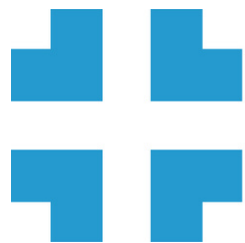




2023/2024

# ANNUAL REPORT



**Huron  
Health**  
SYSTEM

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Alexandra Marine & General Hospital  
120 Napier St, Goderich, ON

South Huron Hospital  
24 Huron St W., Exeter, ON



# A MESSAGE FROM OUR PRESIDENT & CEO AND BOARD CHAIR

As we close our fiscal year, March 31, 2024, we are filled with immense gratitude and pride for the incredible dedication and resilience demonstrated by everyone connected to our organization. Reflecting on our journey, it's evident that our achievements are the result of the unwavering commitment and collaborative spirit of our staff, physicians, and board members. Thank you for your tireless efforts and steadfast dedication to providing exceptional care to our community.

Our Foundations have played a pivotal role in supporting our mission, and their contributions have been nothing short of transformative. The great work they do ensures that we can continue to innovate and improve our services, touching countless lives. We are deeply grateful for their unwavering support and the positive impact they create.

Recovering from the COVID-19 pandemic has been a monumental challenge but has also been a testament to our collective strength and resilience. We have navigated unprecedented obstacles, adapted to rapidly changing circumstances, and emerged stronger. Our response to the pandemic highlighted the importance of teamwork, creativity, and compassion in healthcare delivery.

Looking ahead, we recognize that the healthcare landscape is continuously evolving, and we must remain agile to meet new challenges. One of the most pressing issues we face in the coming year is addressing staffing challenges. The recruitment and retention of skilled staff and physicians remain at the forefront of our priorities. We are committed to creating an environment that attracts and retains top talent, ensuring that our team is well-supported and empowered to deliver the highest standard of care.



# A MESSAGE FROM OUR PRESIDENT & CEO AND BOARD CHAIR

We are proud that our hospitals have achieved Exemplary Standing from Accreditation Canada. This prestigious recognition is a testament to our unwavering commitment to excellence and continuous improvement. It reflects our entire team's hard work and dedication and underscores our commitment to providing the highest quality of care to our patients.

As we progress, we will continue to focus on strengthening our workforce, enhancing our services, and fostering a culture of excellence. Together, we will navigate the challenges ahead and continue to make a positive difference in the lives of those we serve.

One last note, the Alexandra Marine & General Hospital will celebrate a remarkable milestone as our hospital proudly commemorates its 100th anniversary! For a century, we have been dedicated to providing exceptional healthcare and serving our community with compassion and excellence. Our journey from a modest establishment to a leading medical institution is a testament to the unwavering commitment of our healthcare professionals, staff, and supporters. As we reflect on a century of healing and hope, we look forward to continuing our legacy of outstanding patient care. Thank you for being part of our story. Here's to the next 100 years of health and wellness!

Thank you for your dedication, support, and partnership. Here's to another year of growth, innovation, and exceptional care.

With thanks,

**Glen McNeil | HHS Board Chair**

**Jimmy Trieu | President & CEO**



# A MESSAGE FROM OUR AMGH CHIEFS OF STAFF

As we approach what is sure to be another busy summer at both of our institutions, we look back at the last year with mixed emotions. Our medical staffs continue to persevere through the most challenging period of most of our careers, hoping we can keep our 24/7 operations running. We take great pride in having kept both of our Emergency Departments open despite many ongoing regional closures. There is also significant frustration in the lack of support and regional vision for local resource allocation, adding to the strain on human resources. However, at both of our hospitals, we continue to put patient care first and have accomplished several notable goals over the past year.

