



# Annual Report

2024-2025





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# NGH's 2025-2028 STRATEGIC PLAN:

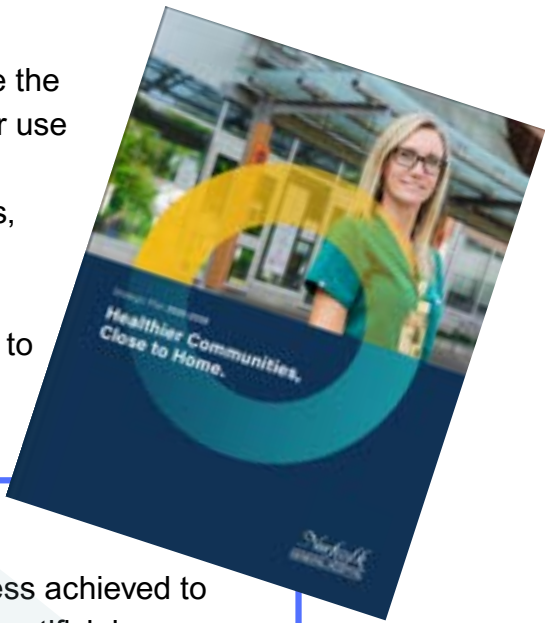
## Healthier Communities, Close to Home


Norfolk General Hospital's 2025–2028 Strategic Plan, Healthier Communities, Close to Home, sets a clear and bold direction for the years ahead. Built on months of collaboration and input from staff, partners, and the community, this plan outlines how we will deliver on our mission: to deliver high-quality, integrated, and innovative care, together with our partners.

We're facing new challenges—from an aging and growing population to increasing complexity in care. However, with those challenges come opportunities. We are embracing change with a renewed commitment to innovation, collaboration, and continuous improvement.

As a hospital rooted in rural care, we aim to be a leader in using innovation to improve the patient experience—from the introduction of a new electronic health record to smarter use of data and digital tools. We are building a more connected, responsive, and efficient healthcare system for our region. At the heart of it all is our focus on people—patients, families, staff, and our community.

As you explore our 2024-2025 Annual Report, look for projects with the following icon to discover various examples.



 Innovation remains a key focus for the year ahead. We are proud of the progress achieved to date—and we're ready to build on that momentum. From advancing our use of artificial intelligence (AI) to strengthening research services and improving how we deliver care, we are committed to pushing boundaries. Our continued focus on system-wide improvement will help us transform care and deliver on the priorities set out in our five strategic pillars.

**NGH is committed to driving forward our 2025-2028 Strategic Plan to achieve the goals within our five pillars:**



Exceptional Patient Care

Outstanding Team

Operational Excellence

Innovation and Digital Enablement

Community Partnerships and Connection



# A MESSAGE FROM THE BOARD CHAIR, PRESIDENT & CEO AND CHIEF OF STAFF



We are pleased to share Norfolk General Hospital's 2024-25 Annual Report. In the pages that follow, we invite you to explore our successes and milestones from the past year, as well as how we are preparing for the future.

100 years ago, a bold vision became reality: the establishment of a hospital to deliver compassionate, high-quality care to this community. In May 2025, we celebrated a century of excellence at Norfolk General Hospital—a hospital which has touched generations of lives, and become a cornerstone for health and hope interwoven into the very fabric of our region. For 100 years, Norfolk General has been a place where new beginnings and second chances are possible, and a beacon of comfort, healing, and innovation.

We are grateful to our partners — our foundation, community organizations, elected officials, and many others — whose collaboration and commitment drive our success. Their continued support inspires us as we move forward with strength and purpose, working together as proud partners in your care.

This past year tested the healthcare system in profound ways, but Norfolk General Hospital met those challenges with clarity, compassion, and determination. We continued to make progress toward becoming a more connected and integrated regional healthcare network.

While recruitment remains a challenge across Canada, we've had significant success. We welcomed new physicians, nurses, allied health professionals, and support staff who bring fresh perspectives, energy, and expertise. Through focused efforts in recruitment, retention, and recognition, we are building a strong and supportive workplace culture. Norfolk General is fortunate to have such a dedicated team, and we know the best way to value them is by positioning them to succeed. Their decision to build their careers here speaks to the strength of our mission and the environment we are creating.

In 2024, a decision was made to introduce formal, on-site security at Norfolk General Hospital. This step reflects our commitment to a violence-free workplace for staff, physicians, volunteers, patients, and visitors. By establishing a security presence, we are bolstering safety and reducing the risk of violence and aggression.

The Board proudly launched the new 2025-2028 Strategic Plan, along with updated Mission, Vision, and Values statements. This bold, purpose-driven plan reflects the priorities of our patients, staff, physicians, and communities. It marks an important milestone in our journey and sets the stage for meaningful progress.

We are also developing a multi-year Indigenous Reconciliation Action Plan to strengthen cultural safety and anti-racism, while enhancing access, capacity, collaboration, innovation, and accountability. This work addresses health inequities for Indigenous communities and ensures care is fair and culturally appropriate. Our commitment is to provide a respectful and safe environment, free from discrimination and harassment.

We know this requires confronting institutional racism and building a healthcare system that values cultural understanding and safety. It is a shared responsibility across individual practitioners, our hospitals, and the broader health system. To advance this effort, we launched a Reconciliation Working Group with members from the Mississaugas of the Credit First Nation, Six Nations of the Grand River, and Indigenous and non-Indigenous leaders and staff from both hospitals.



In collaboration with the Norfolk Hospital Nursing Home, we continue our journey toward a “Campus of Care” vision. This once-in-a-lifetime project is focused on securing land, with a final location expected in 2025/26.

This year also included the capital submission for a new and expanded Holmes House, improving access to withdrawal management and residential treatment programs.

Work continues on a master plan for a new NGH. Master planning is not only about building a hospital, but reimagining healthcare delivery — adapting to a changing population, evolving health needs, technology, medical knowledge, and patient expectations.

