness Strategy under development. Recognizing the impact that the COVID-19 pandemic has had on all CGMH Team members both at work and outside of the hospital, it's important that time, attention and resources are made available to support initiatives that will aid in the recovery and restoration from the pandemic for Our People. The Healthy Workplace Committee, with the support of the CGMH Foundation, has a number of initiatives planned this fiscal year to help support our workforce.





"Over the past year I was a patient at CGMH and I was beyond pleased with the care I received. During my visits, I was seen promptly and was treated with the utmost of kindness and respect. Thank you for all that you do." - Mark

"CGMH is a strong pillar in our community. I would like to say thank you to the entire CGMH team who work hard and showed empathy while providing exceptional care during my stay."
- Harold



WHO WE ARE

Team CGMH consists of dedicated and skilled employees, physicians and midwives who go above and beyond every day, providing our South Georgian Bay region with the highest standard of care.

Whether employees are on the front lines, fixing maintenance issues or providing administrative support, team CGMH is always here to help.

Please note team photos do not showcase every team member at CGMH, as many work shift work at the hospital. Thank you to all who participated in photos over the year.

Patient Flow Team



The Patient Flow team helps guide patients and families through the healthcare system from admission through to transition from hospital to home, or other care settings.

Laboratory Team



Medical laboratory professionals perform numerous lab tests every day at CGMH. The information they provide helps to diagnose everything from cancer to COVID-19.

PSW's



PSW's help support patient care within CGMH. They help nurses with patient needs, in addition to helping manage supplies and equipment.

Pharmacy Team



The Pharmacy team re-fills meditations, packages unit dose medications and compounding non-sterile preparations for inpatients at CGMH.

Finance Team



CGMH accountants handle payments to/from various accounts, process payments from CGMH inpatients and outpatients and deal with everyday accounting requests.

CV's



Cardiovascular professionals provide emergent & routine care for our most vulnerable populations in the healthcare system.

WHO WE ARE

Midwives



Our local **midwives** provide outstanding care at CGMH supporting the OB Dept. They have adapted the Well Baby Clinic to a unique online support system.

MRT'S



Medical radiation technologists (MRT's) deliver high-quality imaging & radiation-related treatment services to our CGMH patients, community and visitors.

Volunteer Manager



The **Volunteer Manager** keeps volunteers informed on all things CGMH, while recently welcoming back some volunteers.

Physiotherapy Team



The **Physiotherapy team** provides inpatient and outpatient physiotherapy to individuals requiring assistance with recovery of function and mobility.

IT Team



The I**T team** fixes numerous daily computer challenges within CGMH, all while managing the hospital's entire network system.

Dietary Team



The **Dietary team** ensures our patients, community & Team CGMH stay well-nourished and healthy every day.

Mental Health Team



The Mental Health Team helps support individuals' mental health as they navigate anxiety, depression and fatigue especially through the pandemic and other everyday life stressors.

MDRD Team



The **MDRD Team** tasks range from disinfecting, sterilizing, and distributing instruments/equipment throughout CGMH, ensuring that all equipment distributed meets top level standards.

RT's



Respiratory Therapists (RT's) assess, monitor, and treat patients with respiratory and cardio-respiratory disorders.

WHO WE ARE

Maintenance Team



The **Maintenance team** handles everyday repairs and ensures CGMH is a safe environment for all that come through our doors.

Dialysis Team



The Dialysis team provides dialysis services for patients with ongoing kidney disease. Patients are supported and monitored by routine visits from our team of health professionals.

People Services



The **People Services team** provides a range of services; payroll, staffing, scheduling, recruitment, Occ Health etc.

Materials Management



The **Materials Management team** sources and procreates equipment, as well as the many goods and services used throughout the hospital, through purchasing practices.

Security Team



The s**ecurity team** responds to alarms and emergency calls for assistance as part of the hospital's overall health care security services.

Biomed



The **Biomed team** maintains hospital patient care equipment. Tasks include maintenance and repairs of equipment.

Hospital Coordinators



Hospital Coordinators are responsible for Hospital operations and management of all departments in the absence of Management and Administrative teams.

HIS Team



The HIS team is vital to the daily operations management of health information and electronic health records for our patients and community.

Dietitian Team



CGMH **Dietitian's** help serve and educate our patients on nutrition, food, and healthy eating.

