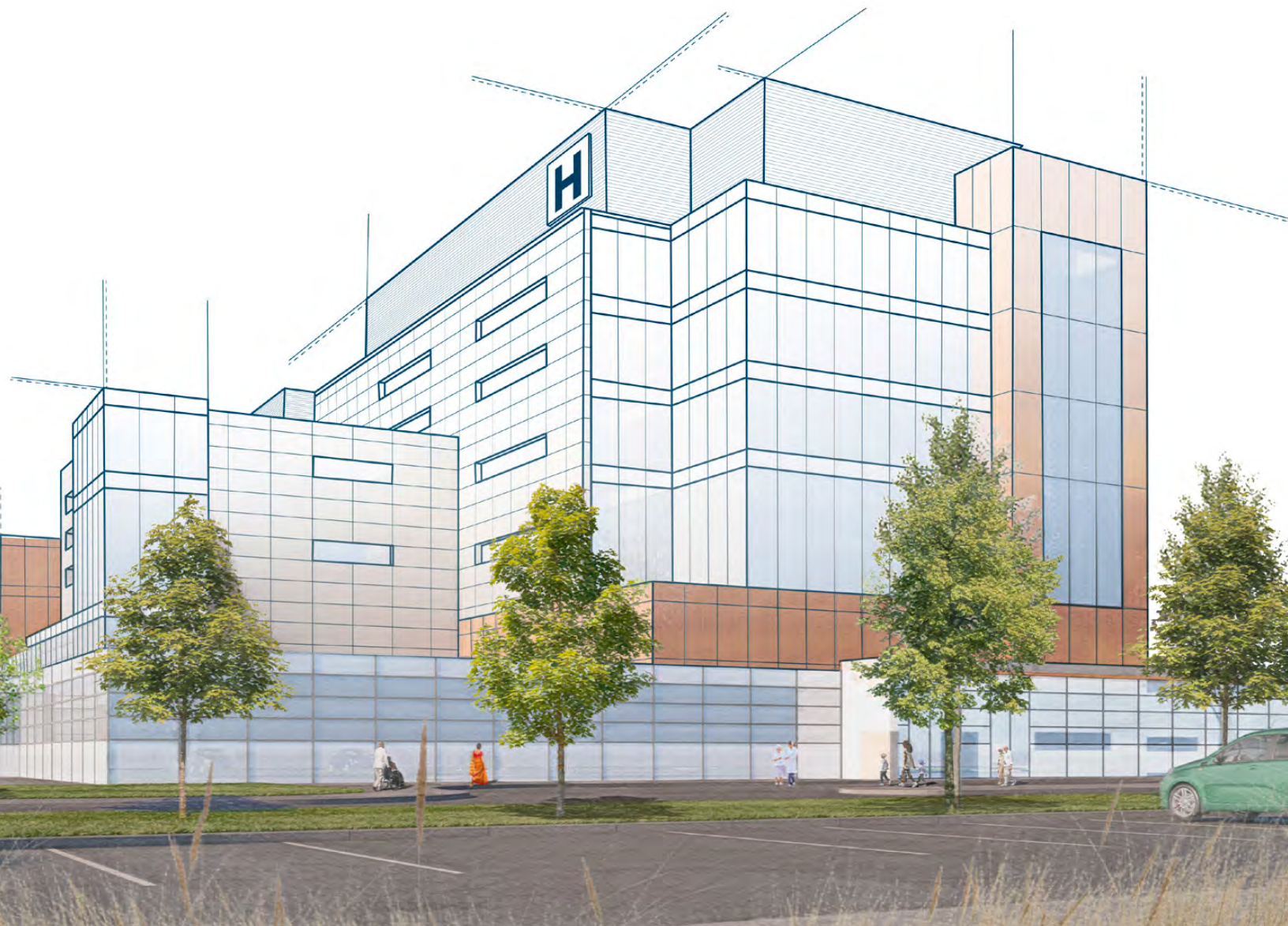


TOMORROW IS BUILT TODAY

STRATEGIC PLAN: 2025-2030



ELEVATE QUALITY. DEVELOP TEAM. CREATE CAPACITY.



