

# ANNUAL REPORT



COLLINGWOOD GENERAL  
AND MARINE HOSPITAL



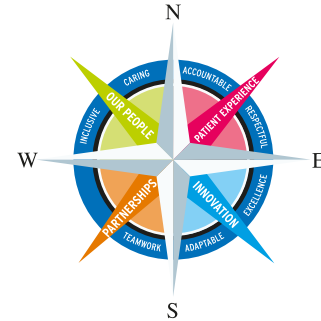


# STAY CONNECTED WITH CGMH

459 Hume Street  
Collingwood, Ontario, L9Y 1W9

(705) 445-2550

**Collingwood General and Marine Hospital (CGMH)** is an 84 bed hospital located in Collingwood, Ontario (approximately 90 minutes north of Toronto) that serves more than 73,000 permanent residents and 3.5 Million annual visitors to the communities of Wasaga Beach, Collingwood, Clearview and the Town of 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 out patient 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. For more information please visit our website at [www.cgmh.on.ca](http://www.cgmh.on.ca) and our Foundation website at [www.cgmhf.com](http://www.cgmhf.com).



Visit our website at [www.cgmh.on.ca](http://www.cgmh.on.ca)

Follow us on Twitter [@CollingwoodHosp](https://twitter.com/CollingwoodHosp)

Like us on Facebook/[CollingwoodGMHospital](https://www.facebook.com/CollingwoodGMHospital)

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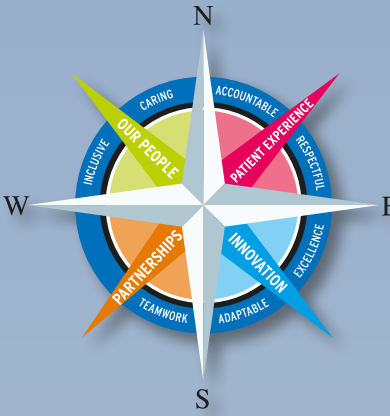
Follow us on Instagram [@collingwoodgmhospital](https://www.instagram.com/collingwoodgmhospital)







# COLLINGWOOD GENERAL AND MARINE HOSPITAL STRATEGIC PLAN



At Collingwood General and Marine Hospital we are anchored by our vision, mission and values and guided by our strategic directions.

## VISION

OUTSTANDING CARE - FOR LIFE.

## MISSION

Advancing community health through compassionate, innovative and collaborative care.

## VALUES

- I** - INCLUSIVE
- C** - CARING
- A** - ACCOUNTABLE
- R** - RESPECTFUL
- E** - EXCELLENCE
- A** - ADAPTABLE
- T** - TEAMWORK

## CGMH

## 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.

## 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.



# 2022/23 FISCAL YEAR AUDITED FINANCIAL STATEMENTS



Barry Goodwin, Board Chair, Dr.  
Michael Lisi, Chief of Staff and  
Michael Lacroix, President & CEO.