WHO WE ARE

Medical Nurses



Surgical Nurses



OR Nurses



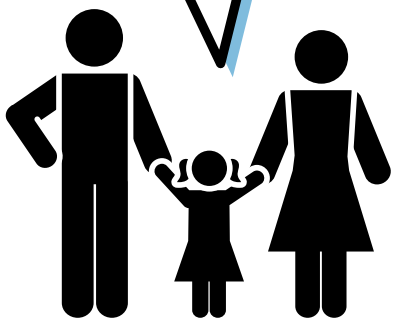
CGMH has an outstanding team of dedicated **nurses, across various departments at CGMH** providing exceptional care to our patients and community. CGMH is grateful for all that they do.

EVS Team



The **EVS team** ensures our facility is a safe, comfortable, and clean environment for our patients, employees and community.

"Our family is beyond thankful for the outstanding and compassionate care provided by the amazing group of people at CGMH."
- Bob & Marie



Thank You Team CGMH!

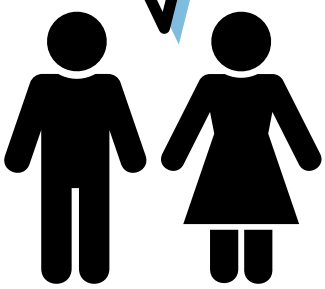
OUR COVID JOURNEY

While some sense of normalcy returned to the community in 2021 as the world slowly reopened, hospitals and health care settings have continued to work through a myriad of challenges. Our CGMH employees worked tirelessly over the past year through various outbreaks, surgical ramp ups and then ramp downs, while operating additional on-site transitional care beds, all while working within the tight staffing challenges the entire province is under. Patient care was always at the centre of every decision made and the hospital's doors were always open for anyone requiring emergency care.

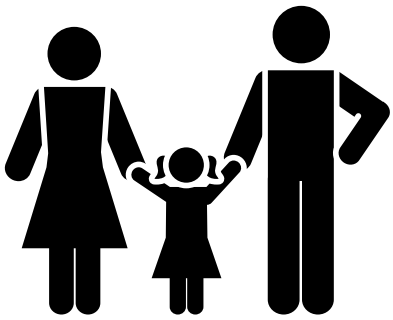
Internally our Occupational Health Team along with some nursing staff, provided an internal COVID booster program prior to the holidays, helping to further protect our staff over the winter months, but the spring proved challenging as the omicron variant spread throughout the community and the hospital. Yet, Team CGMH pulled together like they always do, to provide outstanding care – for life to all members of the community, while continuing to support each other. As part of the South Georgian Bay Ontario Health Team (SGB OHT) partners worked together on the community vaccination programs, the COVID home monitoring program and connecting those in need with the appropriate services during challenging times and closures.

Teamwork has been one of the core values all members have displayed, the entire CGMH team has worked tirelessly to keep the South Georgian Bay community and each other safe during a second very challenging year.

"The team at CGMH is the perfect combination of exceptionally skilled & patient care focused individuals. Thank you for being on the front lines, we are grateful for the sacrifices each of you make, to do the job you do every day, at the level you do it." - Luther & Alison



"I have never had anything but a great experience when my family or I have visited CGMH. The CGMH team deserves alot of credit for the courage and dedication they have shown over the past two years in particular. Thank you for everything you do for our community." - Scott



HOSPITAL DEVELOPMENT

Collingwood General and Marine Hospital was very fortunate to make some solid leeway on its redevelopment file in 2021. On August 10, 2021 the Minister of Health announced that the Ontario government was investing over $15 million in additional funding to support the continued planning of a modernized and expanded Collingwood General and Marine Hospital, as it granted its Stage 1 approval and permission to proceed to Stage 2.



Work began on Stage 2 in the fall of 2021. The hospital is working with top notch consultants, Agnew Peckham, who have successfully guided many hospital building projects to completion, along with Parkin architects who have a solid track record of hospital projects.

Although the current work underway in Stage 2 planning will ultimately determine the size and scope of the hospital development project, what we can say for certain is that this planning will lead to a state-of-art facility, that will meet the healthcare needs of our rapidly growing South Georgian Bay community into the future.



During Phase 2 planning, CGMH will continue to define programs, services, and space requirements. This includes acknowledging care standards that have emerged due to COVID-19 and assessing whether the current building can support these standards.

Throughout the winter and spring months, 18 internal user groups met to review and discuss space needs and requirements of what a future hospital may contain to inform Part A, the Functional Program. The user groups consist of hospital employees, physicians, midwives, and some volunteer members of the hospital's patient, family, and caregiver advisory group.