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A Message from our Board Chair & President and CEO

Collingwood General and Marine Hospital (CGMH) is more than a hospital – it's at the heart of South Georgian Bay. Here, some of Ontario's most skilled healthcare practitioners work and live alongside you, driven by a shared commitment to helping our community thrive. At CGMH, we're proud to be your neighbours, working together to help everyone live their healthiest lives in this incredible place we all call home.

This is a transformative time for CGMH and South Georgian Bay. The hospital of tomorrow is no longer just a vision – it's taking shape today. Building our new hospital is a monumental task, but it's about more than bricks and mortar. It's about ensuring you and your family have access to outstanding care close to home. And it's about creating an environment where our healthcare team can innovate, flourish, and continue their vital work.

Our new strategic plan is our blueprint for balancing the needs of today with the promise of tomorrow. This plan, shaped by the voices of over 1,700 people – staff, physicians, volunteers, healthcare partners, patients, and community members – reflects our shared vision for the future of healthcare in South Georgian Bay.

In these pages, you'll find the roadmap to the care you deserve: a plan to elevate quality through best practices, develop a high performing and inspired team, and create capacity to serve our growing

population. Our focus is clear, and our commitment is unwavering.

The next five years are pivotal. Together, we'll tackle immediate challenges while laying the foundation for a state-of-the-art hospital that will serve generations to come. With the support of our team, patients, families, and community, we're building a future where outstanding care is not just a goal – it's a promise.

As we look ahead, the actions we take today will shape the future of healthcare in South Georgian Bay tomorrow. Together, with a shared purpose and an inspired team, we are building a healthier, stronger community.

Barry Goodwin

Barry Goodwin
Chair, Board of Directors

Michael Lacroix

Michael Lacroix
President and Chief Executive Officer

Our Hospital Today

CGMH takes pride in its inspired team of healthcare professionals who are committed to delivering high-quality care through innovation, collaboration, and strong partnerships. At CGMH, our people are the heart of our organization – their expertise, compassion, and dedication drive our success every day.

As the largest healthcare provider in South Georgian Bay and one of the region’s largest employers, CGMH is home to approximately 1,200 employees, physicians, midwives, and volunteers. Together, we serve nearly 75,000 permanent residents and welcome millions of annual visitors across Collingwood, Clearview Township, the Town of The Blue Mountains, and Wasaga Beach.

Our hospital offers a comprehensive range of services, including 24/7 Emergency Department care, General Medicine, Internal Medicine, General Surgery, Orthopaedics, Critical Care, Obstetrics, and various specialty clinics. With a steadfast commitment to excellence, CGMH continues to evolve to meet the growing healthcare needs of our community now and into tomorrow.

Our Team, Our Impact

675+
Employees

250+
Physicians, Midwives
& Dentists

235+
Volunteers

84
Beds

30,900
Patient
Days

43,250
Outpatient
Clinic Visits

550
Births

39,700
Emergency
Visits

6,100
Surgical
Procedures

65,000
Imaging
Tests

9,400
Mental Health
Clinic Visits

Numbers reflect care provided in 2024-2025.

The Hospital of Tomorrow

CGMH is building a future where innovation, accessibility, and patient-centered care come together to serve the growing needs of South Georgian Bay. As a trusted 24/7 hospital, we will provide expert diagnosis, treatment, and centralized care to meet the evolving and complex health needs of our region as care moves closer to home.

Leading the future of acute care, our new hospital will set the standard for excellence, combining modern infrastructure with cutting-edge medical technology to enhance patient experiences and improve health outcomes. As a center of excellence in technology and infrastructure, we will harness digital innovation to improve patient care, drive efficiency, and foster seamless collaboration across the region.

CGMH will also be a leader in interprofessional learning, seamlessly integrating education into patient care.