These include but are not limited to:

- New full-time family and emergency medicine physician Dr. Steven Joseph
- New part-time General Surgeon Dr. Jennifer Ford and soon to be joining the Psychiatry team is Dr. Peter Dixon
- Ongoing successful recruitment and retention of high quality nurses in all areas of care including ED/medical/surgical/obstetrical/ICU/Mental Health.
- Maintaining 24/7 emergency department coverage despite ongoing regional closures. Record number of ED visits for both AMGH and SHH.
- Submission of application for a CT scanner and resultant positive feedback from Ontario Health - SHH
- Formation of a steering committee to plan for and build a new primary care medical center in Exeter
- Completion of OHT-accreditation with Exemplary Standing
- New cardiac monitors in the emergency department and inpatient unit for SHH
- New OR equipment and lights, completion of “ ED Safe Room” as well as commencement of 3rd floor unit renovations at AMGH



# A MESSAGE FROM OUR AMGH CHIEFS OF STAFF

Human Health Resources and system capacity issues will continue to be some of the biggest challenges our organizations will face in this new fiscal year, all while being within the constraints of an underfunded system. We look forward to seeing further growth and stabilization of our organizational healthcare workforce, which although improved from last year, continues to require bolstering and ongoing recruitment and retention. This will ultimately be needed to continue providing our growing populations with the exceptional hospital services that are laid out in our values and to which the communities deserve

Sincerely,

**Dr. Shannon Natuik, MSc, MD, CCFP(EM) | AMGH Chief of Staff**

**Dr. Sean Ryan, MD, CCFP(EM) | SHH Chief of Staff**



# A MESSAGE FROM OUR CHIEF NURSING EXECUTIVE

Welcome, and thank you for joining us at our Annual General Meeting. I am Lynn Higgs, currently serving as the interim Chief Nursing Executive. I extend my heartfelt gratitude to all the dedicated staff and physicians of AMGH and South Huron Hospital. Your unwavering commitment has been instrumental in our achievements this year. I must also acknowledge the exceptional support provided by our Foundation, whose contributions have been vital in acquiring necessary equipment.

This year has seen remarkable accomplishments, notably our EXEMPLARY ACCREDITATION— (thank you to everyone and a special thank you to our admin staff)

Both our Emergency departments have remained operational, a testament to the dedication of our staff and physicians. However, this success brings challenges, as we continue to manage high patient volumes with limited admission capacity. We are actively collaborating with regional hospital and EMS partners to navigate these challenges together.

Recruiting physicians remains a challenge, yet we have been fortunate to welcome outstanding new staff. Our Human Resources department, staff, and Nurse Educator have organized numerous initiatives to attract nursing talent.

Ontario Health has specialized nursing education programs focused on emergency care, which have been invaluable for professional development.

Despite facing closures in some smaller Obstetrical departments due to low patient volumes, we are committed to maintaining competence among our staff.

Initiatives such as the Clinical Scholar program have been pivotal in mentoring and supporting new nurses entering the workforce as well as opportunities for nurses to upskill. The Enhanced extern program continues as well.

# A MESSAGE FROM OUR CHIEF NURSING EXECUTIVE



In the realm of Mental Health, we are advancing into phase two of our Mental Health Renovation. We are implementing transformative models like Stepped Care Model 2.0. This approach emphasizes evidence-based mental health and addiction services, rooted in person-centered, strength-based, and recovery-oriented care principles.

Our ongoing projects include successful falls prevention audits, Delirium screening, and initiatives like the Youth Crisis Response Team and Antimicrobial Stewardship. We are also collaborating closely on the Huron County Community Safety and Well Being Plan, focusing on critical areas such as Mental Health and Addictions, Housing Stability, and Community Security. In terms of infrastructure, we have made significant strides with upgrades in wifi connectivity and the adoption of new technologies such as new WOW'S Workstations on Wheels and Philips Cardiac Monitors, enhancing our clinical capabilities. Ensuring system security remains a top priority, although challenges persist with non-integrated systems across our sites, necessitating alignment efforts between our organizations.

Throughout the year, we have celebrated numerous milestones and events to honor our healthcare professionals, including Doctors Day, Nurses Week, and Mental Health Week, underscoring our deep appreciation for the dedication of our staff.

Thank you once again for your commitment and support as we continue to advance healthcare excellence in our community.

