

GREY BRUCE HEALTH SERVICES

2020

2021

ANNUAL REPORT

2020 2021



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FROM THE PRESIDENT & CEO



I would like to begin by personally thanking GBHS staff, physicians and our volunteers for their dedication and hard work throughout this pandemic.

Everyone has done a tremendous job supporting our regional COVID response. Staff members were re-deployed, programs and patients relocated, a number of services were put on hold, and many individuals worked long hours under challenging conditions.

On April 12, 2021, hospitals were instructed (for the second time) to ramp down all elective surgeries

and non-emergent/non-urgent activities to preserve critical care and human resource capacity. When our surgeries ramped down, several surgical nurses re-deployed to work in the Owen Sound ICU - where COVID patients from out of region and even out of province were transferred for care. Nurses from our partner organizations, Hanover & District Hospital and South Bruce Grey Health Centre, were also redeployed to GBHS and in some cases have permanently joined our team. This level of collaboration is truly amazing.

Unfortunately, this continues to be a challenging time, as hospitals across the country work to care for more acutely ill patients at a time when staff are already stretched and stressed. Recovery from the pandemic will take hospitals across Ontario several years. The process is complicated and requires the ability to be ready to manage a possible fourth wave of the pandemic. Our emergency departments are starting to see a return to pre-COVID patient volumes.

Admissions are on the rise, and as summer begins we want to be flexible enough to accommodate a return to more normal volumes.

The roll-out of vaccines was a welcome addition to our defense against COVID-19 this year. To date, 71% of GBHS employees have received two doses of the COVID vaccine, better protecting themselves and our patients.

Following the most intense wave of the pandemic that we have seen here in Grey Bruce, we look forward to turning our attention to recovery planning, reopening of surgical services and a more relaxed Visitors' policy. I look forward to sharing details of our new Strategic Plan and outcomes of an important and in-depth Clinical Planning process. The outcomes of the latter will be implemented to secure our organization's future for many years to come.

I would be remiss if I did not mention how much we appreciate the steadfast support of the Board of Directors, and the efforts of our five Foundations and Auxiliary members for their ongoing fundraising. Thank you as well, members of our wonderful communities, for your kind and generous donations, and the outpouring of support for healthcare workers during these past 18 months.

We look forward to continuing to provide quality care, close to home, for you and your loved ones.

Regards, Gary Sims, GBHS President & CEO

FROM THE CHAIR, GBHS BOARD OF DIRECTORS



Another year has passed and, while we had hoped that COVID would be far behind us by now,

we have unfortunately weathered an even worse COVID impact over the past year. Wave three of the pandemic affected our region much more than the previous waves, yet the GBHS team has continued to work tirelessly to manage the pandemic. In addition to managing our region, the team went above and beyond in caring for several COVID patients from outside of our region who were transferred to GBHS. Thank you to everyone on the GBHS team for the herculean efforts over the past year; we are so proud of

you and the care you provide! Let's hope that by the next Annual Report in June of 2022 that we won't be dealing with the COVID pandemic. Despite the significant efforts applied to manage the pandemic, the GBHS team has miraculously continued to bring forward many advances for the organization. The largest initiative is the Markdale Hospital rebuild. We were also fortunate to have the new MRI, at the Owen Sound site, installed and activated. This will return great benefit to the region with more access and improved diagnostic capabilities. Thanks to the five Foundations for their huge efforts in fundraising for both the MRI and Markdale project. These are only two examples of the great work being carried out within GBHS; there are dozens of ongoing initiatives aimed at improving the health care service provided by GBHS.

We have begun to develop the next strategic plan for the organization. Times have changed, particularly due to the pandemic, and we are excited to explore opportunities and plan for the future to continue to deliver high quality health care to the region as well as look to expand and improve our health care service. During the coming year the strategic plan will be established and we look forward to sharing this with you.

The Board of Directors has, over the past year, continued to meet virtually to uphold our duties as Directors of the organisation. We are delighted to have Directors join the board this past year, bringing new expertise and insights. In the same breath we are sad to see a few Directors step down after many years of service, as they end their term.

The Board is strong, supported by Directors with a wide range of skills and expertise, and poised to fulfil the imposed duties and provide ongoing oversight of GBHS over the coming years.

