



ANNUAL REPORT

2025-2026

Message from CEO and Chair

BUILDING TOMORROW, TODAY

Together, as Board Chair and President & CEO, we are proud to reflect on a strong first year of Tomorrow is Build Today, our 2025–2030 Strategic Plan. This past year was defined by action, progress, and a shared commitment to building the future of care in South Georgian Bay.

Guided by our strategic directions – **Elevate Quality**, **Develop Team**, and **Create Capacity** – we have made meaningful, measurable progress. This includes expanding diagnostic imaging capacity with the introduction of MRI, advancing plans for our new hospital, and achieving top-tier performance in our Emergency Department. At the same time, we have continued to invest in our people, strengthening our teams and supporting a high-performing, inspired workforce.

We have remained firmly anchored in our foundational commitments, ensuring that progress is balanced, responsible, and built to last – through strong partnerships, investment in technology, and a continued focus on sustainability and inclusion.

This year also marked the introduction of our refreshed values – **Be Kind**, **Support Each Other**, **Lead by Example**, and **Keep Growing** – which are already coming to life across our organization. Through everyday actions, our teams are shaping a culture that reflects who we are and who we strive to be.

As our strategic plan reminds us, the hospital of tomorrow is taking shape today. With focus, determination, and a shared vision, we are proud to be building tomorrow – today.

Michael Lacroix
CGMH President & CEO



Geoff Davies
Chair, CGMH Board of Directors

Chief of Staff Report



Over the past year, our professional staff have continued to demonstrate a deep commitment to high-quality, person-centred care – while supporting progress across the priorities outlined in Tomorrow is Built Today.

This year was defined not only by progress, but by the collective effort behind it. Across the organization, teams came together to strengthen clinical quality, support one another, and continue building for the future.

We made important strides in care delivery, advancing initiatives that improve safety, coordination, and patient outcomes. The introduction of MRI is a meaningful milestone for our community – expanding access to advanced diagnostics closer to home – while ongoing improvements in clinical workflows and communication are helping teams deliver more connected, efficient care.

At the same time, we continued to invest in our professional staff – supporting engagement, development, and well-being. Through tools like the Professional Staff Dashboard, as well as a renewed focus on physician wellness, we are strengthening a culture of accountability, learning, and continuous improvement.

We also remained focused on building capacity for today and tomorrow. From improving patient flow and discharge processes to advancing work on the new hospital, our teams have worked collaboratively to address current pressures while preparing for what’s ahead.

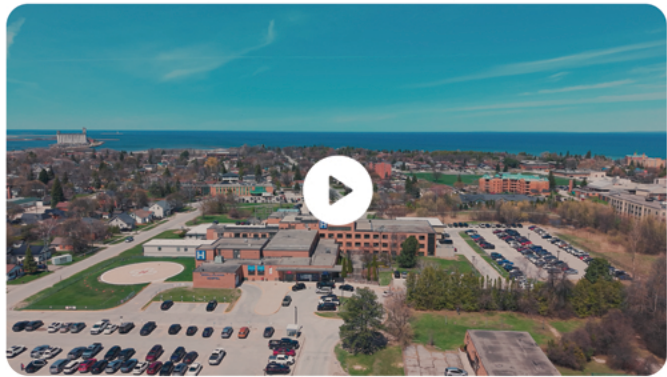
Together, this work reflects a shared commitment – not only to delivering outstanding care today, but to shaping the future of care for our patients and community.

I would like to sincerely thank our professional staff for their dedication, leadership, and the care they provide every day. Their work continues to make a meaningful difference in the lives of those we serve.

Dr. Michael Lisi
CGMH Chief of Staff

Watch Our 2025/26 Annual Report Video

For the first time, CGMH's Annual Report is being shared in a video format. See how we elevated quality, created capacity, and developed our team over the past year while continuing to strengthen care for our community.