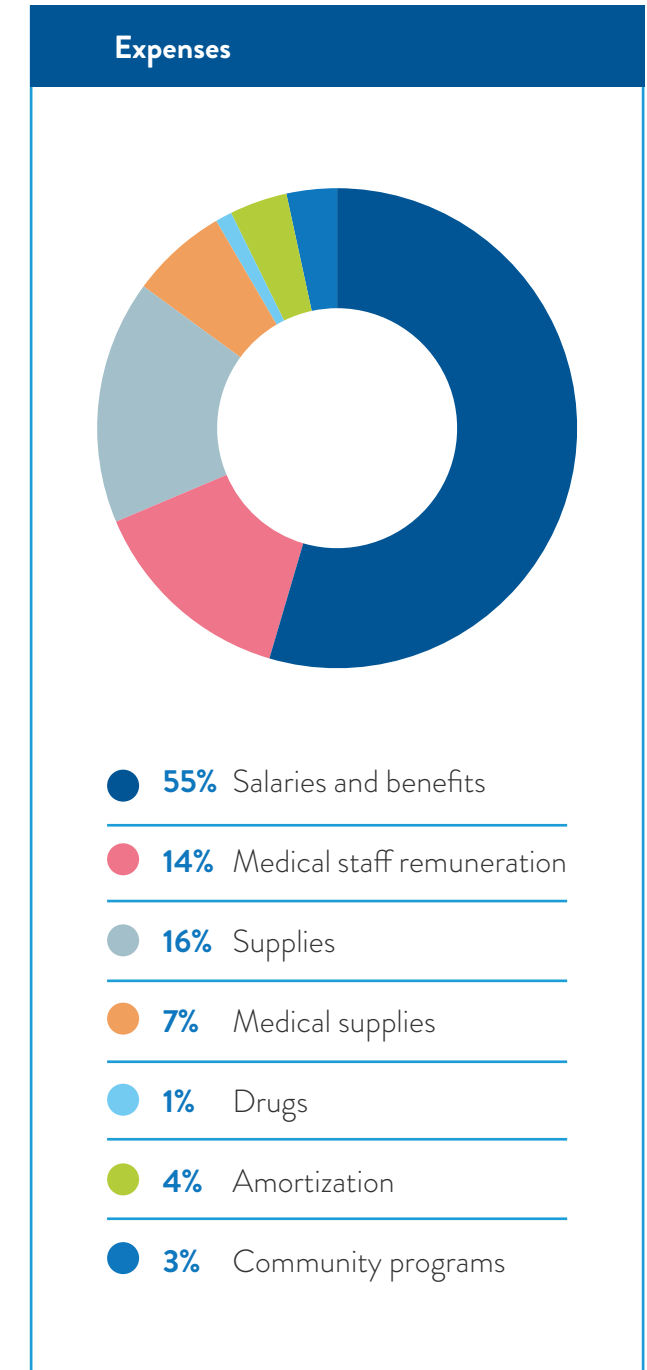
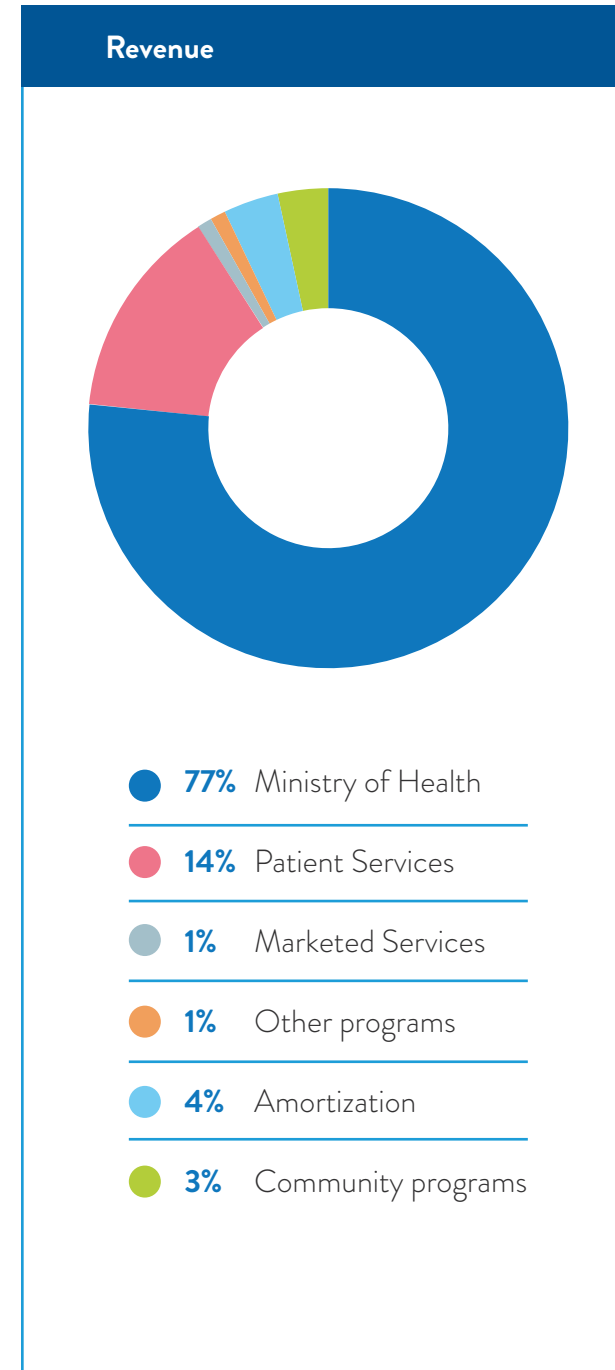
2022/23 Fiscal Year Audited Financial Statements are available

[LEARN MORE >>](#)

Collingwood General and Marine Hospital recognized **\$83.8 million** in revenues for the year ended March 31, 2023. 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 town of the Blue Mountains.

The Hospital recognized **\$83.8 million** in expenditures for the year, of which the majority goes to employee salaries and medical staff remuneration, along with supplies.

Year end audited financial results report a deficit of **(\$25k)**.