Thank you. Paul Sinclair, Chair, GBHS Board of Directors

FROM THE CHIEF OF STAFF



The hospital year 2020-2021 at GBHS has been anything but dull.

Clearly, the main focus of the hospital organization during the last year has been preparing for, and responding to, the COVID-19 pandemic. For many reasons, regionally, we have been spared the worst of the disease load in the province. Despite our population's good fortune, GBHS has been subject to provincial mandates designed to accommodate the challenges seen by our neighbours, not that far away. This has left the Credentialed Staff in the unenviable position of restricted ability to provide non-COVID-related care to their patients while having minimal COVID-related demands. Great anxiety has built surrounding the anticipated wave of more serious non-COVID illness likely to be seen in the next few years due to delays in diagnosis and therapy. The surge of mental illness is entirely predictable but remains of great concern. The Credentialed Staff, however, has demonstrated considerable resiliency throughout this process. They have come to recognize unpredictability as the only predictable factor and have responded to the hospital's needs through the various iterations of healthcare provision over the last year. Whenever resources for our regular patient care have been available, that care has been provided at the maximum available capacity and with enthusiasm.

At the same time, the leaders within the Credentialed Staff joined with the GBHS Clinical Leadership in undertaking the

organization's first Clinical Services Planning process. This will contribute to GBHS's roadmap to regional healthcare provision looking into the future.

Also, in the midst of chaos, recruitment of medical staff has been remarkably successful with a combination of specialists, ER physicians and family physicians having joined the organization during the year.

The Medical Advisory Committee bids farewell to Dr. Elyse Savaria (Chief of Urban Family Medicine), Dr. Joachim Kapalanga (Chief of Paediatrics) and Dr. Jack Lucas (Chief of Psychiatry) and thanks them all for their years of leadership service. We welcome their replacement physician leaders.

Overall, 2020-21 has been a successful year which no-one wishes to repeat.

Respectfully, Paul F. Middlebrook, M.D., Chief of Credentialed Staff, GBHS

THE PANDEMIC YEAR IN REVIEW

The COVID-19 pandemic has turned the world of healthcare upside down for the past year and a half. The coronavirus was first reported in Canada on January 25, 2020 and by March 11, the WHO had declared a pandemic. Ontario announced a province-wide state of emergency on March 17.

Assessment Centres Built

By March 18, GBHS opened the doors of its first COVID-19 assessment and testing facility in a 52-foot trailer outside the doors to the Emergency Department at the Owen Sound Hospital. Staff and physicians developed creative ways to make the testing appointments accessible.

In addition to the Assessment Centre in Owen Sound, by late Fall of 2020, COVID-19 testing expanded to our Southampton, Wiarton and Lion's Head hospitals. At the peak of the local outbreak, the Assessment Centre in Owen Sound was testing about 200 individuals a day, and was operating seven days a week. A four-season Assessment Centre opened in January 2021 near the hospital, with space to test 16 patients, quadrupling the testing capacity.

Bed Capacity Increased Across the GBHS System

By April 2020, GBHS was working hard to enhance capacity to manage any potential increase in COVID-19 cases, while ensuring essential services such as the Emergency Departments, chemotherapy, labour and delivery, dialysis, and urgent diagnostic tests and surgeries would continue. "With the limited number of confirmed cases of COVID-19

in our region, we are able to support the current situation," said Gary Sims, GBHS President and CEO back in April 2020. "However, our job is to be prepared for what's to come, and right now we are flexing up to accommodate additional patients within our hospitals, and externally at alternate locations."

A number of initiatives were put in place at various stages of the pandemic to ensure the organization could respond, including:

- Creating a dedicated Respiratory Surge unit at the Owen Sound Hospital to streamline any patients presenting with respiratory illness into a safe space separate from the EDs
- Redesigning the Owen Sound Ambulatory Care area to handle up to 150 assessments for COVID-19 per 12 hour shift, if needed
- Adding beds to the Intensive Care Unit (from 6-10)
- Adding beds to our Medical unit in Owen Sound (from 34 to 38) and to the Rehab unit
- Co-horting Alternative Level of Care patients into Markdale Hospital to free up Medical beds
- Opening a 10-bed Transitional Care unit in the Meaford Hospital



View of the field hospital under construction.