Norfolk General is also taking a bold leap forward with a new state-of-the-art Electronic Health Record (EHR) system, setting the stage for a new era of patient care. This transition will standardize care, reduce errors, prevent duplicate testing, cut transcription delays, and lower avoidable admissions. It reflects our commitment to better patient care and efficient clinical operations. This transformation is set to go live in 2027.

As we reflect on the past year, we do so with pride in our accomplishments, gratitude for those who made them possible, and optimism for what lies ahead. It has been a year of achievements and challenges—each shaping our healthcare system and strengthening our commitment to the health and well-being of the community we serve. Our focus remains on delivering coordinated care, better patient experiences, and improved health outcomes across our large and diverse rural area.

Thank you for your continued support and trust.



Todd Stepanuik  
President and CEO



Stephanie Pongracz-Clarysse  
NGH Board Chair



Dr. Robin Martin-Godelie  
Chief of Staff

# Our Strategic Framework

## VISION

To foster healthier communities through exceptional rural health care, close to home

## MISSION

To deliver high-quality, integrated, and innovative care, together with our partners

## VALUES

Person-Centred | Collaborative | Inclusive  
Respectful | Innovative | Accountable





# CORPORATE PROFILE

Norfolk General Hospital (NGH) is the largest healthcare organization in Norfolk County and one of the region's leading employers. With more than 900 dedicated employees, physicians, and volunteers, we are proud to care for nearly 70,000 residents across our rural and urban communities—offering services that span the full continuum of care, from birth to end of life.

With 120 inpatient beds and a wide range of clinical programs — including Emergency, Surgery, Medicine, Critical Care, and Obstetrics — NGH is committed to delivering safe, timely, and high-quality care close to home. We also host several specialty clinics and proudly serve as a teaching site in partnership with McMaster University and Fanshawe College.

Our hospital is co-located with the Norfolk Hospital Nursing Home (NHNH), an 80-bed long-term care facility that has been part of our community since 1975. Together, we share a deep commitment to patient-centred care, dignity, and compassion.

In 2025, Norfolk General Hospital, NHNH, and Holmes House were awarded Accreditation with Commendation by Accreditation Canada. This achievement reflects our commitment to excellence in quality, safety, and continuous improvement across all areas of care.

NGH is governed by a volunteer Board of Directors, comprised of community members and healthcare leaders who bring expertise in clinical care, finance, business, and governance. The Board provides strategic oversight and works in close collaboration with hospital leadership to ensure we continue to meet the evolving needs of our patients and community.

We are equally committed to fostering a great place to work — where staff feel supported, recognized, and empowered to succeed. In 2025, NGH was named one of Southwestern Ontario's Top Employers, a testament to our focus on wellness, inclusion, and professional growth.

With an annual operating budget of approximately \$74 million, we continue to invest in people, partnerships, and innovation — building a stronger, more connected health system for Norfolk County.





# HUMAN RESOURCES PROFILE

IN 2024–2025:

700+ Employees

145+ Physicians

260+ Volunteers



We are proud to be recognized as one of Southwestern Ontario's Top Employers—a reflection of the compassion, dedication, and professionalism of our staff and physicians. Through meaningful initiatives that support wellbeing, growth, and success, we're building a workplace where people feel valued, heard, and inspired to stay.

Norfolk General Hospital is committed to building the future of healthcare by training, supporting, and inspiring the next generation of professionals—right here in Norfolk County.

## Investing in students & future talent

- NGH is a clinical teaching site for McMaster University, Fanshawe College, and other institutions.
- In 2024, NGH partnered with Fanshawe College's Simcoe/Norfolk Campus to offer new Practical Nursing and PSW training programs—helping local students stay and work in their home community.
- More than 30 high school students completed hands-on placements at NGH in areas such as Laboratory, Finance, Physio, and Nutrition.

## Project SEARCH

NGH is one of only ten sites in Ontario offering Project SEARCH, a job training program for youth with intellectual disabilities. In partnership with the Grand Erie District School Board and the Norfolk Association for Community Living, interns develop workplace skills across multiple departments. All graduates to date have secured competitive employment. NGH is looking forward to its third cohort in September 2025, and serves as a model site for other organizations.

## Leadership Development

NGH supports career advancement at every level. In 2024, we introduced 360-Degree Leadership Performance Evaluations for all managers and directors—gathering feedback from colleagues, staff, physicians, and partners to support growth and leadership effectiveness.

Our leaders also participate in training focused on inclusion, wellness, and workplace accessibility.

At NGH, we support staff to build careers rooted in purpose, growth, and community. From students to senior leaders, our commitment is clear: to develop people who care, lead, and stay.

7

Medical Residents

100+

Placements for students  
from various programs

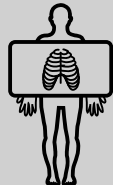


# Serving our patients and the community

In 2024-2025, NGH saw increased activity in many key areas, including:



**7,353**  
Ultrasounds completed



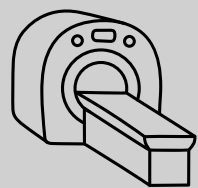
**18,465**  
X-rays completed



**3,869**  
Mammograms completed



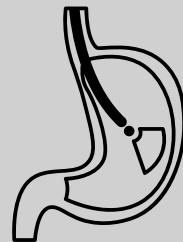
**3,718**  
Admissions



**20,081**  
CT scans completed



**1,515**  
Surgical Day Care



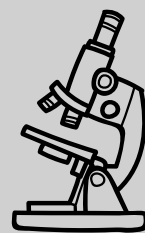
**2,703**  
Endoscopies completed



**244**  
Babies delivered



**27,360**  
Emergency department visits



**400,333**  
Lab tests completed





# NGH Land Acknowledgement Statement

In consultation with our partners from surrounding Indigenous communities, we have developed and are proud to share the following land statement:

We are privileged to provide care on lands that First Nations, including the Mississaugas of the Credit, Haudenosaunee, and Chonnonton, have called home for thousands of years and many continue to walk today.

We strive to stand with all Indigenous people across Turtle Island, past, present, and future in promoting the wise stewardship of the land and providing equitable care for all its peoples. We will move forward in a spirit of peace, friendship, and respect, towards reconciliation and collaboration.