Through a dynamic and collaborative environment, we will champion innovation, professional development, and excellence – ensuring our healthcare teams are equipped to meet the evolving needs of our community.

Designed for the future and built to grow, our new hospital will ensure that residents and visitors continue to receive outstanding care, close to home, for generations to come.



The Hospital of Tomorrow Will Feature:

132 Private Patient Rooms – Designed for enhanced privacy, comfort, and improved infection prevention and control.

New Inpatient Rehabilitation Program – Providing intensive, short-term, non-specialized rehabilitation for patients with diverse medical needs.

Oncology Satellite Site – Operating under the Simcoe Muskoka Regional Cancer Program to bring specialized cancer care closer to home.

Expanded Specialty Clinics – Including new pain management and heart function clinics to address a broader range of patient needs.

Enhanced Diagnostic and Surgical Services – Increased capacity for diagnostic imaging and operating rooms to support more timely care.

Interprofessional Education & Innovation Centre – Featuring high-fidelity simulation labs with cutting-edge technology to advance healthcare training and collaboration.

Vision, Mission, and Values

Our Vision

Outstanding Care For Life.

Our Mission

Delivering high-quality care through inspired people, strong partnerships, and innovation.

Our Values

At CGMH, our values are more than words – they’re the heartbeat of our team, guiding how we treat each other and how we show up for our patients. Our values foster a sense of identity, belonging and shared purpose, reminding us that we’re part of something greater. Together, we set the bar for excellence, taking pride in our work and delivering compassionate, respectful, and high-quality care.

Be Kind

Kindness is at the heart of everything we do. It fosters a culture of empathy, compassion, and care in every interaction. It’s about treating patients, families, and colleagues with dignity, understanding, and respect, even in challenging moments. By prioritizing kindness, we create a supportive environment where trust and well-being thrive, ensuring every individual feels valued and included as we work together to deliver outstanding care for life.

Support Each Other

We are stronger together. Supporting each other means stepping up and collaborating across every area of the hospital through teamwork. It’s about recognizing and valuing each other’s contributions, offering help when needed, and celebrating successes together. By uplifting one another, we create a strong, inspired, and unified team, dedicated to delivering high-quality care and ensuring everyone feels empowered and supported in their roles.

Lead By Example

Leadership is about everyday actions. Every action, big or small, sets a standard for others to follow. By holding ourselves and each other accountable for delivering on our mission, we inspire those around us with our commitment, integrity, and pursuit of excellence. Leadership means creating an environment where individuals feel empowered to speak up, learn through experience, and engage in constructive dialogue. We foster a culture of fairness and transparency, where accountability is balanced with support.

Keep Growing

Our growth is an ongoing journey. We stay curious, invest in personal and professional development, embrace new challenges, and approach every opportunity with purpose. Through continuous learning, improvement, and innovation, we empower our teams and adapt to the evolving needs of our community to ensure our hospital remains a leader in care.



Our values go beyond words on a page. They define how we work as a team today, while guiding us toward the future we are building together.

BRITTNEY WAGNER
MEDICAL DEVICE REPROCESSING TECHNICIAN

BECKY DESROCHES
MEDICAL DEVICE REPROCESSING TECHNICIAN

Strategic Directions

Transforming healthcare in South Georgian Bay is no small task – it takes inspired people, strong partnerships, and the power of innovation. While we plan for the hospital of tomorrow, we are equally committed to elevating the care we provide today. Over the next five years, we will advance both.

Building this strategic plan meant listening – to our teams, our patients, and our community. We examined local population growth and the evolving care needs in South Georgian Bay, provincial and national healthcare trends, and took a hard look at the challenges ahead: an aging population with increasingly complex needs, healthcare workforce shortages, and the pressures of serving one of Canada's fastest-growing regions. These challenges are significant, but we are facing them head-on.

Over the next five years, we will elevate quality through best practices, develop a high-performing and inspired team, and create capacity to serve our growing region.