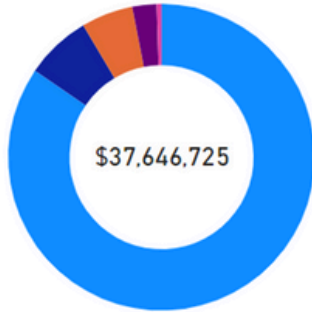
Best regards,

**Lynn Higgs | Interim Chief Nursing Executive**

# OUR PERFORMANCE

## AMGH Statement of Operations Audited Year Ended March 31, 2024

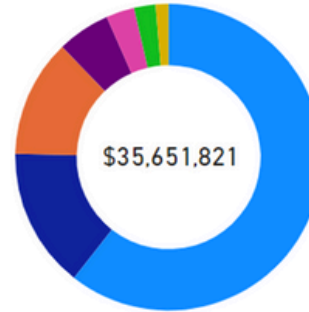
Revenue



- Ministry of Health
- Recoveries & Miscellaneous
- OHIP & Patient Revenue
- Amortization of Grants & Donatio...
- Differential & Co-Payment

Ministry of Health	\$31,832,188
Recoveries & Miscellaneous	\$2,603,209
OHIP & Patient Revenue	\$2,056,765
Amortization of Grants & Donations	\$959,335
Differential & Co-Payment	\$195,228

Expenses



- Salaries & Benefits
- Medical Staff Remuneration
- Supplies and Other Expenses
- Other Votes
- Depreciation on Equipment
- Medical and Surgical Supplies
- Drugs and Medical Gases

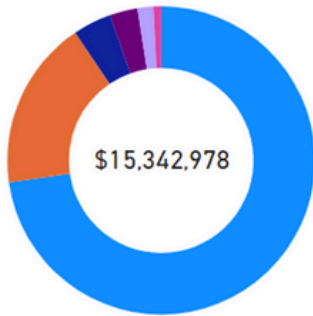
Salaries & Benefits	\$21,596,793
Medical Staff Remuneration	\$5,271,709
Supplies and Other Expenses	\$4,434,479
Other Votes	\$1,989,140
Depreciation on Equipment	\$1,065,608
Medical and Surgical Supplies	\$806,106
Drugs and Medical Gases	\$487,986



# OUR PERFORMANCE

## SHH Statement of Operations Audited Year Ended March 31, 2024

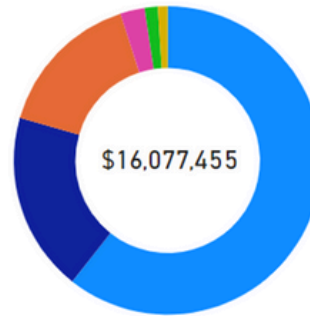
Revenue



- Ministry of Health
- OHIP & Patient Revenue
- Recoveries & Miscellaneous
- Amortization of Grants & Donatio...
- Investment Income
- Differential & Co-Payment

Ministry of Health	\$11,158,775
OHIP & Patient Revenue	\$2,737,452
Recoveries & Miscellaneous	\$617,041
Amortization of Grants & Donations	\$450,383
Investment Income	\$256,101
Differential & Co-Payment	\$123,226

Expenses



- Salaries & Benefits
- Medical Staff Remuneration
- Supplies and Other Expenses
- Depreciation on Equipment
- Medical and Surgical Supplies
- Drugs and Medical Gases

Salaries & Benefits	\$9,750,511
Medical Staff Remuneration	\$3,025,117
Supplies and Other Expenses	\$2,502,803
Depreciation on Equipment	\$412,662
Medical and Surgical Supplies	\$221,880
Drugs and Medical Gases	\$164,482



# OUR LATEST NUMBERS

## Staffing

Employees	418
Nurses	164
Physicians	51
Volunteers	207

# OUR LATEST NUMBERS

## AMGH Clinical Volumes

<b>ED Visits</b>	16,781	
<b>Ambulatory Care Visits</b>	9,141	
<b>Admitted Patients</b>	1,761	
<b>Births</b>	68	
<b>Surgical Cases</b>	1,508	
<b>Lab Procedures</b>	269,242	
<b>Telestroke Assessments</b>	143	
<b>Diagnostic Imaging</b>	<b>CT Exams</b>	10,161
	<b>X-Rays</b>	12,799
	<b>Mammography</b>	1,059
	<b>Ultrasounds</b>	8,380
	<b>OBSP</b>	2,353