## BY THE NUMBERS

2022/23

### Our Team



EMPLOYEES

674



PHYSICIANS,  
MIDWIVES & DENTISTS

234



VOLUNTEERS

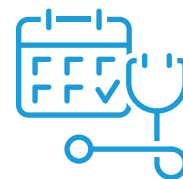
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### The Numbers



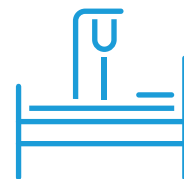
ADMISSIONS

5,046



PATIENT DAYS

29,585



BEDS

84



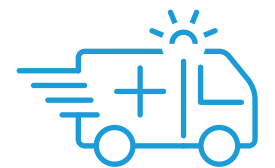
BIRTHS

511



OUTPATIENT  
CLINIC VISITS

15,393



EMERGENCY VISITS

34,851



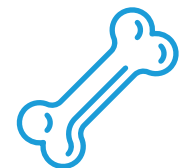
MENTAL HEALTH  
CLINIC VISITS

8,171



SURGICAL  
PROCEDURES

5,317



ORTHOPEDIC  
SURGERIES

399



IMAGING  
TESTS

63,171



CARDIO-PULMONARY  
PROCEDURES

2,791



# BOARD CHAIR REPORT

## BARRY GOODWIN



**The past year has been a time of exciting change, renewal and growth for the Hospital and the Board of Directors. The Board and Senior Leadership Team are aggressively addressing the challenges of today, while preparing to meet our communities' acute healthcare needs in the future.**

I would like to thank the entire team at CGMH who have worked tirelessly on the frontlines, providing the best possible care to the South Georgian Bay region and tourists to our area, during a very challenging few years throughout the pandemic. We have been experiencing rapid growth across our region for the last decade, with increasingly complex healthcare needs, less than ideal physical infrastructure in our aging hospital and ongoing human resources challenges that face the whole sector. However, the CGMH team has displayed deep commitment to patient care, for which the Board of Directors is truly thankful.

Our new CEO, Mike Lacroix, was appointed in June 2022 and he continues to demonstrate the strong leadership and management skills required to guide our new hospital development project, and address the ever-changing operational challenges. The Board of Directors understands the fluctuating landscape and is truly appreciative of Mike's significant efforts and accomplishments in his first year, including a significant renewal of the Senior Leadership Team.

The Board of Directors is proud of the many significant accomplishments achieved during 2022/23. Strong

partnerships continue to be forged with the South Georgian Bay Ontario HealthTeam, along with the municipalities the hospital serves, elected representatives and other healthcare and related service providers. The Board remains dedicated to patient-focused care, using innovation and creativity to achieve quality healthcare outcomes.

A new hospital for the South Georgian Bay region is a key priority for the Board. A modern and larger hospital will allow our rapidly growing region to receive high quality care closer to home. The Board is very focused on achieving this goal, and while it will take time, we are confident we are on the right path.

It has been my pleasure to work with the talented and committed group of community representatives that form the Board of Directors and the Senior Leadership Team to provide governance and oversight of the hospital's strategic priorities over this past year. We will continue to work to build a strong and sustainable future for healthcare in our communities. I look forward to another great year ahead filled with accomplishments and I am honoured to serve as Board Chair again in 2023/24.

*Barry Goodwin*

Barry Goodwin  
Board Chair

### 2022/23 BOARD OF DIRECTORS

- Barry Goodwin,  
*Board Chair*
- Cleo Noxon,  
*Treasurer*
- Geoff Davies
- Chris Hoffmann
- David Johnston
- Keith McQueen
- Joe Prosperi
- Mark Saunders
- Michael Thompson
- Krista Young
- Michael Lacroix,  
*President and CEO*
- Dr. Michael Lisi,  
*Chief of Staff*
- Tracey Fletcher,  
*Interim VP Patient Services & CNE*
- Dr. Susan O'Toole,  
*Medical Staff Association President*
- Dr. Yixin Xie,  
*VP Medical Staff Association*



## PRESIDENT & CEO REPORT

### MIKE LACROIX



**The 2022/23 fiscal year marked the 135th anniversary of the Collingwood General and Marine Hospital (CGMH). Since incorporating in 1887, CGMH has grown from an 8-bed facility to an 84-bed medium-sized hospital serving one of the fastest growing regions in Ontario.**

As we look to the next decade, our Hospital is projected to double in size to meet the growing needs of our population. As we plan our path forward to address this growth, we are committed to expanding our existing programs and services, while simultaneously focusing on bringing care closer to home.

The central project in our growth strategy is the construction of a new state of the art hospital for the South Georgian Bay region. This past year, CGMH continued its efforts in this area and reached a significant milestone with the submission of our Stage 1.3 Functional Program to the Health Capital Investment Branch (HCIB) of the Ministry of Health (MOH).

This submission was the culmination of 18 months of collaborative effort and we are extremely proud of the work that our CGMH Team has put into this submission, including the collaborative approach we have taken to ensure that the voices of the patient, provider and our health care partners were included in this very important planning stage for our new hospital.

This effort was guided by leading experts in hospital functional programming, engineering and architecture,

with oversight from CGMH's Hospital Development Committee (HDC) and Board of Directors.

Based on Infrastructure Ontario's existing timelines, CGMH is expected to begin the next phase of detailed planning in 2024, and if all goes to schedule, the new hospital will begin construction in the next 3 - 5 years.