Our strategic directions will guide us as we continue delivering outstanding care today while shaping the hospital of tomorrow – one that will redefine acute care in our region, lead in innovation and cutting-edge technology, and set a new standard for interprofessional learning. We know that the strides we make today will not only support our community over the next five years, but will also prepare our team to seamlessly transition into a state-of-the-art facility when the doors of our new hospital open – ready to provide new services, manage increased patient volumes, and lead the way in innovative care.

With focus, determination, and a shared vision, we are not waiting for the future – we are actively building it.

This is how we begin building tomorrow, today.



Elevate Quality

- Enhance the patient and family experience
- Advance patient safety and access to care



Develop Team

- Strengthen CGMH's culture
- Invest in CGMH team members
- Scale up our workforce



Create Capacity

- Build a new hospital for South Georgian Bay
- Expand existing programs and services

Elevate Quality Through Best Practices

Focusing on best practices will enable CGMH to elevate care and experience to new levels. Through continuous improvement and a focus on high-quality, person-centred care, we will implement innovative care models and streamline processes, enhancing patient outcomes and overall patient and family experience.

Enhance the Patient and Family Experience

We are dedicated to enhancing the patient and family experience by fostering compassionate, personalized care, improving communication, and creating a supportive environment. By actively listening to patient and family feedback, we will enhance the delivery of services, simplify access, and ensure that every interaction is respectful, empowering, and centred on the unique needs of our patients.

Advance Patient Safety and Access to Care

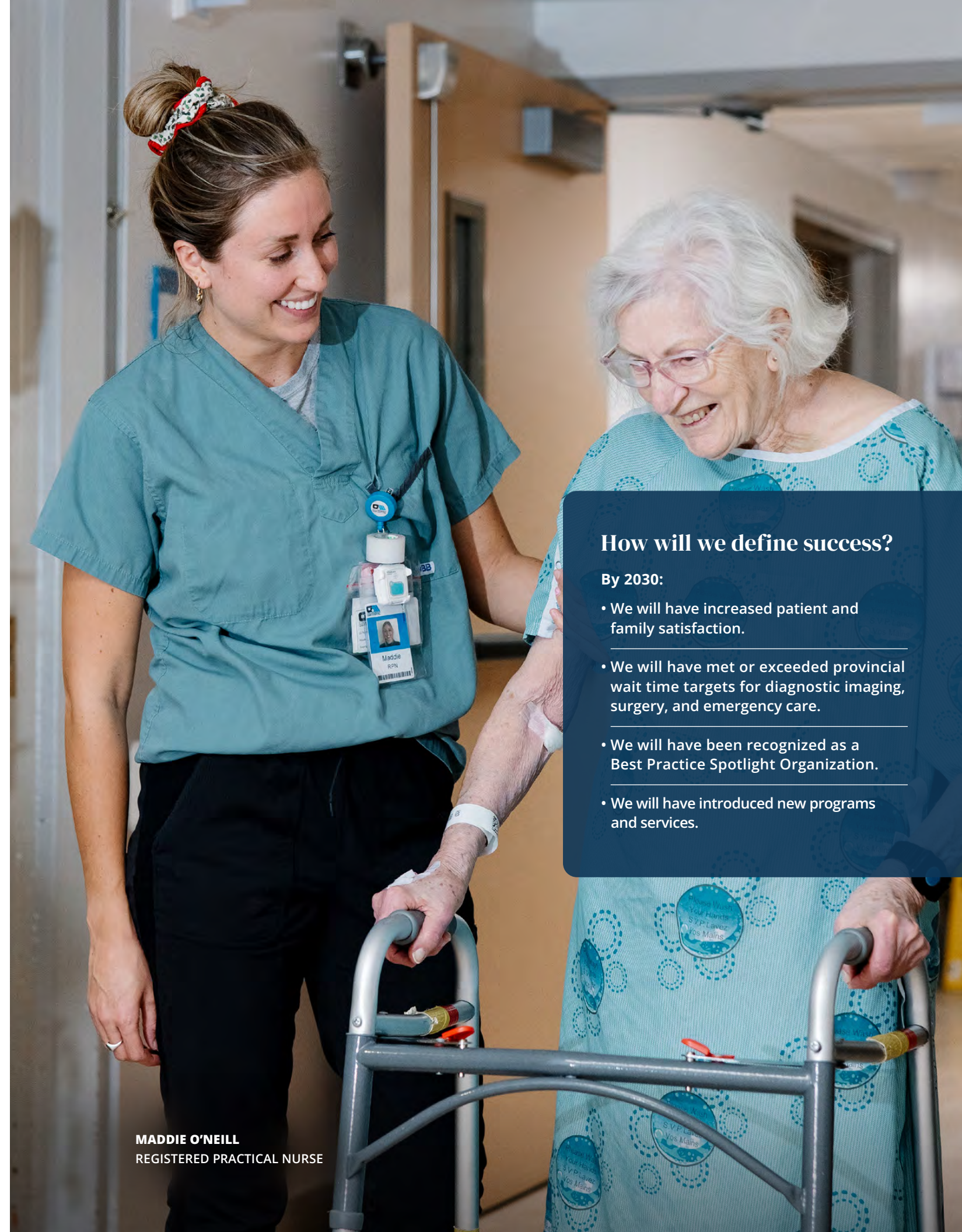
We will improve patient safety and access to care by implementing efficient care models, adding new services, and embracing innovative technologies. By reducing wait times, optimizing resources, and ensuring inclusive, equitable care for all, we will create a healthcare experience that is consistently high-quality and person-centred.