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## Our Commitment to Reconciliation

At Norfolk General Hospital, we are committed to reconciliation with Indigenous Peoples. We recognize the lasting impact of colonial policies, including the residential school system, and the ongoing barriers First Nations, Inuit, and Métis Peoples face in accessing equitable, culturally safe healthcare.

We acknowledge the pain, loss, and harm these systems have caused and offer our sincere apologies to individuals, families, and communities.

Our goal is to create an inclusive and respectful environment where Indigenous patients and families feel safe and supported. We are working to improve access to cultural supports, address systemic racism, and deepen understanding through education and empathy.

We honour the traditional knowledge, medicines, and healing practices of Indigenous Peoples and recognize that wellness includes emotional, physical, mental, and spiritual health.

As a healthcare organization, we are increasing cultural safety training for staff and are actively developing an Indigenous Reconciliation Action Plan to guide our efforts. We are also committed to advancing the Truth and Reconciliation Commission's Calls to Action related to health. This is an ongoing journey, and we invite everyone to join us in building a more inclusive, equitable, and respectful healthcare system for present and future generations.





# 2024–2025 HIGHLIGHTS

## Working together to build a more person-centred system

At Norfolk General Hospital, we believe that real transformation starts with people. That includes the patients and families we care for, and the dedicated staff and physicians who serve our community every day.

This past year, we made strong progress in four key areas that are helping us build a better, more connected healthcare system. These efforts reflect our ongoing commitment to collaboration, innovation, and putting patients at the centre of everything we do.

In the pages ahead, we're proud to share the results of our work and how these efforts are making a meaningful difference for the people we serve.



Improving **ACCESS** to health care, specifically surgical services, emergency care, and primary care services



**RETENTION** and **RECRUITMENT** of physicians, nurses and staff



Community **ENGAGEMENT** and creating a positive patient **EXPERIENCE**

Over the following pages, we are excited to share further details about the progress made within each critical action priority area.





Priority area #1

## ACCESS TO SERVICES



### PRIMARY CARE

Improving access to healthcare



#### Expanding access to specialized care close to home

In 2024–25, NGH introduced three new outpatient clinics to meet growing community needs for specialized care:

- A monthly gynecology clinic with access to gynecologic surgery, supported by the recruitment of a full-time and a locum Obstetrician-Gynecologist.
- A colposcopy clinic, launched in September 2024, to support early screening for cervical cancer
- A new orthopedic injection clinic, developed in partnership with McMaster Orthopedics, providing timely local care for joint and musculoskeletal conditions

NGH also increased access through its Minor Procedures Clinic, which tripled service availability from one to three days per week for procedures that don't require anesthesia.

**Strategic Pillar:** Community Partnerships & Connection

#### Maternal and newborn care

*Supporting Healthier Starts for Families*

The Maternal Newborn Outpatient Clinic expanded its services to include prenatal care for patients without a provider, postpartum assessments and mental health support, lactation assistance, and newborn wellness checks during the first week of life. The clinic also provided RhoGAM injections and bilirubin monitoring to support early detection and intervention for jaundice.

In 2024–25, NGH recorded 244 total births. Notably, the hospital maintained a low-risk C-section rate of 12%, well below the 30% benchmark for safety and quality.







## Strengthening recovery support across the hospital

NGH enhanced its rehabilitation and allied health services in 2024–25:

- Enhanced physiotherapy and occupational therapy programs to improve mobility and support recovery for the patients we serve.
- Partnered with a local speech-language pathology provider to deliver on-site services after recruitment challenges. This community-based partner was recognized with a 2024 FirstOntario 1Award.

**Strategic Pillar:** Exceptional Patient Care



## EMERGENCY CARE

### Improving flow, safety, and pediatric emergency care

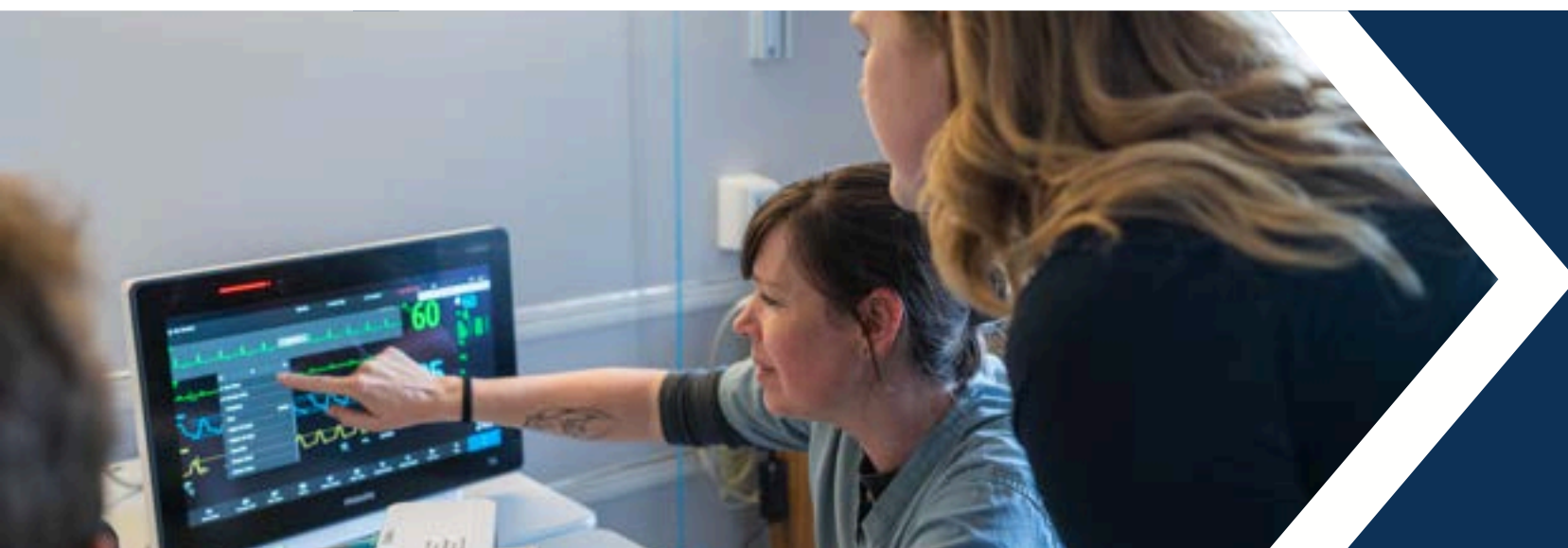
In partnership with Norfolk County Paramedic Services, we enhanced how patients arriving by ambulance are assessed. The improvements also support paramedics by enabling them to get back on the road sooner to respond to other community needs.