In our pursuit to bring care closer to home, CGMH achieved another significant milestone with the approval of a magnetic resonance imaging (MRI) service by the MOH. This important announcement was made at our Hospital by the Hon. Sylvia Jones, Deputy Premier and Minister of Health whose support for this service will result in local access to this important service for the residents and visitors of South Georgian Bay.

Approximately 5,550 annual MRI scans are performed across various parts of Ontario for patients who reside in our region. Having an MRI at CGMH, will not only help to reduce wait times for this service across our region, resulting in more timely diagnosis and treatment, but it will also provide care closer to home by eliminating the travel burden that is placed on our patients and their caregivers who currently travel outside of our region for this service.

Our teams are hard at work to implement this new MRI service in the next 12-months.

This past year CGMH received the designation of Accredited with Exemplary Standing from Accreditation Canada, which is reserved for health care organizations that attain the highest level of performance, achieving excellence in meeting the requirements of the

accreditation program.

This is yet another milestone to be celebrated, as it reflects our Hospital's commitment to providing safe, high quality health services; in particular, during a time of great challenge.

Overall, it certainly was a memorable year for CGMH, as we collectively achieved a number of significant milestones that in the future will be looked upon as being foundational in our journey to grow and enhance the care that we provide to our patients within the South Georgian Bay region.

I am extremely proud of what our teams have accomplished collectively, especially when considering the challenges of the COVID-19 pandemic over this past year and the growing health human resource (HHR) challenges that are present across our health care system.

The path forward appears as equally challenging, however, the success from this past year has signaled that our Hospital and our Teams are up for the challenge, and we are committed and focused on providing the best care for our patients now and into the future.

To the incredible employees, physicians, midwives and volunteers at CGMH, thank you for your hard work and the dedication you have shown this past year.

*Mike Lacroix*

Mike Lacroix  
 CGMH President and CEO



## CHIEF OF STAFF REPORT

### DR. MICHAEL LISI



**In my 9th year as Chief of Staff at Collingwood General and Marine Hospital, the COVID fog of recent years began to rise this past fiscal year, while the spirit of innovation, engagement and attention to the wellness of our people has remained strong.**

Education and teaching has remained at the forefront of CGMH activities. Our partnership with the Rural Ontario Medical Program (ROMP) has fostered a large volume of physician trainee teaching hours, setting CGMH ahead of many of our peers. We know and have seen from past years that those who “learn here” will want to “stay and work here.”

With a focus on strengthening our team and wellness for our Professional Staff, we fostered a 6-week Wellness Course, hikes, in-person social gatherings, meetings, education sessions, peer support programs for physicians in rural settings in Ontario and the re-start of additional initiatives. The sense of community has always been strong at CGMH and while other hospitals have struggled, we have been fortunate to keep a full complement of physicians for our department rosters. Polling of our medical staff overwhelmingly state that they are proud to work at CGMH!

We are fortunate to have such engaged professional staff leadership. Dr. Susan O’Toole and Dr. Yixin Xie were respectively voted in as President and Vice President of the Medical Staff Association in the Spring of 2022 and have focused their efforts on wellness for the team. Dr. Greg Devet began his tenure as Chief of the Emergency

Department and continues to bring the group together with ongoing education offerings and collegiality.

The Hospital Foundation’s Giving Circle was incredibly generous in their dedication to advancing local healthcare innovations, with funding for Dr. Alyssa Boyd and a new curriculum for Narrative Medicine Therapy approaches for patient interactions, Dr. Susan O’Toole and a camera screen system for colposcopy, and the new MOLLI breast cancer localization system that both myself and retired Director, Marianne Beardsall spearheaded. We are grateful for the ongoing support of the CGMH Foundation.

The backbone of our medical community has always been Family Practice and as we look towards the future, we continue to work on models of care that facilitates integration between community and our hospital. It has worked so effectively over the years and has been a positive driver for a strong culture amongst our medical community.

Our Professional Staff continues to work through several important initiatives. Dr. David Ohrling, Chief of Anesthesia, champions green healthcare by reducing impact of healthcare services on planetary health through his efforts on the Environment Sustainability Working Group and the creation of the Environmental Sustainability Policy. Dr. James Lane, Chief Medical

Information Officer and the South Georgian Bay Ontario Health Team (SGB OHT) were recognized for their outstanding contribution to digital health in Ontario. The SGB OHT became one of the first OHT’s to improve patient care through offering virtual visits, online booking, messaging and eReferral using an integrated solution embedded in their EMR. Dr. Murray Miller, Chief of Radiology, was instrumental in CGMH receiving operational funding for a new magnetic resonance imaging (MRI) machine. The Ministry of Health (MOH) has recognized the need for an MRI to enhance access to service for patients in the South Georgian Bay region and other rural communities across Ontario. This will amount to providing care locally and reducing wait times for several medical conditions such as cancer, musculoskeletal injury and more.