# OUR LATEST NUMBERS

## SHH Clinical Volumes

<b>ED Visits</b>	12,235	
<b>Ambulatory Care Visits</b>	19,516	
<b>Admitted Patients</b>	639	
<b>Lab Procedures</b>	141,666	
<b>Diagnostic Imaging</b>	<b>X-Rays</b>	12,799
	<b>Ultrasounds</b>	3,277
	<b>Bone Mineral Density</b>	1,065

# ACCOMPLISHMENTS



## **Alexandra Marine & General Hospital**

- Completion of Secure Room in ED
- Controlled access completed to secure the OR and OB areas
- Renovations to create space for Foundation, admin offices, sleep space for physicians and family space on 1st floor
- Implemented 24/7 Security Guard
- Mental Health renovations
  - Phase 1:
    - Shower room
    - Upgraded observation room
    - Creation of store room
  - Phase 2:
    - Renovation of nursing station, medication room, patient dining and group room and creation of a second observation room.
    - Team is currently finalizing the design with consultants with expected tender award for early Fall and construction to start January 2025
- Ceiling lifts replaced in all patient care areas
- Renovations to X-Ray room completed to accommodate new X-Ray equipment
- Renovation to Lab to accommodate new equipment

## **South Huron Hospital**

- Implementation of "staff assist" personal alarm system
- Parking lots repaved and upgraded
- Electrical upgrade commenced in May 2023, expected completion mid fall.
- Elevator replaced
- HVAC units replaced in inpatient unit
- Renovation upgrades to Lab to accommodate new equipment
- Implementation of new patient menu, and new food delivery system



# A MESSAGE FROM SHH AUXILIARY

This is my last report as Co-President of the South Huron Hospital Auxiliary as my 4-year term concluded in May 2024.

The last 4 years have been a challenge for the Auxiliary as we had to find ways to maintain membership and continue to fundraise during a pandemic. That challenge was met and exceeded. We have 162 dedicated members who support our own fundraising activities and assist the Foundation with the Tim Horton's Smile Cookie week and set up for the Gala.

Due to Covid the Auxiliary had their last Rummage Sale in the fall of 2019. This event was always a huge success financially, provided a much-needed service to the community and we were doing our part for the environment – reduce, reuse, recycle.

I am pleased to say that after 4 years and exceptional commitment from our members we will once again be holding the Rummage Sale on June 11th and 12th, 2024

Our SHH Gift Shop, found inside the main doors at South Huron Hospital, has become quite the little business. Our Gift Shop convenor, Shelley Bourne, has mastered online advertising which has resulted in a steady increase in year over year sales.

Our main fundraiser during covid was the 12 Days of Christmas draw held each December. This draw nets the Auxiliary \$16,000.00 each year which we are able to donate to the Foundation. This year the funds went toward the Burlodge Food Cart and the in-room entertainment system.

It was extremely disappointing to hear that the AMGH Auxiliary was disbanding after 100 years of service. It's sad when such a noble and unselfish tradition, fully staffed by volunteers, cannot continue. It is the continued support of our South Huron community, foundation and hospital that make us successful.



# A MESSAGE FROM SHH AUXILIARY

In the last 5 years the SHH Auxiliary has donated over \$150,000.00 for patient betterment. This year's fundraising activities has allowed us to donate \$36,500.00 to the SHH Foundation, provide \$500.00 to support Nurses Week and to commit \$10,000.00 to refurbish the palliative care room at SHH. The refurbish will include painting the walls a lighter brighter colour, new fridge, microwave and coffee maker, generously donated by McLean's Home Hardware, 2 new pull-out sleeper chairs, new artwork and the commitment to keep the room stocked with water, coffee, tea, hot chocolate and snacks.

In closing, I would like to thank all our members for their dedication, the SHH Foundation for treating us as a partner and the community for always supporting our fundraising efforts. I'm positive that the next 2 years will be just as successful under the guidance of Elaine Keller and Judy Grenier, our new Co-Presidents.

**Laura Stire**  
**Co-President**  
**South Huron Hospital Auxiliary**



**Thank you for your generosity and continued support.**



**\$1.35 million raised**  
**\$1.46 million allocated**



**\$1.24 million raised**  
**\$906,651 allocated**

We are deeply grateful to the 2700+ donors across our communities for their generous support.