- Completion of trauma-informed care training for staff
- Upgraded pediatric emergency carts, including Code Pink resources
- Real-time virtual pediatric consults in partnership with McMaster Children's Hospital

The Geriatric Emergency Management (GEM) team helped divert 94 potential admissions, allowing more older adults to return home safely with appropriate support

### 24/7 respiratory therapy coverage

As of July 2024, NGH now provides around-the-clock on-site Respiratory Therapist coverage, with two RTs available at all times. The team has expanded their scope to include arterial line insertions, enhancing responsiveness in critical care areas.





Priority area #1  
**ACCESS TO SERVICES**

## Expanding hospital support into Long-Term Care Homes

To better serve older adults in the region, NGH launched a dedicated Nurse-Led Outreach Team (NLOT)—a partnership between a Nurse Practitioner and Registered Nurse—providing expert support to nine long-term care homes and three hospitals across Haldimand and Norfolk.

This mobile team extends hospital-level care into the community, helping to reduce avoidable Emergency Department visits, support timely discharges, and improve care planning for residents with complex needs. The team also plays a key role in advancing palliative and end-of-life care, ensuring individuals and their families receive compassionate, coordinated support in familiar settings.

By strengthening collaboration between acute care and long-term care providers, the NLOT is enhancing continuity, improving outcomes, and helping patients stay safely where they live.



## SURGICAL SERVICES

### Doubling cataract surgeries and maintaining access during gridlock

NGH now performs over 800 cataract surgeries annually, doubling its surgical volume over the past five years—all with a single ophthalmologist. During regional hospital gridlock pressures, NGH successfully maintained its full surgical schedule without cancellations by optimizing bed flow, discharge timelines, and patient repatriations.



### Enhancing efficiency with nurse-led intravenous therapy access

A new nurse-led program trains RNs and NPs to provide advanced intravenous access, reducing delays and expanding availability of this important procedure, which was previously only performed by physicians.

**Strategic Pillar:** Exceptional Patient Care



### Cross-hospital teamwork prevents procedure delays

During renovations at West Haldimand General Hospital, NGH supported the regional system by accommodating approximately 120 endoscopy patients from WHGH—without disrupting internal operations. This collaboration ensured timely access to diagnostic care for both communities.

**Strategic Pillar:** Community Partnerships & Connection.







## ADDICTION AND MENTAL HEALTH

In 2024–25, NGH advanced key initiatives to enhance mental health and addictions care, including improvements at Holmes House and the expansion of supportive housing for clients in recovery.



### Strengthening care at Holmes House

Holmes House, NGH's withdrawal management centre, continued to evolve under new leadership. The program is aligning with provincial standards from Ontario's Mental Health and Addictions Centre of Excellence, and all staffing gaps were filled—improving consistency and quality of care.

The main floor of the Corner House was renovated to create a dedicated space for group therapy and clinical programming. New security cameras were installed to improve safety for both clients and staff. Holmes House also supported the next generation of care providers by welcoming a mental health nursing student placement in April 2025.

An electronic documentation system is in development, with implementation targeted for September 2025. This upgrade will help streamline workflows and support more effective care planning.

**Strategic Pillar:** Exceptional Patient Care

### Expanding clinical expertise

Two key hires expanded access to specialized care:

- Dr. T. Hauck, Addictions Psychiatrist
- Shannon Bailey, Nurse Practitioner

Their addition strengthens clinical support for individuals with complex addiction and mental health needs, enhancing the centre's capacity for comprehensive treatment.



### Strengthening supportive housing through community partnership

In October 2024, Holmes House's Addiction Supportive Housing (ASH) Program, in partnership with community providers, opened housing on Union Street in Simcoe. This collaboration ensures stability for individuals leaving treatment, addressing a critical gap in the recovery journey.

The program offers six furnished units with on-site wraparound supports. Case managers provide personalized guidance to help residents maintain sobriety, rebuild independence, and connect with services across the system. Many ASH participants are also supported by Holmes House, ensuring continuity of care from treatment through to recovery.

**Strategic Pillar:** Exceptional Patient Care





Priority area #2

## RECRUITMENT AND RETENTION



### RECRUITMENT

At Norfolk General Hospital (NGH), people are our strength. In 2024–2025, we took bold steps to attract, support, and retain a dedicated and diverse workforce. From recognition as one of Southwestern Ontario’s Top Employers to expanding educational partnerships and launching new leadership development programs, NGH continued to invest in building a high-performing, inclusive culture. Our recruitment strategies delivered results — with staffing levels stabilized and vacancy rates among the lowest in the region. Behind every initiative is a clear goal: to create a workplace where employees feel empowered, valued, and inspired to deliver exceptional care.



#### Creating a workplace people want to be part of

In 2025, Norfolk General Hospital was proud to be recognized as one of Southwestern Ontario’s Top Employers by Mediacorp Canada Inc.

This award highlights our commitment to building a supportive, inclusive, and people-first workplace. The recognition is based on eight key areas, including workplace culture, employee communication, and opportunities for growth.

NGH was recognized for:

- Career development through stretch assignments, special projects, and job rotations
- Employee wellness initiatives, including monthly activities led by our Wellness Committee
- Free access to an on-site gym, making it easier for staff to stay active and healthy
- Supportive benefits, including maternity and parental top-up, tuition reimbursement, and a defined-benefit pension plan

With more than 900 staff, physicians, volunteers, and patient partners, this award reflects the strong workplace culture we’ve built together—and our ongoing commitment to creating a place where people want to work, grow, and stay.