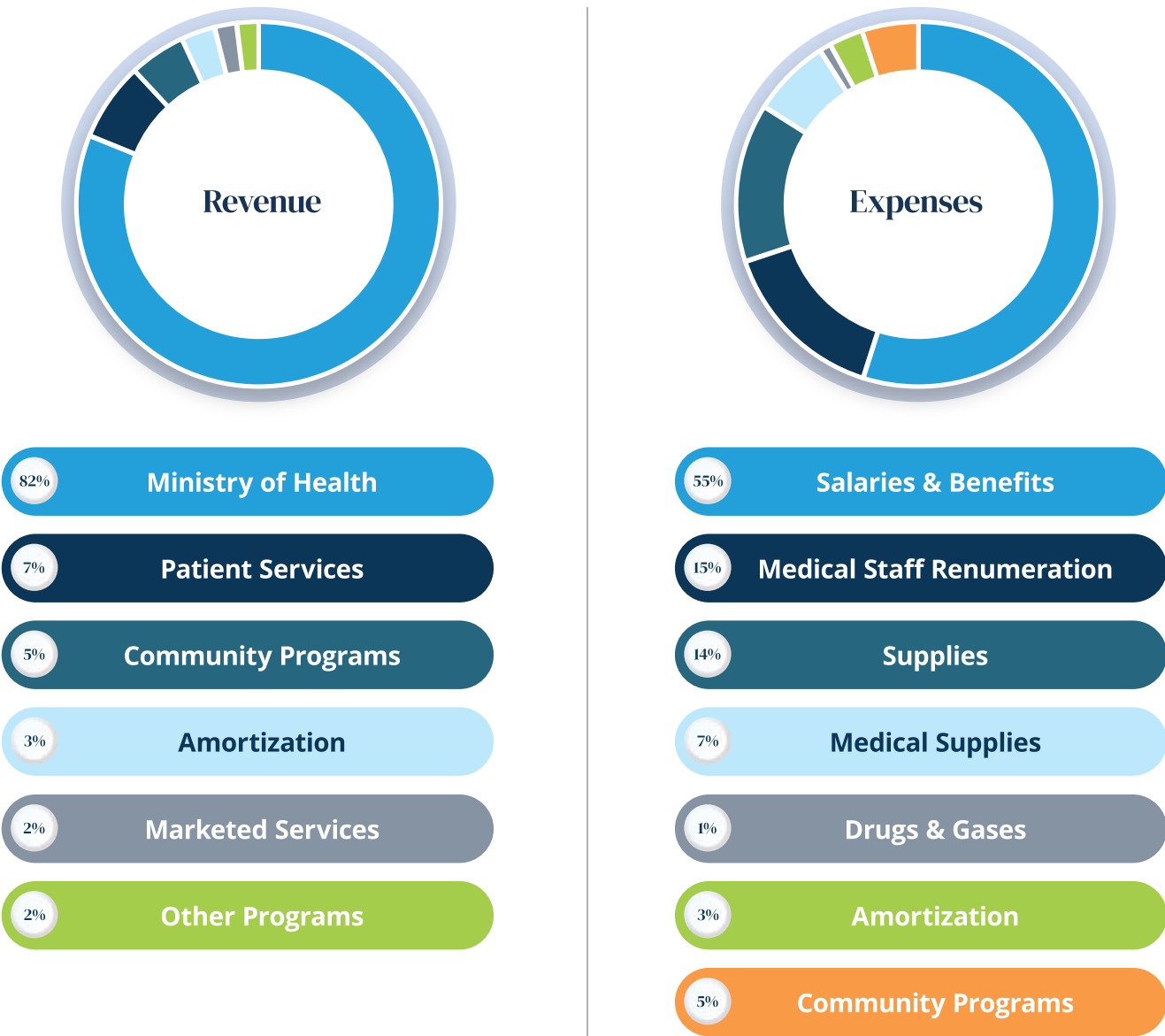
2025/26

FISCAL YEAR AUDITED FINANCIAL STATEMENTS

2025/26 Fiscal Year Audited Financial Statements are [available online](#).

Collingwood General and Marine Hospital recognized \$104.8 million in revenues for the year ended March 31, 2026. The majority of this revenue is from Ontario Health based on the services provided to the communities of Collingwood, Wasaga Beach, Clearview Township, and The Blue Mountains. CGMH recognized \$106.7 million of expenditures for the year, the majority of which relates to salaries and benefits, supplies, and medical staff.

Year end audited financial results report a deficit of \$1,983,386



*Emergency Visits: Volumes have been interfaced and are up to date, but record-level coding for March is not yet complete.