DR. MICHAEL RANDAZZO
CHIEF OF INTERNAL MEDICINE

ALLISON BURNS
PHYSIOTHERAPIST

DR. MARK BONTA
INTERNAL MEDICINE PHYSICIAN



MADDIE O'NEILL
REGISTERED PRACTICAL NURSE

How will we define success?

By 2030:

- We will have increased patient and family satisfaction.
- We will have met or exceeded provincial wait time targets for diagnostic imaging, surgery, and emergency care.
- We will have been recognized as a Best Practice Spotlight Organization.
- We will have introduced new programs and services.



Develop a High-Performing and Inspired Team

We are committed to building a high-performing and inspired team by promoting collaboration, continuous learning, and shared goals. Through professional development programs, open dialogue, and a supportive work environment where every team member feels valued, we'll empower our team to work together effectively, driving excellence and ensuring the best possible experience for our community – today and in the future.

Strengthen CGMH's Culture

A strong workplace culture is what will set us apart. Although we take pride in our close-knit team, we recognize that there is still work to be done to strengthen relationships and create a deeper sense of belonging. By nurturing a culture of kindness, collaboration, and support, we will empower our teams to thrive as they actively contribute to our shared vision of outstanding care for life.

Invest in CGMH Team Members

Investing in our people will be key to our success. We will prioritize team development by providing ongoing training, mentorship, and growth opportunities tailored to individual strengths and career goals. By investing in skill-building and leadership development, we'll equip our team with the tools to excel, fostering an inspired, knowledgeable team that is dedicated to delivering high-quality care.