**Strategic Pillar: Outstanding Team**

#### Hiring top talent to deliver better care

Our recruitment efforts focused on stability, quality, and workforce growth:

- Referral bonuses for critical positions
- Signing bonuses for hard-to-fill roles like Registered Nurses and Medical Laboratory Technologists
- Relocation support for out-of-province hires

➔ As of March 2025, NGH had just 10 full-time vacancies across both the hospital and the Norfolk Hospital Nursing Home — far lower than regional comparators.



23

Number of  
Registered  
Nurses hired in  
2024/2025

21

Number of  
Registered  
Practical Nurses  
hired in 2024/2025





## Inspiring the next generation of healthcare workers

- Launched a high school career presentation program in 2024, reaching Grade 11–12 students with the message: “We have positions for everyone.”
- 30+ student placements in departments like Laboratory, Finance, Physio, and Dietary
- Expanded Nurse Practitioner team from one to six, extending coverage to the Emergency Department, Addictions Services, and Outreach

## Partnering with Fanshawe College to train local nurses

We proudly partnered with Fanshawe College to launch a new Practical Nursing (RPN) program at the Simcoe/Norfolk Regional Campus.

- Clinical placements hosted at NGH and NHH
- Prioritizes local students to build a homegrown workforce
- First cohort began in Fall 2024; graduation expected in 2026

## Building stronger leaders to support our teams

NGH launched a 360-degree Leadership Performance Evaluation process in 2024.

- All managers and directors participated
- Feedback was collected from supervisors, colleagues, staff, physicians, and community partners
- Leaders reported the process as one of the most valuable development tools they’ve received
- NGH participated in the provincial Inspire, Hire, Train, Retain (IHTR) initiative led by Holland Bloorview, aimed at increasing employment opportunities for people with disabilities

Management also took part in the LEADS Leadership Foundations program from the Canadian College of Health Leaders. This online program builds leadership skills across the five domains of the LEADS in a Caring Environment framework, with a focus on Equity, Diversity, and Inclusion.

## Listening to our staff and acting on what matters

In June 2024, NGH conducted a hospital-wide engagement survey with a 63.3% response rate.  
Top results:

- Supervisor is supportive of personal issues: 78%
- Supportive of diversity: 75.6%
- Collaboration: 74.4%

A Corporate Action Plan is underway to address areas of opportunity and build on strengths.

## Making every new hire feel welcome

All new hires now receive a branded Welcome Package that includes swag and a welcome letter from the CEO :





## Priority area #2 RECRUITMENT and RETENTION

### Leading the way in inclusive employment

- NGH received the 2024 IDEA Award from the Simcoe Chamber of Commerce
- Launched a cross-organizational IDEA Committee in September 2024
- Approved a dedicated IDEA Specialist position to lead future strategy
- Delivered facilitated IDEA training for all leaders

As a proud employer partner of the Canadian Centre for Diversity and Inclusion (CCDI), NGH is committed to embedding equity into every level of the organization.



### Project SEARCH: Supporting youth with disabilities to thrive

- NGH hosted Norfolk County's first-ever Project SEARCH site
- All six interns from our 2024 cohort secured competitive employment
- Welcomed a second cohort in Fall 2024 — 6 interns already employed as of June 2025
- Departments included Nutrition, Laundry, Maintenance, Diabetes, and the Nursing Home
- NGH is now a provincial host site for organizations exploring Project SEARCH adoption



### Promoting wellness across our workplace

- Launched Wellness Wednesdays featuring monthly themes like hydration, mindfulness, and stress reduction
- Hosted annual Wellness Week with ergonomic assessments, massages, and mental health workshops
- Created a new Manager of Safety and Wellness role to lead workplace wellness and violence prevention

### Hearing Conservation Program

In partnership with HearingLife Clinic, NGH implemented a Hearing Conservation Program for noise-exposed departments.

- Free hearing assessments provided upon hire and every two years
- Program overseen by Occupational Health to ensure safety and regulatory compliance





Priority area #3

## COMMUNITY ENGAGEMENT AND PATIENT EXPERIENCE



### PATIENT FLOW

At NGH, improving patient flow is essential to delivering timely, respectful, and high-quality care. In 2024–25, our clinical teams led targeted initiatives that helped reduce unnecessary delays, improve care transitions, and ensure patients were in the right place at the right time.

#### Every surgery delivered — no cancellations, even during a surge

NGH remained one of the few hospitals in the region to maintain full surgical operations—without a single cancellation—despite widespread system pressures throughout 2024-2025.



#### Faster bed access and smoother transfers for patients

We met or exceeded targets for admissions from Emergency and discharge timelines. Coordinated repatriations ensured that patients transferred smoothly between facilities, preserving continuity and reducing bottlenecks.

**Strategic Pillar: Outstanding Team**



#### 94 seniors avoided hospital stays thanks to early intervention

Since launching in March 2025, our Geriatric Emergency Management (GEM) program supported early intervention for older adults—helping 94 patients avoid inpatient admission. This initiative ensures seniors receive timely, appropriate care in the setting that's best for them.

**Strategic Pillar: Exceptional Patient Care**

#### Improvements in Emergency Department flow help patients get seen sooner

A series of targeted changes helped reduce the time from triage to admission and improved team communication:

- Increased focus on Safety Huddles during shifts to improve process and flow
- Added Rapid Assessment Zone chairs to increase EMS offload capacity

These improvements have lowered “left without being seen” (LWBS) rates and increased staff satisfaction.



## PATIENT EXPERIENCE

### NGH's new patient experience survey launched

NGH launched a new Patient Experience Survey in early 2025, offering patients a simple, accessible way to share feedback after their visit. The results are reviewed monthly by leaders and staff to identify improvement opportunities. This initiative reflects our commitment to listening, learning, and acting on what matters most to patients.



### Clinic helps new parents get support when they don't have a family doctor

The nurse-led Maternal Newborn Clinic provided 400+ appointments this year, offering postnatal follow-ups, breastfeeding support, and RhoGAM injections. The service ensures patients without a family provider can still access consistent, quality care after delivery.