As we make our way towards a new normal, I am so thankful for our Professional Staff’s ongoing dedication and commitment to our hospital, patients and the community. I am honoured to work alongside such a dedicated and caring group here at CGMH.

*Dr. Michael Lisi*

Dr. Michael Lisi  
 CGMH Chief of Staff



# CGMH

## YEAR IN REVIEW

During the 2022/23 fiscal year, the Collingwood General and Marine Hospital (CGMH) experienced an abundance of activity and accomplishments. With the loosening of COVID-19 restrictions, a sense of normalcy returned to a degree, allowing surgeries to begin ramping back up, however challenges have persisted with health human resource shortages within various front-line roles, causing some degree of service disruption across a few clinical areas, such as the ICU and Lab. However, CGMH was still successful in hiring 92 new nurses last fiscal year at time when every Ontario hospital was also competing for nursing recruits.

Yet, despite some challenges, it did not detract from the implementation of many new programs and services geared towards improving the **Patient Experience**, through **Innovative** methods and further enhancing our **Partnerships**, while still supporting and growing **Our People**. Additionally, our list of accomplishments also grew, as Team CGMH was rewarded for its hard work across many fields.

Check out CGMH’s reel of accomplishments spanning 2022 - 2023, as we reflect on a tremendous year.



### Hospital Receives Highest Award from Accreditation Canada

In the fall of 2022, CGMH was awarded Accredited with Exemplary Standing, following a review from Accreditation Canada.

A team of Accreditation Canada surveyors spent four days on-site evaluating the Hospital across eight quality dimensions, comparing CGMH’s practices against the highest of national standards. CGMH achieved **100% of the required organizational practices (ROP’s)** and met **97.9% of the more than 2,300 accreditation standards**. The hospital also received Exemplary Standing following its last Accreditation in 2017.



“Accreditation challenges organizations to meet national standards of excellence and to continue to improve the quality and safety of services for patients and families. I want to commend all CGMH employees, physicians and midwives for going above Accreditation Canada’s requirements to reach Exemplary Standing which demonstrates a commitment to excellence in quality improvement,” says Barry Goodwin, CGMH Board Chair.

The award of Accredited with Exemplary Standing is provided to healthcare organizations that attain the highest level of performance, achieving excellence in meeting the requirements of the accreditation program.

### Small but Mighty Team Upholds Clinical Accreditation Assessment

In addition to the Hospital wide accreditation process, CGMH’s Laboratory Department went through its own independent assessment processes. The Laboratory Team completed a focused accreditation process by Accreditation Canada Diagnostics and met **97.3% of the 452 lab standards**. An impressive result for a small team of Medical Laboratory Technologists (MLTs) and Medical Laboratory Assistants (MLAs)!





## CGMH receives operational funding to bring MRI care to South Georgian Bay region



Just prior to the holidays, CGMH received an early gift with an on-site announcement from the Honourable Sylvia Jones, Deputy Premier and Minister of Health, that CGMH was one of 27 Ontario hospitals to receive operational funding for a new magnetic resonance imaging (MRI) machine.

CGMH's funding was part of a larger announcement which saw the Ontario government announce \$20 million to support operational funding to increase access to care for patients waiting for this service across the province.

Currently, patients in the South Georgian Bay region obtain approximately 5,500 MRI scans in various parts of Ontario annually, and travel a minimum of 60 minutes, in one direction, after waiting for more than two months for an outpatient MRI scan, creating disjointed care.



*I am grateful that the Ministry of Health (MOH) has recognized the need for an MRI to enhance access to service for patients in the South Georgian Bay region and other rural communities across Ontario. This will amount to reduced wait times for urgent cancer, stroke and orthopaedics, while providing care locally in our community," says Dr. Murray Miller, Chief of Radiology at CGMH.*

The new MRI machine will be purchased through capital funds raised by the CGMH Foundation. It is anticipated it will be operational in 2024.

## Hospital supports new Employees with access to available Housing

At the turn of the new year, CGMH launched the Housing for Healthcare Workers initiative – a program designed to support employees and future employees of CGMH with relocation by providing a list of potential apartments, homes and residential rental spaces. This was just one of many initiatives launched to help ease the burden on new employees moving to the area and aid with recruitment efforts. Since the portal's launch, the community engagement and willingness to support local healthcare workers has been tremendous with more than 100 listings submitted from local South Georgian Bay residents.



## Partnerships and the Patient Voice influence Hospital's Inclusivity Working Group Initiatives

The Hospital's Inclusivity Working Group had a busy year of collaborative work and forging new partnerships with community organizations such as Unity Collective, local Indigenous partners and the Town of Collingwood to help inform initiatives such as the land acknowledgment treaty, which will be further rolled out in 2023/24. A hospital wide equity, diversity and inclusivity (EDI) survey was issued to all hospital employees and physicians which gathered up-to-date information to inform future initiatives that aim to make CGMH the best that it can be. Additionally, the group continued to review patient experiences for learnings of how to provide the most inclusive care for the South Georgian Bay region and the 3.5 million visitors that come through its doors each year.