Field Hospital Opened

Hospitals in various parts of the province were asked to set up field hospitals to ensure additional capacity was available to support the healthcare system should it be overwhelmed by COVID-19. GBHS quickly established a skilled team of staff and physicians who designed and built the 75-bed field hospital in the Harry Lumley Bayshore arena in Owen Sound. The hospital was fully equipped with beds, IT support, oxygen and medical gas lines and ready for operation by May 1. Fortunately, the field hospital has not been required.

GBHS steps up to care for COVID-19 patients from the GTA, Manitoba May 2020

“When you step into the ICU, it looks like what you’ve seen on the news, and it’s happening right here. Maximum precautions are in place; ICU nurses and doctors are in full gear, with gloves, gowns, and respirators. I’ve never seen so many people in our ICU, and working constantly. Our healthcare system is a provincial resource, so we are now looking after patients from Barrie and Toronto. We are in the thick of things – on a smaller scale - but we have smaller ICUs. Our hospitals were built to serve our own populations, and now we are being called upon to do things our hospitals were never built for.”

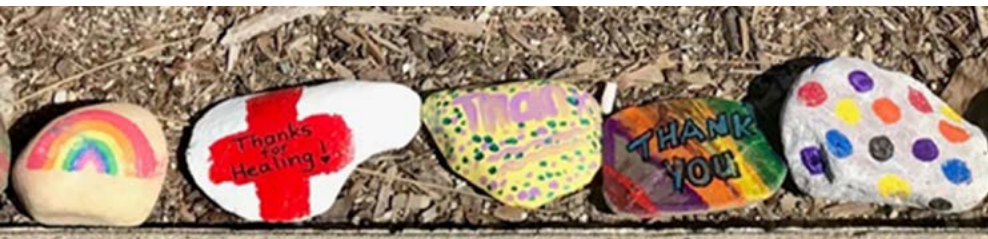
*Dr. Will Dr. Doelman,
GBHS Hospitalist*



Support from Foundations/ Auxiliaries at All Time High

The community support for healthcare workers during this pandemic has been incredible. Hardly a day passed without new signs of encouragement being posted on hospital grounds and on the front lawns of homes in local communities. Donations of food, meals, PPE, cards, and other tokens of appreciation flowed into all of our hospitals for staff and physicians. This community support was reflected in the incredibly successful fundraising results for our Foundations and Auxiliaries. Our Foundations jointly contributed \$5,067,509 to GBHS in the past fiscal year thanks to generous donations from individuals and organizations. These funds will be used to purchase the equipment and infrastructure upgrades identified on our approximately \$8M Capital Budget for 21/22, and are critical to our ability to offer excellent care.

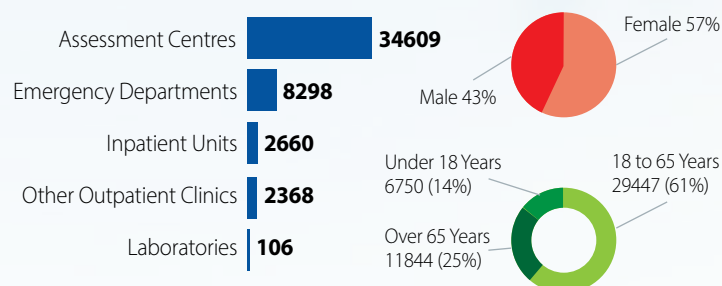
Coloured rocks were left on lawns at GBHS hospitals last spring, and remain today as reminders of encouragement and support for healthcare workers.