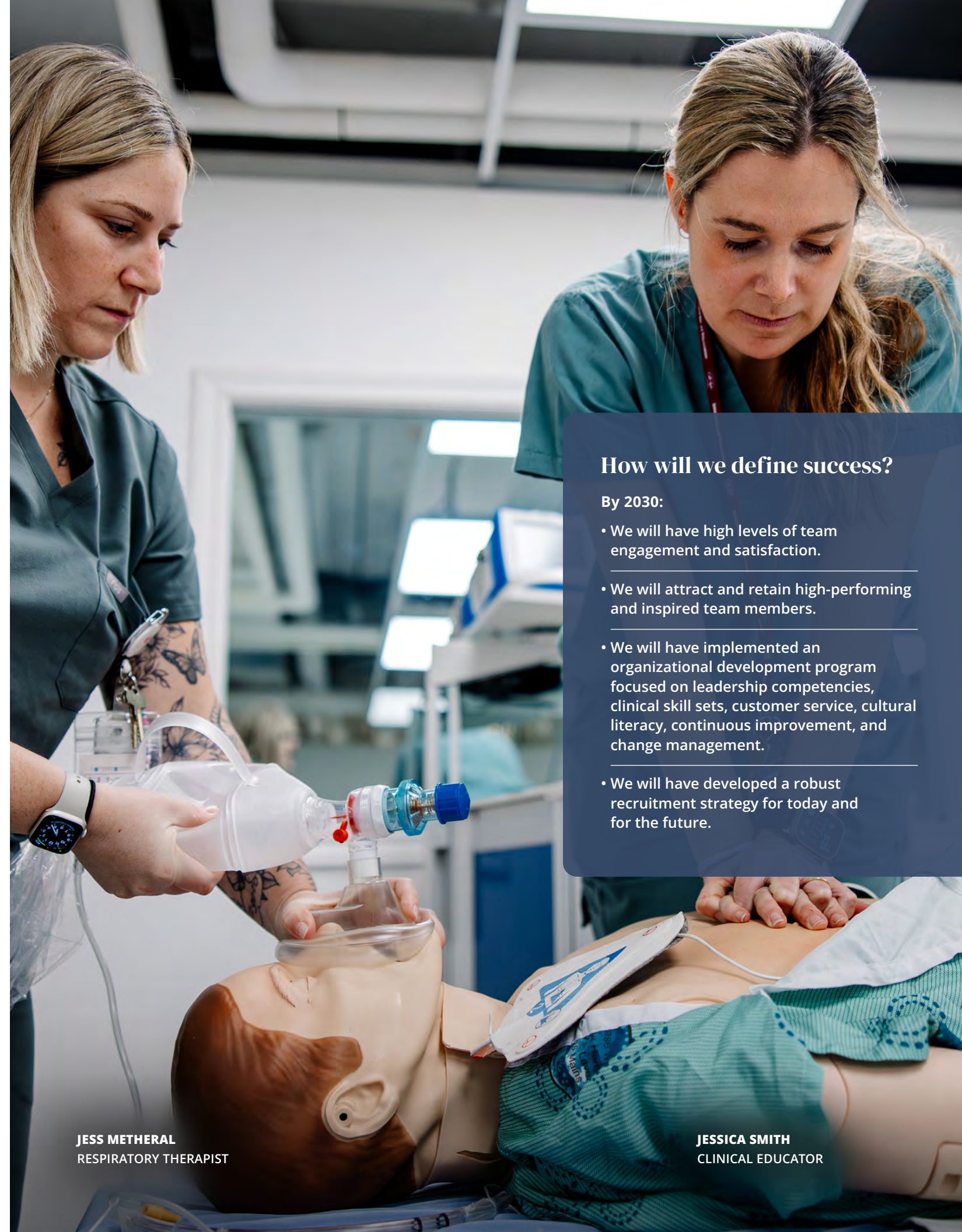
Scale up our Workforce

To meet the growing needs of our community and ensure we are ready for the expanded services of our future hospital, we will take a proactive and strategic approach to attracting, retaining and developing top talent. Over the next five years, we will build a high-performing team while developing a pipeline of skilled healthcare professionals to sustain excellence in care for generations to come.



LOUELLA THIVIERGE
RESPIRATORY THERAPIST

JIGAR PATEL
PHARMACIST



JESS METHERAL
RESPIRATORY THERAPIST

JESSICA SMITH
CLINICAL EDUCATOR

How will we define success?

By 2030:

- We will have high levels of team engagement and satisfaction.
- We will attract and retain high-performing and inspired team members.
- We will have implemented an organizational development program focused on leadership competencies, clinical skill sets, customer service, cultural literacy, continuous improvement, and change management.
- We will have developed a robust recruitment strategy for today and for the future.