## CGMH Awarded for Championing Organ and Tissue Donation

Recognized by Ontario Health (Trillium Gift of Life Network) for its outstanding contribution to organ and tissue donation, CGMH received the Provincial Conversion Rate Award and the Provincial Eligible Approach Rate Award in early 2023, for its efforts during the 21/22 fiscal year.

CGMH reached a conversion rate of 100 percent, which exceeds the target of 63 percent set by Ontario Health (TGLN). This was the hospital's fourth year receiving this award. CGMH received the Provincial Eligible Approach Rate Award for exceeding the provincial eligible approach rate target



of 90 percent set by Ontario Health (TGLN), achieving 100 percent. The Eligible Approach Rate Award recognizes hospitals for demonstrating leading practices by facilitating a donation discussion between Ontario Health (TGLN) and eligible patients/families of patients at end of life. This was the first year CGMH met this target.



*I am very proud of Team CGMH for their effort and ongoing commitment to the organ and tissue donation process. These two awards highlight the excellent partnership between Ontario Health (TGLN) and CGMH who are working together to save lives," says Mike Lacroix, CGMH President and CEO.*

CGMH was one of 40 hospitals across the province to receive a Hospital Achievement Award from Ontario Health (Trillium Gift of Life Network).

## ED Wait Time Clock helps patients plan their visit

The introduction of an externally facing wait time clock for the hospital's emergency department (ED) has provided transparency around current wait times and also helps manage expectations by providing real-time information to patients and their families.

Wait times are now posted on CGMH's website and are displayed on the digital screen in the ED waiting room, allowing patients visiting the hospital to see approximately how long it will take to see an emergency doctor, before arriving at the hospital for care. Patients have access to:

- The total number of patients currently in the ED
- The number of patients that have seen a physician and are being treated
- The number of patients that are waiting for initial physician assessment
- The estimated time it will take to see a physician (initial assessment)



*"We are very pleased to be able to offer this resource to our patients and the South Georgian Bay community, in hopes that by having this useful information available, it will help reduce anxiety and uncertainty, leading to improved experiences for our patients and their families when arriving at the hospital's Emergency Department," says Michael Lacroix, CGMH President and CEO.*

CGMH is always looking for innovative ways to improve the patient experience and communication channels with its patients and the public. The wait time clock has proved to be a very accurate and useful tool for the community since it's introduction.

**Collingwood General and Marine Hospital**  
459 Hume Street  
Collingwood, ON

<p><b>Emergency Department Patients</b></p> <p><b>Total Patients: 27</b> <b>Treating: 18</b> <b>Waiting: 9</b></p>	<p><b>Current Estimated Wait Time</b></p> <div style="border: 2px solid black; border-radius: 50%; width: 60px; height: 60px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <div style="text-align: center;"> <p style="font-size: 8px;">Last Update</p> <p style="font-size: 24px; font-weight: bold; color: blue;">3.5 hrs</p> <p style="font-size: 8px;">9:43 PM</p> </div> </div> <p style="font-size: 8px;">To be seen by the doctor</p>
<p><b>The sickest patients are treated first, therefore wait times may vary from the time displayed here.</b></p>	
<p>When is the ED busiest over the next 6 hours?</p>	



### Collaborative Partnership supports Patients at Home

CGMH@Home is a newly developed partnership between Collingwood General and Marine Hospital (CGMH) and Bayshore HealthCare, to deliver an innovative and provincially proven model of comprehensive, integrated and supportive care, which provides seamless transitions into the community for frail senior patients, reducing barriers, delays and expediting discharge.



An @Home care team consists of a coordinator, nurses, personal support workers, occupational therapists, physiotherapists, speech-language pathologists and social workers, in partnership with the service provider, Bayshore HealthCare.

The hospital @ home model has been piloted and delivered in other regions with great success in reducing Alternative Level of Care (ALC) length of stay, helping to transition the patient to their home setting safely and with support, as either their final destination or while waiting for access to an alternate care setting.

The daughter of a recent CGMH@Home patient shared the following testimonial about her father’s care.



*“There was a certain comfort in being able to take my father home to recover with the nursing care that was put in place through Bayshore HealthCare, as initiated through the CGMH@Home program. It was a great service and I was grateful for the supports my father received. Marcia, his day nurse, which provided in-home care three times per week, really went the extra mile for him. The in-house physiotherapy and at home assessment by an Occupational Therapist to ensure the house was set up appropriately to come home to, was very helpful.” Daughter of CGMH@Home patient.*

In its first four months, more than 70 patients were successfully transitioned home at the end of the 2022/23 fiscal year.

The program has helped support patient flow for those requiring acute medical beds, decreased patient length of stay, and with the strong Bayshore partnership, the opportunity for same day discharge or discharge within 24 hours on the CGMH@Home program is very successful.