**Strategic Pillar:** Community Partnerships and Connection, Exceptional Patient Care



### New Nurse Call System helps staff respond to patients faster

NGH finalized the hospital-wide implementation of the Hillrom Nurse Call System in 2024–25. This modern technology improves safety and responsiveness by connecting patients with care teams more quickly.

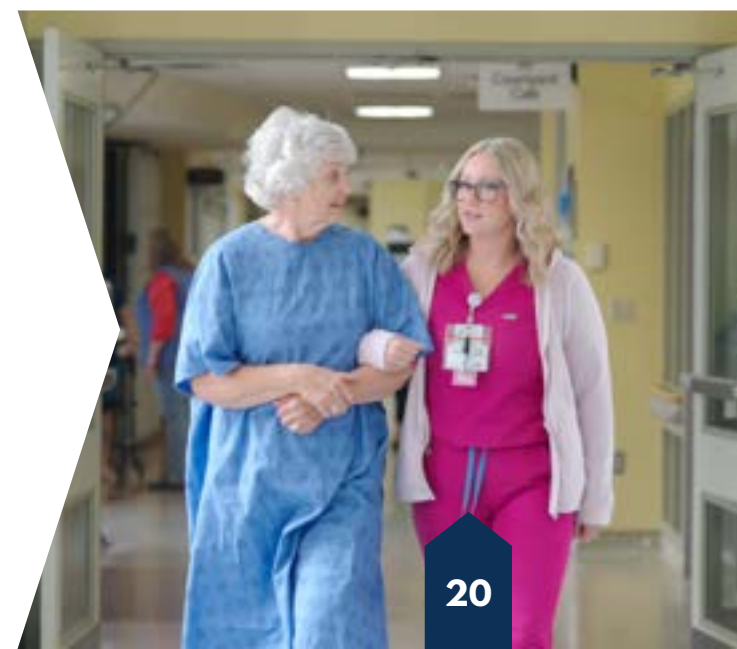
**Strategic Pillar:** Operational Excellence

### Meaningful activities help patients feel calmer and more connected

Two full-time Therapeutic Recreation professionals led engaging, person-centred programming, including themed events and one-on-one interventions—supporting emotional health and reducing agitation, especially for patients awaiting long-term care placement.

### Patients and families help shape care decisions at NGH

NGH and West Haldimand General Hospital formally unified their Patient and Family Advisory Council (PFAC) into one shared committee. Patient advisors now regularly round on inpatient units and participate on corporate quality councils—ensuring the patient voice informs real-time improvements.







## PATIENT EXPERIENCE



### Staff now have easier access to the safest procedures

Our new digital policy platform ensures all staff can access current, evidence-informed procedures from any device—reducing risk and standardizing care delivery.

**Strategic Pillar:** Operational Excellence



### NGH earns Accreditation with Commendation for Excellence in Care

In March 2025, NGH, WHGH, NHH, and Holmes House were awarded Accreditation with Commendation by Accreditation Canada—an achievement earned by fewer than 30% of participating organizations across the country. This distinction is one of the highest levels of recognition for hospitals and is awarded only to those that exceed national standards in patient safety, quality of care, leadership, and organizational performance.

During the rigorous on-site survey, the Accreditation Canada team evaluated NGH and its partners on more than 2,200 criteria. The result: near-perfect scores in every category, with zero unmet required organizational practices. The commendation reflects the dedication of staff, physicians, volunteers, and leadership to creating a culture of continuous improvement and accountability.

This milestone is a powerful validation of our efforts—and a clear signal to our patients and community that they can trust NGH to provide safe, high-quality, and compassionate care, every day.

**Strategic Pillar:** Operational Excellence



### Coming soon: One seamless digital health record for every patient

NGH and WHGH announced their joint adoption of Epic, one of the world's leading Electronic Health Record systems. In partnership with Hamilton Health Sciences, this transformational digital upgrade will go live in 2026—providing patients and clinicians with a safer, more seamless experience.

**Strategic Pillars:** Innovation and Digital Enablement, Exceptional Patient Care



### NGH's BPSO Journey: Staff champions drive evidence-based care

Several NGH staff stepped forward as Best Practice Champions in Year One—helping to lead our hospital's commitment to evidence-based care. Several teams, including Rehabilitation, Activation, and Discharge Planning, have reached full participation in Best Practice Guideline training.





## 2024-2025 ACCOMPLISHMENTS



NGH, West Haldimand General Hospital, Norfolk Hospital Nursing Home, and Holmes House achieved Accreditation with Commendation from Accreditation Canada—an honour awarded to fewer than 30% of participating organizations. The designation recognizes strong performance in leadership, patient safety, infection prevention and control, and quality improvement.



NGH was named one of Southwestern Ontario's Top Employers for 2025 by Mediacorp Canada Inc., recognizing efforts to build a supportive workplace culture. A new Clinical Scholar Program provided bedside mentorship for newly hired nurses, while Mohawk College RPN students praised the team-based culture on Unit 4B, with many choosing to stay at NGH after graduation. A new acuity-based staffing model and unit-led team-building sessions further improved communication and staff satisfaction.



Clinical teams advanced patient-centred care through several key initiatives. The Geriatric Emergency Management (GEM) program helped divert 94 potential hospital admissions by supporting older adults in the Emergency Department and enabling safe discharges home. Respiratory Therapists began providing 24/7 on-site coverage, including arterial line insertions in the ICU. Cataract surgery volume more than doubled to over 800 procedures annually. A new Nurse-Led Outreach Team began delivering advanced nursing care in nine long-term care homes across Haldimand-Norfolk, helping reduce unnecessary ED visits and improving continuity of care. Two new outpatient clinics—gynecology and orthopedic injections—were launched to provide timely access to specialized care closer to home.



Access to mental health and addictions services expanded with the addition of a psychiatrist serving both NGH and Holmes House. New emergency physicians and anesthesiologists also joined the team, helping improve 24/7 coverage and strengthening interdisciplinary care across departments.



Community partnerships played a key role in advancing health and well-being. A new collaboration with Second Harvest allowed NGH to redirect over \$12,500 in rescued food to local agencies addressing food insecurity. NGH was also named a Best Practice Spotlight Organization (BPSO) designate by the Registered Nurses' Association of Ontario. To date, more than 8% of NGH staff have completed training as Best Practice Champions—helping integrate evidence-based practices across more departments.