Work on Part B, the Functional Plan which informs the layout and design of the hospital will continue over the summer into the fall of 2022. The hospital remains on track for its targeted submission date to the Capital Branch of the Ministry of Health (MOH) in the first quarter of 2023. Prior to the final submission to the Capital Branch, the hospital will hold a community consultation session in late fall 2022. Public consultation will provide an opportunity for the community to provide feedback before submission to the Capital Branch, early next year. The hospital remains in close communication with the MOH and Infrastructure Ontario (IO) throughout the process.

HOSPITAL DEVELOPMENT

CGMH continues to be grateful to the County of Simcoe for the $20 million dollar commitment to its hospital development project and our municipal partners of the Township of Clearview and the Town of Collingwood for their commitment to the hospital foundations capital development campaign.

Additionally a new hospital development website was launched this past year, YOURFUTUREHOSPITAL.COM as a partner site between the Collingwood General and Marine Hospital & the CGMH Foundation.



The site will be the home of all official project announcements, community forum information and more. The primary goal of the website is to clarify to the public what happens during Stage 2, provide more information on the five stages of capital planning through a brief 90 second video, clarify the most commonly asked questions under the Q&A section, and provide a forum for the public to submit their questions.

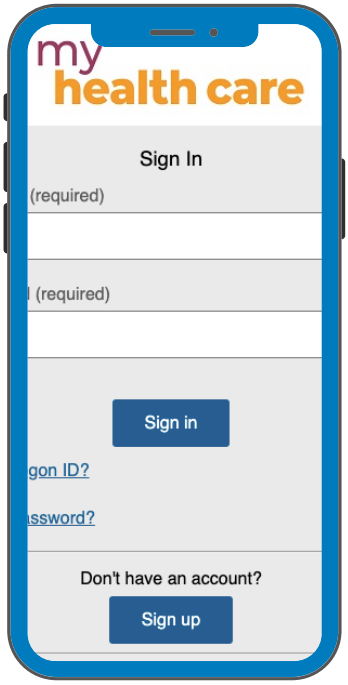


CARE4
Connecting Access Regional Exchange

Collingwood General and Marine Hospital (CGMH) along with three regional partners – Georgian Bay General Hospital (GBGH – Midland), Headwaters Health Care Centre (HHCC – Orangeville) and Royal Victoria Regional Health Centre (Barrie) – partnered together to implement MEDITECH Expanse in the fall of 2021, which has created one shared electronic medical record (EMR) across all four organizations.

“No matter where you receive care across our four hospitals, your information is added to a secure, electronic file that allows your care team to have immediate access to vital information,” says Dave Brewin, Regional Chief Information Officer. “By providing real-time access to information, we will also reduce the duplication of tests and patients won’t have to keep repeating their medical history with every new interaction.”

The implementation of Expanse ushered in new technology including hand-held devices that scan patient arm bands, medication and blood products. This addition allows care providers to validate patient identification, verify any allergies and double check doses easily while administering care at the patient’s bedside.



Additionally, in June 2022, as an extension of the project the same four hospitals launched a new patient portal, aptly named my health care, allowing patients to become more actively engaged in their own healthcare journey. Patients now have direct access through the portal to their hospital medical information, including test results, medication history and scheduled appointments.



"The portal makes my own healthcare journey accessible to me," says Stacey LePage, patient, family and caregiver portal working group member. "It puts my personal care information at my fingertips which in turn makes me more confident in navigating a system that I am not familiar with. I feel empowered having the tools to be an active participant in my care."

The portal, which can be accessed at any time through any device, allows patients to easily share their information with family members, caregivers or other members of their care circle at their discretion. After being signed-off by the physician, most information is immediately available, though medical imaging and pathology reports will take 14 days to appear in the patient’s portal. More information and sign up information for my health care can be found here.

2021 BOARD AWARDS OF EXCELLENCE RECIPIENTS

The **Board Awards of Excellence** recognizes and honours the outstanding performance and achievements of employees, midwives and credentialled staff within CGMH.



Board member Geoff Davies presented the Board Award of Excellence for Patient Experience to the Outpatient Mental Health Services Team.



Board member Cleo Noxon presents the Board Award of Excellence for Innovation to the Emergency Department, Ambulatory Care and Maintenance Departments. (absent from photo: Maintenance Dept)



Board member Michael Thompson presents the Board Award of Excellence for Partnerships to the CARE4 Project Team.



Board member Cleo Noxon presents the Board Award of Excellence for Leadership to the CARE4 Leadership Team.



Board member David Johnston recognizes t**he entire CGMH Team** of all employees, physicians and midwives for the Our People award for the CARE4 implementation.

COLLINGWOOD G&M HOSPITAL

COLLINGWOOD GENERAL AND MARINE HOSPITAL

ANNUAL REPORT TO THE COMMUNITY

2021/2022