



**Norfolk General Hospital
Annual Report
2020/21**



CORPORATE PROFILE



Norfolk General Hospital (NGH) is a community of approximately 900 staff, volunteers, and physicians that provides exceptional care to nearly 70,000 residents in Norfolk County and surrounding areas from before birth to end of life.

We offer expertise in several areas, including 24/7 Emergency Department care, Medicine, Internal Medicine, Anesthesia, Surgery, Critical Care, Obstetrics, Complex Continuing Care, and various specialty clinics.

As a 110 bed hospital, we focus daily on improving the quality of care for the patient and family experience. In 2020, Accreditation Canada provided NGH with the highest accreditation award available - Accreditation with Exemplary Standing. This clearly illustrates NGH's dedication to providing the highest quality of care to the community.

As one of the largest employers in the Norfolk County region, we play a critical role in training the next generation of health professionals in collaboration with our academic partners, including McMaster University.

NGH is recognized as having one of the highest rates of volunteerism in Ontario. Our 350 volunteers provide our hospital and nursing home with over 40,000 hours annually.

NGH has an annual budget of approximately \$53 million.

Sitting directly beside our facility is the Norfolk Hospital Nursing Home (NHNH). It is an 80-bed facility that has been caring for its community for nearly 50-years. The publicly owned, non-profit facility opened in 1975.

NHNH employs approximately 90 dedicated employees and operates under the direction of an independent ten-member community volunteer Board of Trustees.

NHNH is also fully accredited by Accreditation Canada.

Norfolk Hospital Nursing Home offers a warm and friendly atmosphere. Its mission is to enrich lives with dignity, care, and compassion.

GENERAL STATISTICS 2020-2021



- Number of Emergency Department visits: 20,625
- Number of physicians: 141
- Number of staff: 594
- Number of hospital volunteers: 350
- Number of hospital beds 110
- Number of day surgeries completed 3,421
- Number of clinic visits 9,671
- Lab tests: 275,000
- Number of tests (swabs) at the COVID-19 Assessment Centre 8,530

- Ultrasound: 5,525
- X-Rays: 14,284
- Mammography: 898
- CT Scans: 8,076
- Number of births 316

***Please note that many of our services were affected in 2020/21 due to the COVID-19 pandemic.**



NORFOLK GENERAL HOSPITAL Statement of Operations

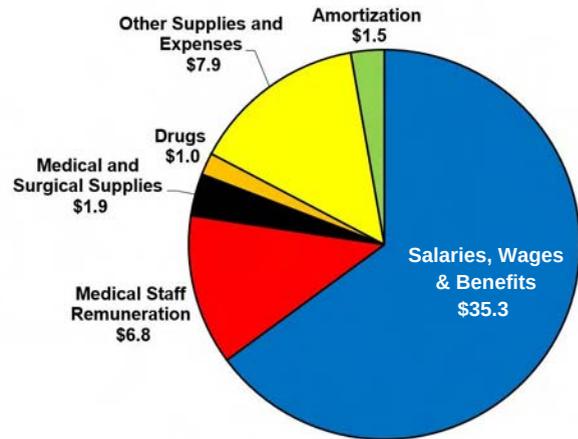
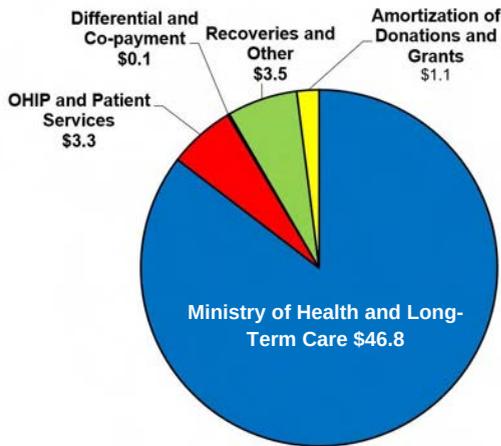
Revenue (Millions) \$54.8

Ministry of Health and Long-Term Care	\$46.8
OHIP and Patient Services	\$3.3
Differential and Co-payment	\$0.1
Recoveries and Other	\$3.5
Amortization of Donations and Grants	\$1.1

Expenses (Millions) \$54.4

Salaries, Wages and Benefits	\$35.3
Medical Staff Remuneration	\$6.8
Medical and Surgical Supplies	\$1.9
Drugs	\$1.0
Other Supplies and Expenses	\$7.9
Amortization	\$1.5

The Hospital ended 2020/21 with a \$398k operating surplus. The breakdown of revenues and expenses is illustrated below.