## 2024-2025 ACCOMPLISHMENTS



NGH's Labour and Delivery Unit celebrated the arrival of Kennedy Faith Boughner—the first baby of 2025 in Haldimand-Norfolk—born January 1 at 2:08 a.m. to proud parents Sydney and Shane Boughner of Waterford. The hospital also introduced a new tradition to celebrate every newborn: playing Brahms' Lullaby overhead following each birth. The obstetrical team welcomed new physicians and anesthetists, improving access to maternity care for local families.



Dozens of students completed clinical placements, co-ops, and internships at NGH and Norfolk Hospital Nursing Home through partnerships with Fanshawe College, Mohawk College, and local school boards. Students gained experience in nursing, personal support work, diagnostic imaging, rehabilitation, and health administration. Many returned to join the NGH team after graduation, contributing to a stronger, locally trained workforce.



Inclusion, Diversity, Equity, and Anti-Racism (IDEA) training expanded to more departments this year, helping create safer, more inclusive spaces for patients and staff. NGH was honoured with the 2024 IDEA Award for its leadership in Project SEARCH—a high-impact internship program that supports youth with developmental disabilities in gaining job skills and workplace experience. Staff and community members also came together to honour the National Day for Truth and Reconciliation through education and orange shirt campaigns.



Infrastructure improvements were made to ensure safety and long-term readiness. Security enhancements were implemented across hospital facilities. NGH also received provincial funding to modernize its medical gas system—supporting safer, more reliable clinical care for years to come.



In February 2025, NGH launched its new 2025–2028 Strategic Plan, setting a clear direction for the years ahead. Developed with input from staff, physicians, patients, and community members, the plan focuses on three priorities: Improving Access to Care, Strengthening Recruitment and Retention, and Enhancing Community Engagement and Patient Experience. The plan also reaffirms NGH's mission, vision, and values as a people-first organization committed to excellence.



Celebrating the contributions of staff and physicians remained a priority throughout the year. NGH and NHHN hosted a recognition event to honour individuals reaching service milestones and highlight those who were peer-nominated for living NGH's values in action. This year's Dr. George Marshall Award—NGH's highest honour for compassion and excellence—was awarded to Josh VanLoon, a valued member of the Food and Nutrition and Housekeeping team. Josh was recognized for his dedication to patient safety, his kindness toward colleagues, and his contributions to workplace wellbeing, including walking staff and visitors to their vehicles after hours. His heartfelt words of gratitude reflected the deep sense of community and teamwork that defines NGH. These celebrations, alongside the recognition of over 100 employees and physicians for a combined 1,075 years of service, are part of our ongoing efforts to foster a workplace where exceptional care and appreciation go hand in hand.



## FROM THE HEART MESSAGES OF THANKS FROM OUR PATIENTS AND FAMILIES



Every year, our teams care for thousands of patients and their families. And every year, we hear stories of compassion, professionalism, and moments that make a difference.

These messages were shared by the people you cared for — in their own words. They remind us that your work matters deeply.

*"I attended the imaging department on Sept. 25 for a scheduled CT scan. Staff members Melissa, Alex and Emily were amazing. Attention to details was inspiring as was the care and grace that Melissa demonstrated applying the intravenous line for the contrast. This team is 10+++. Shining stars that many others should look up to when it comes to care and an optimum client experience."* - **Dale**

*"Last year both of my elderly parents were in the hospital at different times and for different reasons. At all times my parents were treated with dignity and respect and received the care they deserved. All staff especially the nurses were attentive to their needs and provided professional care."* - **Marlene**

*"It is clear that Norfolk General Hospital prioritizes patient care and well-being, and this commitment is reflected in the outstanding service provided by every member of your team. I am grateful to have such a dedicated and compassionate healthcare facility in our community."* - **Rev. Princessa Peace**

*"Our family ended up in the Emergency Department and we couldn't have been more appreciative of the nursing staff on-site. We came in with our 4 year old who had split her chin open and were met by a wonderful triage nurse who was calm, reassuring and comforting to our daughter while moving us through quickly. Once we met with the Dr. and the nurse we couldn't have been more appreciative of Janet (nurse). She had patience with all our questions and instilled confidence in us on the measures forward. When the time came to put the stitches in she clearly told both my wife and I what she needed from us, and what we could do to help our daughter and the doctor, while being comforting throughout the process. She also seemed to provide support and reassurance to the doctor on-site. Although I hope we don't need to visit the hospital anytime soon our family is comforted knowing people like Janet are there when we need them. Thank you!"* - **Tom**

*"All the staff that I came across on my stay at your Hospital 6 days, I did not once see or heard any disgruntled employees. They were all very polite and courteous and took time to explain things. You have a great team here. The food was excellent, hot and the service was great. My hat goes off to all your teams. Thanks for making my stay here very comfortable. Dr Bard was great and all the nursing staff, lab staff, housekeeping, kitchen staff, X-ray were amazing. Thank you very much."* - **Doug**

*"I recently moved to the area from Hamilton. In December, I needed to visit your ER due to an unintended facial collision with my very large dog. I was prepared for a 12 to 18 hour wait before being seen. Not only was I seen, treated and sent home within 3 hours but I was treated with kindness, professionalism, efficiency and good humor. Because I was sensibly triaged to see one of your excellent NPs I didn't experience any of the bottlenecks that are routine within the Hamilton catchment area. I was impressed by both the cleanliness of the hospital, ease and affordability of parking and most of all your staff. Thank you for serving the community with real excellence."* - **Sarah**





## OUR VOLUNTEERS



Volunteers have played a foundational role in our organization since before our doors first opened, and they remain instrumental to our hospital and nursing home today. Through their service, fundraising efforts, and community outreach, they continue to enhance both operations and our reputation across the county and beyond. The strength of our organizations and its positive impact continues to attract individuals seeking meaningful and rewarding volunteer experiences. This past year, we welcomed 52 new volunteers, bringing our total to over 280 dedicated individuals — each contributing unique skills and a shared commitment to making a difference. Collectively, our volunteers donated an incredible 17,600 hours of service, positively impacting the lives of our patients and residents.