Stats from March 2020 to June, 8 2021:

Total Covid-19 tests performed **48041**
 Average test turn around time in days **1.6**
 Confirmed Negative **47378**
 Positivity Rate **1.2%**
 Confirmed Positive **570**

COVID-19 Tests Performed by Area



67 COVID-19 positive inpatient admissions to date including patients from the GTA and Manitoba

18 COVID-19 positive inpatients have required the use of mechanical ventilation totaling **203** inpatient vented days

Average length of stay for patients admitted with COVID-19: **12 days**

Outbreaks at GBHS Hospitals to date: **1**

GBHS FINANCIALS

Balance Sheet

		March 31, 2021	March 31, 2020
Assets	Current Assets	71,854	61,575
	Property, Plant & Equipment	80,498	72,603
	Long Term Investments	10,087	0
	Promissory Notes	201	289
		162,640	134,467
Liabilities and Equity	Current Liabilities	45,368	33,422
	Long term Liabilities	78,525	75,398
	Equity	38,747	25,647
		162,640	134,467

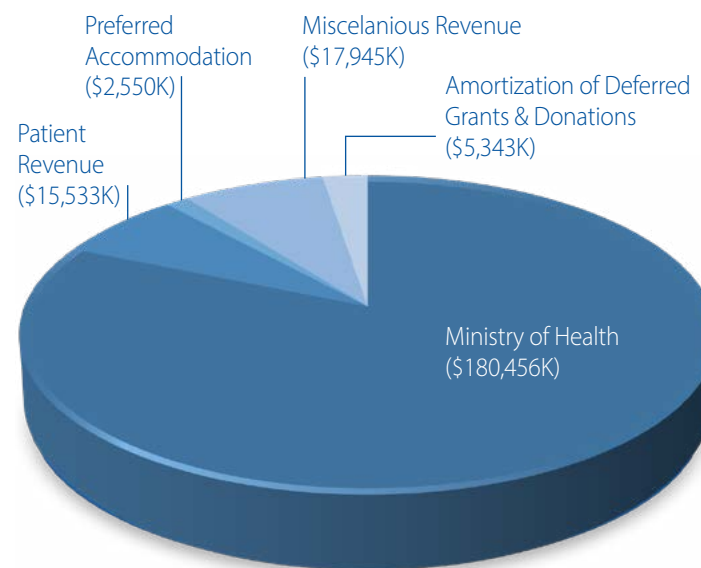
Statement of Revenue and Expenses

Revenue	Ministry of Health	180,456	158,345
	Other	41,371	48,711
		221,827	207,056
Expenses	Salaries, Wages & Benefits	122,960	118,760
	Other	85,418	86,073
		208,378	204,833
Surplus from Hospital Operations		13,449	2,223
Other Revenue (Expenses)		-348	-494
Total Surplus		13,101	1,729

Statement of Cash Flows

	March 31, 2021	March 31, 2020
Cash Provided by (used in)		
Operating Activities	20,031	9,061
Investing Activities	-15,704	-2,224
Net increase in Cash	4,327	6,837
Cash, beginning of Year	46,538	39,699
Cash, End of Year	50,865	46,536

Revenue by Type



YEAR-END HIGHLIGHTS

The pandemic has diverted an unprecedented amount of time, resources and attention for the past year and a half, and although many departments saw reduced volumes, non-COVID related services continued at all six hospitals and our Addiction Treatment Facility. The chart below shows the volume of activity for key services across the Corporation.

Activity Measure	2020-2021 Fiscal Year
Patient Days	73,577
Number of Hospital Discharges	9,907
Number of Hospital Births	729
Emergency Department Visits	72,253
Day Surgery Visits	10,448
Unilateral Hip Replacements	359
Unilateral Knee Replacements	446
Cataract Day Surgery Cases	1,600
MRI Exams	8,727
CT Scans	13,163
Mammography Exams	2,545
Lab Procedures	5,630,251
Dialysis Visits	5,137
Oncology/Chemotherapy Visits	27,393
Number of new Physicians Hired (1 geriatrician, 4 specialists)	5

In addition to COVID-19 response work, a number of projects were initiated in the past fiscal year and deserve recognition.

GBHS Building its Own Non-Urgent Patient Transportation System

GBHS is developing a non-urgent patient transportation service. GBHS will own and operate its own fleet to provide timely, safe and cost-effective non-urgent patient transfers between the six GBHS hospitals. Currently, GBHS uses a third party to transport non-urgent patients between hospitals, while EMS transports urgent patients, and will continue to do so. Three retired ambulances will be purchased from Grey and from Bruce EMS for this new service, with the first vehicle expected to be on the road by this summer.