Please note that audited financial statements are available on the Hospital website (ngh.on.ca).

Our mission is to relieve illness and suffering, and to help people live healthier lives.



MESSAGE FROM THE CHAIR

What a year this has been with enough twists and turns to make a mystery writer proud! It is in this context that I am so proud to acknowledge the accomplishments and contributions made by Norfolk General Hospital.

We have experienced many successes in enhancing healthcare in Haldimand-Norfolk, as the fight against COVID-19 for a second straight year has tested our system like never before.

This amazing team has excelled together continuing to deliver extraordinary care in the face of this unprecedented pandemic. Staff and physicians have worked tirelessly in uncertain times to slow the spread of infection, care for those afflicted, and support each other.

Over the past year, we have made great strides in the fight against COVID-19 locally. The COVID-19 Assessment Centre at Norfolk General Hospital, Norfolk's only assessment centre has now assessed more than 10,000 patients since it opened on October 23, 2020. We also successfully set up a COVID-19 Vaccine Clinic in late February. To date, we have vaccinated over 20,000 residents and will continue to be a key player in helping more community members receive their vaccinations. We also prepared and accepted patients from across the province as case numbers spiked and space in intensive care reached capacity.

This was all done within the context of continuing to provide compassionate care for those suffering in our community.

This could not have been accomplished without the support of the entire community including our wonderful health care partners.

This year, the words 'thank you' just don't seem enough to express our deep appreciation to the community for their support during the COVID-19 pandemic. The letters and signs inspired us to continue providing high-quality, compassionate care to our patients in some of the most challenging circumstances we have ever faced.

Coordination and communications with, and the support of, our health care partners have been critical to our ability to respond effectively to the pandemic and will stand us all in good stead as we move forward into the future. Thank you.

I would like to sincerely thank all the NGH staff, physicians, and volunteers for their dedication and commitment to providing safe, compassionate care for patients. Throughout the pandemic, our staff and physicians have continued to exemplify courage, strength, and resilience. We are incredibly proud of what they have been able to accomplish. We are extremely grateful for their dedication to the communities we serve.

Finally, I also wish to extend a heartfelt thank you to the Board of Directors for their ongoing support and the contribution of their time and expertise in this voluntary role in this unprecedented time. With a focus on strategic planning and collaboration internally and externally, the organization continues to grow stronger, to deliver on our mission to relieve illness and suffering and help people live healthier lives.

Sincerely,

Marjorie Dawson
Board Chair



CORPORATE MESSAGE



On behalf of Norfolk General Hospital (NGH), we are pleased to present this Annual Report, which provides an overview of our accomplishments, challenges, and statistical and financial results for 2020-2021.

It has been another extraordinary year for NGH, and we are pleased to report a 2020/2021 surplus result. I would like to thank and congratulate each NGH Department for their diligence in financial planning and management and as well to the Ministry of Health for additional funding.

This has been a year of significant accomplishments that set us up to face the biggest healthcare challenge of our generation: the current COVID-19 pandemic. More than ever, it has shown how much the community and the hospital depend on and support each other.

Throughout the pandemic, we were guided by our shared values. It was through these values NGH quickly shifted its health care priorities to build capacity within our hospital to manage the daily changes and challenges of COVID-19. These same values will continue to guide us through the recovery phase of the pandemic, as we slowly and carefully reintroduce services and elective surgeries. We are now operating under the 'new normal' of providing health care in Haldimand-Norfolk with COVID-19 precautions in place.

There is no doubt that this pandemic has forever changed how health care is delivered. In many ways, the experience has affirmed that the hospital is ready to embrace the future and continue to be a leader in high-quality patient care.

Over the past year, we have made great strides in pushing innovation forward. We advocated the Ministry of Health to become a vaccine receiving hospital, which we were not originally. We set up Norfolk County's only COVID-19 Assessment Centre in just days to divert non-urgent cases away from our Emergency Department. We developed strategic partnerships with the Haldimand-Norfolk Vaccine Task Force, a dedicated team of local health leaders who helped manage and accelerate the rollout of the COVID-19 vaccine in our region. We also successfully launched a COVID-19 Vaccine Clinic in late February. To date, our Vaccine Clinic has vaccinated over 20,000 residents. Together, we continue to look at ways to improve the patient and staff experience.