### Same Day Discharge Expanded for Joint Replacement Patients

As part of a Surgical Innovation Fund initiative sponsored by Ontario Health (OH), the peri-operative team at CGMH worked hard to expand the same day discharge program for joint replacement patients.

The Same Day Surgery Program enhances the Patient Experience through less invasive surgeries, resulting in a reduced recovery and healing period. Through the program, most patients avoid hospitalization and recuperate in the comfort of their own home, while also helping to reduce bed pressures within the hospital.

For Martha Lawrence, the opportunity to recover at home following her left hip replacement was a welcomed opportunity. Lawrence, who had her right hip replaced a decade earlier and spent two nights at CGMH, felt her recovery time was greatly improved.



*“It’s imperative that you have the appropriate levels of support in place to help you during the first few days at home through family or friends, but I was grateful to have passed the physical requirements such as walking the halls with a walker and going up and down the stairs, which allowed me to be discharged home same day. Resting in the comfort of my own home and sleeping in a quiet environment had a big impact on my recovery during the first week,” says Lawrence.*

In 2022, the team set an initial target of 60% of joint replacement patients to be discharged home the same day over the course of the 2022/23 fiscal year. The team worked hard, but continuous COVID outbreaks and health human resources (HHR) challenges, meant the team was able to successfully discharge 48% of patients home the same day.

The success to date is celebrated across a collaborative interprofessional care team, which involves a wide array of CGMH Team members from many areas of the hospital.



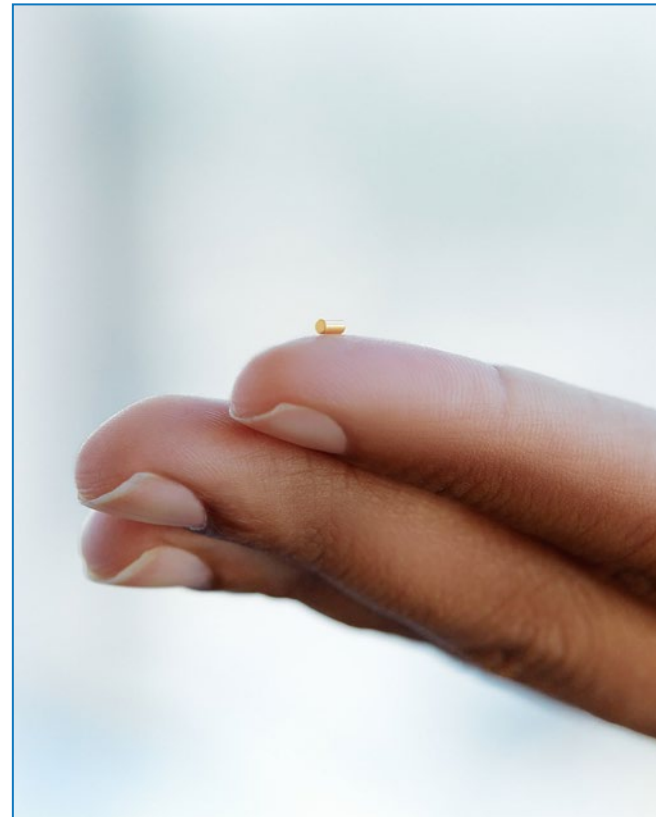
## Improving the Patient Experience for Cancer Detection

CGMH is always striving to find innovative ways to improve the patient experience in whatever small way it can.

In 2022, CGMH adopted MOLLI - a precise, easy-to-use new technology for breast cancer localization, making CGMH one of the first hospitals to use this new leading-edge technology. The MOLLI system incorporates the smallest localization marker on the market, implanted by radiologists to precisely pinpoint tumours and provide a better patient experience over traditional wire localization.

MOLLI is an innovative and revolutionary way of localizing breast masses that cannot be felt. It allows for a less painful and more effective way of finding the breast disease that needs to be removed during surgery.

The marker can be inserted weeks before the surgical date, allowing for easier scheduling for patients and enhanced accuracy and ease of use in the operating room, making MOLLI a better and less invasive option for patients than traditional wire localization.



## Connecting patients and their results with ease

This past year saw the launch of the **my health care** patient portal, a regional CARE4 initiative in which Collingwood General and Marine Hospital (CGMH), Georgian Bay General Hospital (GBGH), Headwaters Healthcare Centre (HHCC) and Royal Victoria Regional Healthcare Centre (RVH) partnered together to allow patients to become more actively engaged in their own healthcare journey. By the end of the fiscal year, over 21,000 active portal users had signed up across the region.

The portal allows patients receiving care at CGMH, GBGH, HHCC or RVH to have direct access to their hospital medical information, including test results, medication history and scheduled appointments.