*# of patients transferred in 2019/20 by third party non-urgent patient transfer system: **4500***

Laundry Department Getting New Equipment

When we think of equipment needed in hospitals, washers and dryers might not be top of mind, but laundry is a critical service. This Spring, GBHS issued a call for tenders to replace our 40 year-old laundry equipment, which takes up a whole building, and processes laundry for our six hospitals, the military base in Meaford, blankets and sheets for both the Grey and the Bruce EMS services, and a few other clients. The value of this project is approximately \$1.2M.

*Pounds of laundry washed, dried and folded daily by GBHS Staff: **8,377***

ED Patients Get Timely Access to Addiction Counsellor Services With New Program

Addiction issues are on the rise in Grey and Bruce counties, and patients who arrive in the Emergency Department too often get discharged without being connected to addiction services. In early 2021 GBHS created a new Substance Use Counsellor role to support patients with an alcohol or substance use issue who come into any GBHS hospital Emergency Department.



Patients can get a virtual appointment with a trained Substance Use Counsellor within 48 hours of leaving the ED. The Substance Use Counsellor will follow-up with the patient by phone, or in person, and will follow patients virtually until they are connected to community services, if needed. Providing timely access to addiction services and supports will reduce the risk of relapse, reduce repeat ED visits for alcohol and substance use, and divert patients from the ED as they become more engaged in community services and supports.

New Nurse Call System Provides Safety & Security for Meaford Hospital Patients

A new Nurse Call System has been successfully launched at the Meaford Hospital, replacing a previous call system that was more than 30 years old. The call bell can be a lifeline and a source of comfort for inpatients as it connects them to immediate help from staff, 24 hours a day. The new system is reliable and ensures patients receive safe, quality care. The system also has the ability to generate reports on call volumes, response times, can integrate with other systems, and be supported remotely when required. Nurse Call systems in Southampton and Owen Sound are next to be replaced.

*Cost of one new Nurse Call System in Meaford:
\$420,000 (donated by Meaford Hospital Foundation)*

Lab Services Ace Accreditation with Excellent Results

All six GBHS hospital labs achieved excellent Accreditation results this year. Assessors spent over 5 days to assess each lab based on 450+ requirements, and the overall compliance rate was 99 %. While supporting the organization's pandemic response, lab staff implemented several improvement projects focused on enhancing the patient and staff flow, test processing, and the overall patient care experience. Lab staff are proud to deliver such high quality care to patients.

New MRI Up & Running

Last summer GBHS replaced its 17 year-old MRI thanks to a joint fundraising initiative by our five hospital Foundations. The new scanner offers faster imaging, includes software upgrades to perform new tests, and is more spacious and quieter for patients. The MRI is used to accurately and quickly diagnose a range of medical conditions and is the only MRI in Grey and Bruce counties.



New MRI in renovated suite at Owen Sound Hospital

Boiler Replacement Project

Thanks to funding from the provincial Health Infrastructure Renewal Fund, GBHS was able to replace all four of its heating boilers this past year. The previous boilers were 35 years old, and well passed their prime. The new boilers are 6,000,000 BTUs each, more energy efficient, react to changes in temperature much faster, and include redundancy for repairs and maintenance.

*Total cost of the boiler project was approximately **\$1 Million.***



Local MPP Bill Walker tours boiler room with GBHS Engineering staff.

Patients Give High Marks for Care at GBHS Hospitals

Every month patient satisfaction surveys are sent to a random sample of inpatients discharged from five of our six hospitals. There are 57 questions on the survey, and for 67% of the questions, GBHS scores better than the averages from other Ontario hospitals, and is recognized as a top performer on 18% of questions. Here are some of the highlights from this past fiscal year.

93.5%

of our patients are more than satisfied with their care

84.8%

of our outpatients are satisfied with their care

87.8%

said they were treated with courtesy/respect by Nurses



*"I had the very best care during this visit than I have ever experienced during a visit to an emergency dept. I felt I was fortunate that I arrived at the emergency dept. when it was not busy and also I am a senior (84) and was treated very kindly and gently."
(patient survey comment)*

THE YEAR AHEAD

New Markdale Hospital Ensures Residents Have Continued Access to Local Care

Construction began on the new hospital in Markdale in the Spring of this year. Approval to build new hospitals in Ontario, particularly in rural areas, is rare, and GBHS and the surrounding communities are excited to watch this new facility take shape in the year ahead. GBHS is extremely grateful to the provincial government for approving this project, and to the Centre Grey Health Services Foundation and donors for supporting this facility. It is expected to open in 2023, and will add to the network of care provided by GBHS.