Norfolk General is grateful to its leaders, physicians, and staff for their display of diligence, resilience, and commitment throughout this pandemic. We couldn't be more proud of our staff who worked long hours, took on new roles, cleaned, problem solved, and did all they could to care for our patients in the communities we serve.

We would also like to take this time to recognize our partnerships with the Hospital Foundation, our Board of Directors, the Norfolk Hospital Nursing Home, Holmes House, and our volunteers. Their commitment and dedication to improving patient care and health outcomes are valued and appreciated. We also want to thank our donors who have supported us throughout the year. Your generous financial contributions will help us purchase needed technologies and equipment to better support our patients, clients, and families.

And of course, we would like to say a big thank you to our community members for their messages of hope and encouragement, and their wonderful donations of food and PPE for our staff.

In closing, we would like to acknowledge that times such as this can be extremely challenging. It is something that health care systems all over the world are coping with, and it is something none of us has experienced in our lifetime. We also want to assure you that at NGH, we're doing everything we can to make sure our communities are as healthy and safe as possible. The pandemic is not over, but we have shown that we will continue to meet this challenge together.

Sincerely,

Lucy Bonanno
President & CEO
Norfolk General Hospital



MESSAGE FROM THE CHIEF OF STAFF



Thank you for the opportunity to have served over the past year as your Chief of Staff, this past year has been a remarkable one for our hospital. When I last addressed this forum last year, we were at the beginning of the COVID pandemic. Since then, we have seen millions across the globe lose their life to this pandemic, and be it Wuhan, Lombardy, New York, Mumbai, Antarctica, there has not been a corner of this globe that has not been affected by this Pandemic. To my recollection apart from the Second World War, never before has Humanity shared in a collective suffering of this magnitude. And whilst there has no doubt been great suffering, there has also been remarkable achievement.

I regard the period of time from Jan 6th when the Genome of this virus was first sequenced to this day as the period of scientific research that is unparalleled in Human history. Within months, in April and May trials were started in Germany and the US respectively, and finally, on Dec 9th, 2020, we approved it for use in this country. When Margaret Keenan from the UK became the person in the world to receive a COVID vaccine after approval, I felt at that moment that surpassed the famous words of 'one small step for man, one giant leap for mankind'. That one small injection represented a giant hope for mankind.

Every healthcare worker across the globe will remember where we worked when the pandemic struck, just as we remember the circumstances of major life events. I personally feel a deep sense of gratitude for having been able to serve as a doctor at NGH during this time. And being Chief of Staff has permitted me to witness many instances when you as Board Members would be touched by the compassion and service our physicians, nurses, allied health workers, support workers and everyone employed here at NGH have shown. I have witnessed street sign rallies, wishing patients inside the hospitals to get better by loved ones outside. I have witnessed nurses on their break, take an elderly lady on the medical floor to her husband in the ICU so that they could be together, she didn't have to, she felt she had to. That example and others make me believe that despite this pandemic compassion is alive and well in our hospital.

When challenged by this Pandemic, this hospital and its most precious resource its people rose to the challenge. At the outset when concerned by PPE, physician-led PPE sessions were done across the hospital, and thankfully to this day, we have not had a member of staff infected whilst at work. When we had to prepare for increased ICU capacity requirements and our nurses needed to go into a team nursing model, they pulled together. When we in Senior Admin were concerned that not having a specific freezer would preclude us from getting Vaccines, we invested in a freezer and to date 23,000 vaccine doses have been administered in our hospital, 68,000 in the county.

In representing this hospital along with our VP of Nursing Kim Mullens, at regional meetings, we have noted that this Pandemic has not only brought us closer to our larger hospitals and also allowed us to collaborate on an unprecedented level. I believe we have gained the respect of our larger partners, such as when ICU numbers were reaching critical levels, we offered to take ICU patients and were trusted with ICU patients from Hamilton and Burlington. When Brantford General Hospital was in outbreak, we transferred 15 patients over the course of 4 days to our medical floor to help offload them.