**my health care**

Results can be accessed through the portal at any time, through any device and allows patients to easily share their information with family members, caregivers or other members in their care circle, at their discretion. Most information is available after being signed-off-on by the physician, or within a few hours such as lab results. Cardiorespiratory and Diagnostic Imaging results (3 days), and Pathology results (5 days).

Patients can provide their email address to the hospital at the time of registration or email [portalsupport@myhealthcareportal.ca](mailto:portalsupport@myhealthcareportal.ca) to view their health information obtained from all four hospitals from April 1, 2022, onward. Visit history prior to April 1 is viewable but health information regarding these visits is only accessible through the treating hospitals Health Records department.



*“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 while providing you with access to your own health information,” says Dave Brewin, Regional Chief Information Officer.*

The addition of the patient portal was made possible by a large-scale health information system transformation that occurred in September 2021. The partner hospitals implemented MEDITECH Expanse, which has created one shared electronic medical record across all four organizations. The system enables a more seamless flow of information from department to department and hospital to hospital, allowing the regional goal of, “the patient is at the centre of all we do,” to be further realized.



## Building Your Future Hospital



The end of the 2022/23 fiscal year also marked the submission of Collingwood General and Marine Hospital’s (CGMH) Stage 1.3 submission (formerly called Stage 2) to the Health Capital Investment Branch of the Ministry of Health (MOH), for the Hospital’s Development project.

It was an 18-month journey that involved 18 user groups representing all areas of the hospital including front-line employees, credentialed staff, leadership, and members of the Patient, Family and Caregiver Advisory Committee (PFCAC).

The hospital’s architect and engineering team worked with user group feedback to come up with a proposed layout

that meets clinical functionality and enhanced patient flow, ensuring the hospital we begin building a few years from now, meets the communities needs for decades to come.

We have submitted these high-level plans based on the 30-acre Poplar Sideroad location, which will be donated to the Hospital if the Ministry of Health decides that is where the new hospital should be located. The Minister’s Zoning Order (MZO) approval of the Poplar Health and Wellness Village which occurred late Fall 2022, provides the required zoning to enable our hospital to be built at this location. We continue to work alongside the various ministry branches and all our municipal partners who are excited to see this project move forward.



“We are extremely proud of the work that our Team has put into this submission, including the collaborative approach we have taken to ensure that the voices of the patient, provider and our health care partners were included in this very important planning stage for our new hospital,” says Michael Lacroix, CGMH President and CEO.

## Highlights of the Stage 1.3 submission include:

- 100% private rooms
- Expansion of medical and surgical bed capacity
- New inpatient rehabilitation beds
- New inpatient mental health beds
- A simulation training centre, focused on interprofessional learning
- Proposed greenfield construction on a donated 30-acre site at Poplar Sideroad

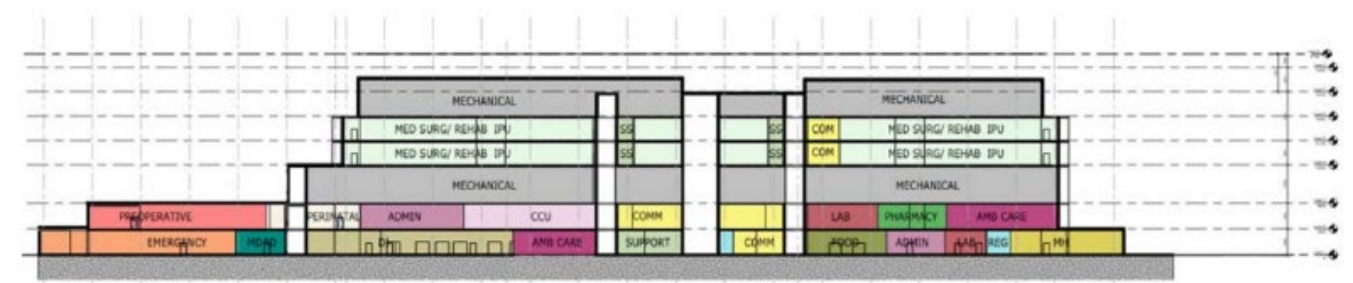
As part of the submission, a detailed siting analysis was performed to determine the best possible location and building option for the new hospital. Based on this analysis, CGMH concluded that building the new hospital on a greenfield site would cost less, have a shorter construction time, and allow for future growth and expansion when compared to the option of building a new hospital on the existing 12.6-acre site.

## What happens next?

Once we receive approval for our Stage 1.3 work, we can begin the detailed room by room planning that is required in Stage 2 - Detailed Planning, which includes three phases. This will inform the request for proposal (or RFP) for the construction of our new hospital in Stage 3.

Based on current Infrastructure Ontario timelines, CGMH is currently projected to begin construction in the next 4 - 5 years. The most up-to-date information on the Hospital Development project can be found on

[YourFutureHospital.com](http://YourFutureHospital.com)







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