Create Capacity to Serve Our Growing Population

As South Georgian Bay continues to grow at one of the fastest rates in Canada, we must ensure our hospital can keep pace – both now and in the future. By balancing proactive planning for our future hospital with immediate steps to optimize our existing space, we will act strategically to effectively address the evolving infrastructure and service needs of patients within our community.

Build a New Hospital for South Georgian Bay

Building a new hospital requires dedicated focus, meticulous planning, and active input from our teams, patients, and the community at large to ensure that each need is considered and addressed. We will prioritize operational readiness well before construction is started, allowing for a smooth and safe transition of services to the new hospital.

Expand Existing Programs and Services

We cannot wait for the new hospital to address current operational demands. Our facilities are at capacity, and immediate action is needed to expand key programs and services now to better serve our growing community. We'll make these investments responsibly, balancing costs with the understanding that these expansions, while essential, are not permanent.



MICHAEL LACROIX
PRESIDENT AND CEO

ROSEMARY FRKETCH
VP, PATIENT SERVICES AND CNE

KATHLEEN DE PELLEGRIN
VP, CORPORATE SERVICES AND CFO



How will we define success?

By 2030:

- We will have broken ground on a new state-of-the-art hospital for South Georgian Bay.
- We will have increased space for key clinical programs and services within the existing hospital.
- We will have expanded key diagnostic services to meet growing demand and reduce wait times.

KELSEY MIGHTON
MEDICAL RADIATION TECHNOLOGIST

Foundational Commitments

As we elevate quality, develop our team, and build capacity, our foundational commitments serve as the backbone of our strategy. These essential areas of focus are not standalone goals or short-term initiatives – they are the guiding principles that ensure our success today and into the future. Continuous and evolving, these commitments strengthen every aspect of CGMH’s journey as we grow to meet the needs of our community.

Health Analytics and Technology

Harnessing the power of data and cutting-edge technology, we are transforming the way care is delivered. By leveraging innovative tools, we ensure that decisions are informed, outcomes are improved, and patients receive the highest standard of care.

Health Partnerships and Community Engagement

Collaboration is at the heart of healthcare excellence. By forging strong partnerships and engaging meaningfully with our community, we align resources, ideas, and energy to create a network of support that enhances care for everyone we serve.

Inclusion, Diversity, Equity, and Accessibility

We are committed to fostering a hospital environment where every individual feels valued, respected, and empowered. By embracing diverse perspectives and championing equity, we strengthen our ability to serve a vibrant and dynamic community, ensuring every voice is heard and every need is met.

Financial and Environmental Sustainability

Sound financial stewardship is the foundation of our ability to meet the growing needs of our region. Through smart investments and efficient resource management, we are building a financially sustainable future. At the same time, we recognize the inextricable link between environmental sustainability and community health. By reducing our environmental footprint and embracing green practices, we are safeguarding the health of future generations.



ANTHONY GABRIELE
REGISTERED PRACTICAL NURSE

SEAN MCCARREL
MATERIALS HANDLER

Looking to Tomorrow

Through our new strategic plan, CGMH is reaffirming our commitment to outstanding care for life, with a bold plan to elevate quality, develop team, and create capacity – both today and as we look to tomorrow.

Through the expertise and commitment of our healthcare team, the steadfast support of our community, and a