I believe that the future of NGH is an optimistic one. We have weathered the storm of COVID-19 and hopefully, the third wave will be the last wave. We have risen to the challenge and exceeded expectations. Our most valuable asset, the people who work here, whilst tired are not broken and continue to give their heart, mind, and soul into the work they do.

I am optimistic that the future at Norfolk General Hospital, is one in which we will continue to deliver excellent care, and that we rise above our capabilities as a rural hospital. From a physician perspective, I look forward to encouraging leadership training, to develop the future physician leaders at NGH. I hope to capitalize on new leadership within Senior Administration to bridge the expectations of physicians in seeing the continued expansion of the clinical services we offer. I hope a new culture will prevail and will see improved engagement on both sides.

On a personal note, it is with gratitude that I have served as your Chief of Staff, I have appreciated the support the Board has offered in the past, especially at the beginning of this year. This past year has been one of personal growth, learning, and admittedly, there is still more to be work to be done.

Thank you for your time and commitment to this hospital and its community.

Dr. Amir Sheik-Yousouf
Chief of Staff
Norfolk General Hospital



PATH TO HIGH RELIABILITY

The 2020-21 fiscal year is the third year guided by our current, five-year Strategic Plan. Norfolk General Hospital's objective of becoming a High Reliability hospital began in 2018. Informed by our vision "to be an inspiring model of what an exceptional healthcare experience should be" our five-year Strategic Plan focuses on 3 Objectives:

- **HIGH RELIABILITY HEALTHCARE:** By fostering continuous improvement, we will be positioned to consistently deliver high quality clinical outcomes;
- **EXCEPTIONAL EXPERIENCE:** We will act with empathy and compassion, and display a commitment to service;
- **EXCEPTIONAL ENVIRONMENT:** We will improve the physical environment by designing a modern and comfortable hospital. We will optimize and update our equipment and technology.

NGH is dedicated to transforming the patient and family experience. By working collaboratively with our patients and families, partners, community members, clinicians, staff and volunteers we will become a High Reliability Hospital.

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"Was brought into the emergency department after slipping on ice and breaking my ankle. Everyone from the ambulance attendants to the nurses and doctors were exceptionally kind and I received first class attention. I required a lot of attention and care from a great number of staff and for that and your great compassion I am extremely grateful. You made what was to me a difficult and anxious experience just a little bit more bearable. Thank you." - Maryann



ANNUAL HIGHLIGHTS

Norfolk
General
Hospital

NGH Accredited with Exemplary Standing

Accreditation Canada provided NGH with the highest accreditation award available - Accreditation with Exemplary Standing. This clearly illustrates NGH's dedication to providing the highest quality of care to the community. To achieve this award, 26 Required Operating Procedures must be in place across several departments to ensure a high level of quality and safe care. In addition, NGH met an impressive 97.9% of 2,109 other requirements.



It takes the contribution of everyone on the team to achieve such a result. Thank you to all of the staff, physicians, and volunteers who show endless dedication to patients everyday.

About the Coronavirus:

Coronavirus disease (COVID-19) is a respiratory illness caused by a novel virus not previously identified in people. COVID-19 was first identified in Wuhan in China on Dec. 31, 2019.

Our Response:

When the World Health Organization (WHO) declared a worldwide pandemic of a virus called COVID-19, many of us didn't know what to expect.

NGH staff took immediate action before the pandemic landed locally. NGH leaders worked closely with infection prevention and control team members to prepare for the coronavirus. They began to share information with staff and laid out an action plan to increase hospital capacity. Our staff worked to keep our community safe by opening a COVID-19 Assessment Centre, adding screeners to our hospital entrances, created a specialized COVID unit to care for COVID positive patients, and reacted quickly by putting infection protocols into place throughout our hospital and the Norfolk Hospital Nursing Home (NHNH).

The primary focus of our response was to ensure the health and safety of patients and clients, staff, physicians, and communities with various measures, including the following actions.