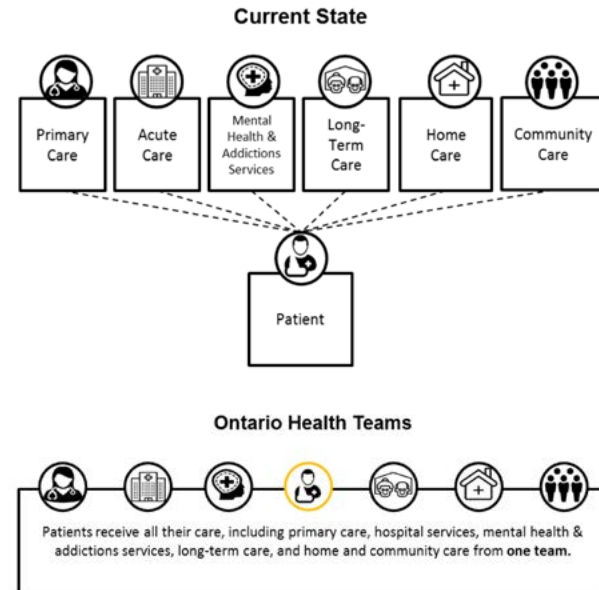


Clinical Services Planning / New Strategic Plan for GBHS

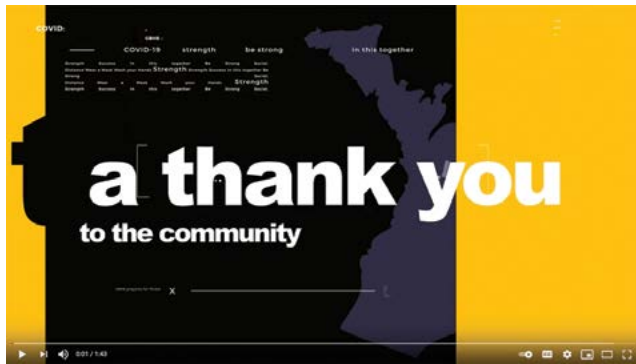
In the past year, GBHS collaborated with the staff leadership and physicians from all six hospitals and across departments to identify the top clinical priorities for the next 5-10 years. As part of this process, 59 initiatives were identified, 26 of which are already underway. Next steps will be to carry out feasibility reviews on several of the innovative ideas brought forward. The Clinical Plan will provide a strong foundation for the upcoming Strategic Plan. The new Strategic Planning process will begin this Fall, and will include broad internal and external engagement to ensure the organization’s priorities reflect and respond to the current and future health needs of our communities.

Ontario Health Team for Grey Bruce Region

GBHS is part of the partnership of organizations in Grey and Bruce counties seeking to become an Ontario Health Team. The goal of the OHTs is to improve access to healthcare in our communities. The Grey Bruce OHT, once designated, will focus in its first year on improving care transitions for frail seniors, and supporting patients living with mental health and addictions issues. The next step in the process is to form a Collaboration Council with community and stakeholders, and sub committees. The partnership is optimistic that the application to become an OHT will be granted in 2021.



GBHS says *Thank you*
to our Communities for your
support in 2020-2021



https://www.youtube.com/watch?v=f0bz_oW-y7l&t=8s

Click the link above or click the image to go to the video

**GBHS is proud to be supported
by five Foundations and six
Auxiliaries:**

Bruce Peninsula Hospitals Foundation
+ Warton Auxiliary, and Lion's Head
Auxiliary

Centre Grey Health Services Foundation
+ Centre Grey Auxiliary

Meaford Hospital Foundation
+ Meaford Auxiliary

Owen Sound Hospital Foundation
+ Owen Sound Auxiliary

Saugeen Memorial Hospital Foundation
+ Southampton Auxiliary



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