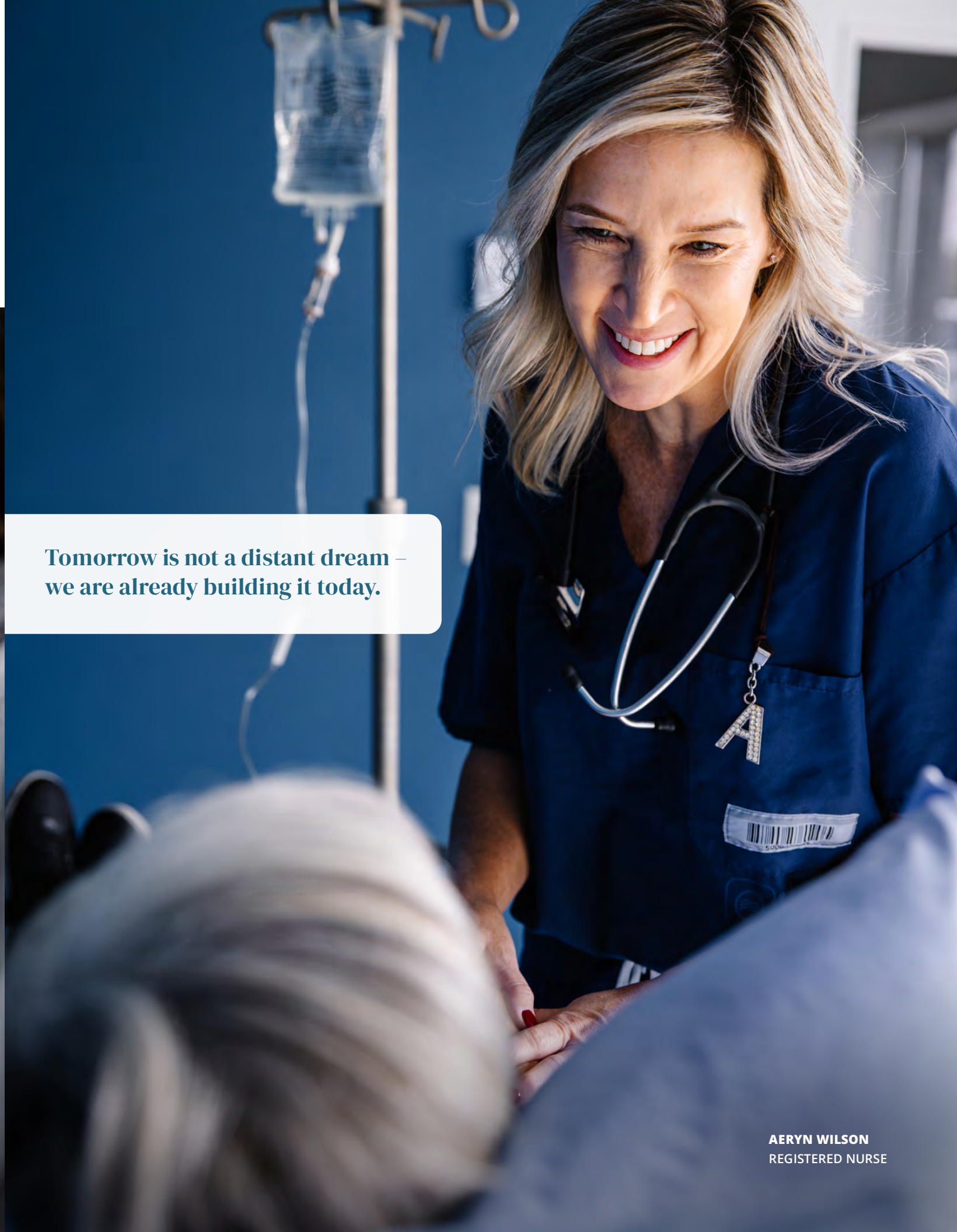
shared vision for excellence, we will rise to every challenge with determination and resilience.

The actions we take today are shaping the healthcare landscape of South Georgian Bay for the future. Every act of compassion, every collaboration, every step forward fortifies the foundation on which our new hospital will rise.



SHARI TIMPSON
SECURITY GUARD

CHRISTINE BRADSHAW
CRISIS INTERVENTION THERAPIST



Tomorrow is not a distant dream – we are already building it today.

AERYN WILSON
REGISTERED NURSE



Together, we are building something extraordinary.

DR. JESSE GUSCOTT
OPERATING ROOM LEAD PHYSICIAN

DR. CAROLA ELKHUIZEN
HOSPITALIST PHYSICIAN