- NGH had and continues to have representation on the Haldimand-Norfolk COVID-19 Task Force, which is vested with decision making authority about the pandemic response for all aspects of the health care system. The task force was established in collaboration with the Haldimand-Norfolk Health Unit, Haldimand-Norfolk EMS, the Medical Officer of Health, the Delhi Family Health Team, West Haldimand General Hospital, the Haldimand War Memorial Hospital, and local health leaders.
- NGH's Purchasing and Stores Department were tasked with hunting down personal protective equipment and supplies (PPE) as the COVID-19 pandemic spread worldwide. Sourcing and storing large amounts of PPE became a momentous challenge. The Purchasing Department reacted with lightning speed to source new vendors outside of NGH's current suppliers.
- Strict visitor restrictions were put in place to limit traffic at NGH. Exceptions were made to allow support people for end of life and laboring women.
- An Active Screening protocol was put in place at the entrances of our hospital for staff, physicians, and designated visitors. Anyone exhibiting COVID-19 symptoms were not permitted to enter our facility.
- In October of 2020, NGH opened Norfolk County's only COVID-19 Assessment Centre, offering testing (swabbing) appointments for patients exhibiting mild to moderate symptoms.
- As of February 18th, 2021, and with the support of Haldimand-Norfolk Public Health Unit (HNNHU), we opened the regions first COVID-19 Vaccine Clinic. To date, NGH has vaccinated over 20,000 healthcare workers and community members.



Response to COVID-19 Pandemic

- A Human Resources plan was put in place to ensure essential services were sufficiently staffed. This included redeploying staff from their regular jobs into new roles, and engaging with retirees and volunteers who expressed an interest to help.
- Using its social media channels, NGH joined health authorities worldwide to offer information and support to residents of the communities it serves. Changes to services were communicated to the public in a timely fashion, and various topics and instructions were further explained with infographics, stories and posts from health care professionals and subject-matter experts. NGH also used its social media channels to offer support and provide information on the rollout of the COVID-19 Vaccine.
- To manage the influx of COVID-19 patients in the third wave, NGH suspended all non-urgent and elective surgeries and outpatient ambulatory care clinics. NGH also accepted patient transfers across the province as case numbers spiked and space in intensive care reached capacity. NGH continued to treat the most urgent and acute care patient cases.

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"I want to say thank you for the wonderful care I received today. I was so stressed when I arrived and the staff was amazing. My care could not have been any better. Thanks so much! You all do Norfolk General proud." - Brenda





OUR VOLUNTEERS

This past year our volunteers rose to the challenges presented by the pandemic. Volunteers both stepped up and stepped back to ensure the health and safety of our staff, patients and residents. We have remained committed to communicating with all volunteers through regular virtual meetings, our Vitality newsletter and through periodic communiques.

Many of the services that engaged volunteers were impacted however, the services that remained were well supported including Surgical Day Care, office supports, and the coffee kiosk.

In January, many volunteers jumped at the opportunity to support the vaccination clinic and have been assisting our community members through the clinic with enthusiasm and care. In the first three months of the vaccination clinic, our volunteers provided 750 hours of service.



Our four branches (Delhi, Port Dover, Simcoe, Waterford), businesses (gift shop, coffee shop, hairdressing, craft group, lottery) and our many fundraisers were altered/halted during the past year and there is much anticipation in restating them when time permits. We would like to thank the leaders and volunteers who willingly give their time to ensure that things are well planned for successful outcomes during these events and we will be calling on them again.

The Volunteer Association to Norfolk General Hospital and Norfolk Hospital Nursing Home continue to live its mission to assist the Hospital and Nursing Home in their objective to give the best possible patient/resident/client care.

In September, the Association held its Annual General Meeting outdoors at the Burning Kiln winery. We were able to recognize volunteers through various awards and install the new executive leadership team.

Over 350 volunteers contributed their time and talents in many ways both inside and outside of the hospital and nursing home this past year. Services that continued onsite saw 8,000 hours of volunteer service, and the Volunteer Association was able to donate \$7,800 to support a positive patient experience in the hospital and nursing home.

With respect, we offer our sincere condolences to the branch members, family and friends of the volunteers that we have lost this past year. They made a difference in the lives of many and we are grateful and humbled by their dedication and service to the hospital and nursing home.

Kerri Emberlin
Director Volunteer & Spiritual Care Services





The Norfolk Hospital Nursing Home

Fiscal year 2020 – 2021 was certainly a different kind of year for The Board of Trustees, Management and Staff at The Norfolk Hospital Nursing Home (NHNH). The Board of Trustees plays an important role in monitoring and evaluating the ongoing quality of Resident Care. At this time, we would like to express appreciation to The Board Chair, Nancy Patterson for her dedication and commitment to The Norfolk Hospital Nursing Home. The efforts of the Staff, Physicians and Volunteer Association in providing quality services to our Residents are acknowledged and sincerely appreciated.

The Norfolk Hospital Nursing Home continues to grow stronger in meeting our Resident's increasing care needs. While Long Term Care homes have always cared for Residents with a range of support needs, there has been a sharp increase in the proportion of Residents with higher needs in recent years. People are now coming to Long Term Care at a later stage of their cognitive and physical impairments, when their health is more likely to be unstable, they are more physically frail, and their care needs are higher. Our operational goals are guided by our Strategic Plan. During our most recent Strategic Planning Retreat, we set five priorities:

1. **Build for renewal**
2. **Provide safe, quality care and create an incredible Resident experience**
3. **Support our passionate team**
4. **Foster productive community partners**
5. **Ensure effective enablers**

COVID 19: This has truly been an unprecedented time for Long Term Care. The emergence and progression of the COVID 19 pandemic resulted in many challenges and changes to our normal operation, and to the daily lives of the Residents who call NHNH home. We continue with ongoing measures to protect our Residents, families and staff from COVID 19. We are following all Directives and Guidelines from The Ministry of Health, Ontario Health, Public Health Ontario and our local Public Health Unit. The safety of our Residents, Families and Staff has continued to be paramount during this pandemic. We would like to take this opportunity to say "Thank You" to our incredible dedicated team of employees. Your dedication to caring for our Residents during this challenging time does not go unnoticed. We are encouraged to see the gradual loosening of restrictions. We certainly look forward to brighter days ahead.

Volunteers: We would like to acknowledge and thank each and every one of our Volunteers for their kindness, compassion, support, dedication and contributions to NHNH. With our volunteers help, we are able to continue to provide exciting and enriching Therapeutic Recreational programs for our residents. There are so many areas where our volunteers "come into play". We would like to thank all of the volunteers who dedicate their time to assist with enhancing the quality of life for our residents. It is through your volunteer work that smiles are brought to life! "No one is more cherished in this world than someone who lightens the burden of another. "



Employee of the Year:

The Norfolk Hospital Nursing Home's Employee of the year award is reserved for a very special individual who not only cares for the residents, but one who is seen to go above and beyond the expectations of their job description by their colleagues. To work in a nursing home demands a unique kind of sensitivity, patience, respect and dedication. This year our Employee of the Year is Hannah Balcomb, RN. Hannah's kind smile and gentle way, is so appreciated. The care and compassion she shows every Resident shines through. Congratulations on receiving the Employee of the year award.



Residents Council Report:

The Residents Council, led by Margaret Juszku, has a very active voice within the Nursing Home and community. Thanks to the hard work and dedication of Margaret Juszku for advocating the best quality of life for all residents who live at NHHH, your hard work is acknowledged and appreciated.

Vicky Florio, **Director of Care**

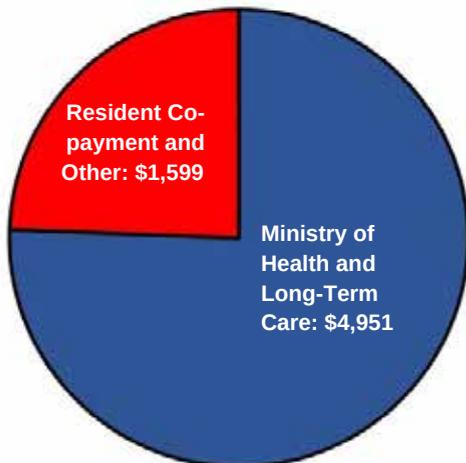


**NORFOLK GENERAL HOSPITAL
NURSING HOME**

Revenue (Thousands) \$6,550

Ministry of Health and Long-Term Care	\$4,951
Resident Co-payment & other	\$1,599

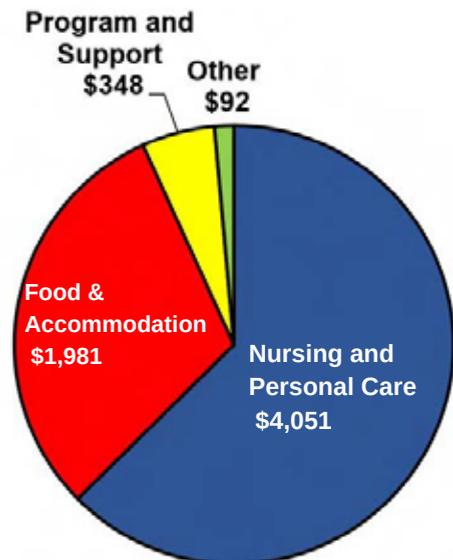
The Nursing Home ended 2020/2021 with a \$76,600 operating surplus. The breakdown of revenues & expenses is illustrated below.



Statement of Operations

Expenses (Thousands) \$6,472

Nursing and Personal Care	\$4,051
Food and Accommodation	\$1,981
Program and Support	\$348
Other	\$92



Please note that audited financial statements are available in the NHHH section of the Norfolk General Hospital website (ngh.on.ca).

2020-2021 has been a challenging year for the community, the Hospital, and the Foundation. It has been a year of unique situations for everyone that has required all of us to change and make many adjustments to our lives. With limited social interaction and limited group sizes, it has proven to be a year that has seen some of our time-honored major fundraisers cancelled. The 31st Annual Norfolk General Hospital Golf Tournament at the Norfolk Golf and Country Club had to be put on hold indefinitely. And so too did our yearly Radiothon, in which our Volunteers have always played a significant role. While our In Memorial has continued, it too has been affected with funerals not occurring or having limited numbers this has slowed that avenue of donations.

Our community and our community group partners have continued to support us despite the adversity that they too have been experiencing. This support was shown during our Spring 2020 mailing campaign and our very successful Christmas 2020 mailing campaign as well as the support we received through our community partner's Tim Hortons Smile Cookie Campaign. We greatly appreciate all of the support the community has given and continues to give!



During this time, we have carried on with our Year of the Cat 2.0 Campaign, and we are nearing the finish line on this 1.5-Million-dollar endeavor. While we work to finish off one campaign, we must also move on to a new one. As we all know, we must continually raise the funds necessary to meet our Hospital's ongoing need for new equipment, technology upgrades, and renovations.



So, to that end, we have embarked on a new campaign to raise the funds necessary for a much-needed state-of-the-art eye laser to be used in our emergency department. This surgical laser will provide our doctors with the ability to perform sensitive procedures on our patient's eyes using minimally invasive forms of treatment. This new state-of-the-art YAG Laser can be used to perform a range of diagnostic possibilities and to perform photocoagulation and secondary cataract treatment as well as certain glaucoma therapies. Eyesight is precious and not something that should be taken for granted, and to that end, with this new state-of-the-art eye laser, our doctors will be able to assist those patients affected with certain conditions right here in Norfolk County. This campaign will require us to raise 107k. Again, with the help of our community, we know this will be a success.

In light of our traditional methods of fundraising being tested, we have embarked on a new endeavor. The Catch the Norfolk Ace Lottery was launched, and our first online draw was February 18, 2021. While it is a learning curve for us, our goal is to turn this fundraiser into an ongoing source of revenue during these times of social distancing and limited group gathering sizes.



Through the generosity of our donors, the Foundation raised \$660,000 this past year. We again want to express a heartfelt thanks to all of our donors, individuals, businesses, and service clubs. This past year you have shown your extraordinary support and dedication to our hospital during these trying times and in light of your own adversity. Your donations make all of the difference allowing us to provide our NGH family with the tools they need to give our community the best full-service health care facility possible.

Beth Snowden, Chair of NGH Foundation Board of Directors

Lucy Bonanno, CEO Norfolk General Hospital

Norfolk General Hospital Foundation

Statement of Operations

Revenue (Thousands) \$730

Donations	\$660
Investment Income	\$70

The Foundation ended 2020/2021 with an excess of revenues over expenses (prior to disbursements) of \$429,000.

Investment Income



Please note that audited financial statements are available in the Foundation section of the Norfolk General Hospital website (ngh.on.ca).

Expenses (Thousands) \$301

Salaries and Benefits	\$234
Appeal and Fundraising	\$26
Office	\$27
Advertising and Public Relations	\$2
Professional Fees	\$11
Amortization	\$1