The Volunteer Association's ongoing financial support continues to make a meaningful impact across our hospital and nursing home. Through the operation of their four businesses and a variety of community fundraising initiatives, the association generously contributed over \$91,500 this year. These funds supported the purchase of essential equipment, patient gifts, and a range of important projects that enhance care and comfort for those we serve.

Spiritual care remains a vital component of overall wellness for both our patients and staff, contributing to their physical, emotional, and mental well-being. This year, we were pleased to launch our first-ever seminary internship, welcoming Reverend Mikal Schomburg of St. Paul's Presbyterian Church in Simcoe. As part of his studies in the Thanatology certificate program at Tyndale University, Rev. Schomburg brought thoughtful insight and compassion to our organization. His presence provided a valuable opportunity to reflect on and enhance our existing spiritual care practices. The experience proved mutually beneficial, and we are pleased to share that Rev. Schomburg will continue supporting our hospital community by offering spiritual care one day each week.



**+280**  
Volunteers

**+\$91,500**  
Fundraised  
by the  
Association

**+ 17,600 hours**  
Volunteer hours  
donated







## Norfolk General Hospital Foundation

*Our mission is to support capital improvements that go beyond the scope of regular funding, such as supporting crucial equipment needs and the acquisition of cutting-edge medical technology.*





# Message from the Foundation CEO and the Board Chair



This past year has been one of growth, generosity and life-changing impact. Thanks to your unwavering support, our Foundation has continued to fund critical equipment and initiatives that directly improve the safety, comfort and care of every patient who walks through our hospital doors. We are proud to share a snapshot of what we have achieved together.

## Your donations at work

### Enhancing infant safety: New infant security system and infant warmers

We purchased and implemented a state-of-the-art Infant Security System for our Labour and Delivery Unit. This advanced system ensures the highest level of protection for newborns, offering peace of mind to families and staff alike. It is a vital step forward in making sure every baby begins life in the safest possible environment. We also invested in 3 new state-of-the-art infant warmers that use technology to assist staff all in one place.

### Comfort in motion: new stretchers

Mobility and comfort are essential to high-quality care. This year, we added new stretchers throughout the hospital, enhancing patient transport and improving the overall experience for both patients and staff. These upgrades are often unnoticed but have an immediate and lasting impact on the quality of care we provide.

### A clearer picture: new mammography technology on its way

Early detection saves lives. A brand-new mammography machine is on its way to our diagnostic imaging department. This technology will provide clearer, more accurate imaging to support earlier detection of breast cancer, helping us serve even more patients with precision and compassion. Your generosity helps us bridge the gap between good care and exceptional care.

Together, we are not just funding equipment—we are supporting moments of healing, hope and new beginnings.

As we step into a new year, we remain committed to advancing care and ensuring our hospital remains equipped to serve with excellence. With your continued partnership, we will meet tomorrow’s challenges with strength, innovation and compassion.

**Thank you for being a part of our story.**

With heartfelt gratitude,



Emma Rogers  
CEO



Brad Allender  
NGH Foundation Board Chair



## Foundation IMPACT REPORT



### FOUNDATION HIGHLIGHTS

Community support. Lasting impact.

In 2024–2025, the Norfolk General Hospital Foundation deepened partnerships, empowered donors and raised critical funds to advance patient care across departments. Thanks to you—our community—we are delivering modern equipment, reducing wait times, and supporting our teams with the tools they need to provide safe, timely and compassionate care.

#### Advanced heart monitoring now in place, thanks to community support

Thanks to your generosity, NGH upgraded its cardiac telemetry system—replacing aging monitors with advanced, portable technology that continuously tracks heart rate, oxygen levels and blood pressure.

- The new monitors automatically connect with our central system, giving clinical teams real-time insights
- This \$500,000 upgrade enhances safety and responsiveness for patients of all ages

Your donations powered this life-saving transformation. We are grateful to every donor who made it possible.



#### Smile Cookie Campaign raises over \$63,000 for women's health

The 2024 Tim Hortons Smile Cookie Campaign was a huge success — raising \$63,553.35 toward the purchase of a state-of-the-art mammogram machine at NGH.

- Proceeds from five locations—Delhi, Simcoe, Waterford, and Port Dover — help us expand screening access to women.
- With demand for mammograms expected to double, your support ensures faster, earlier detection for breast cancer.

Your cookie purchases are changing lives. Thank you to our Tim Hortons partners, volunteers, and every single customer who helped make this happen.

#### Local partnership fuels vital equipment for Labour and Delivery

In partnership with McDonald's on the Queensway in Simcoe, our "Grinch Box" campaign raised funds for the Labour and Delivery Unit. The December 3rd event united our community with a simple goal: to help deliver healthy, happy new beginnings.

- Community members grabbed Grinch Boxes and attended a special lunch hour, with a portion of proceeds funding vital equipment for our Labour and Delivery team
- Nearly 180 babies were born at NGH this year. With your support, families welcomed their newborns into the world with the care they deserve — right here, close to home



## FOUNDATION HIGHLIGHTS

### Celebrating donors with a lasting tribute

In October 2024, we proudly unveiled our new digital Donor Wall—a lasting tribute to past, present and future donors.

- Located at Norfolk General Hospital, the wall honours the generosity that fuels every success.
- It serves as a visual reminder that this hospital belongs to the community—and thrives because of it.

### Radiothon raises over \$32,000 for local parents

On a cold February day, warmth radiated from the Riversyde 83 Food Hub as the Norfolk General Hospital Foundation hosted its annual Radiothon in support of Labour and Delivery.

- More than \$32,000 was raised — supporting essential equipment and improving experiences for expecting families
- Dozens of local businesses donated or shared our message, while hundreds of community members tuned in, donated, and cheered us on

Thank you to myFM 98.9, Oldies 99.7, and our community partners who helped make this day a success.



### Bringing donors and care teams together

In October of 2024, the Foundation hosted a donor appreciation event to highlight the equipment you helped fund — and the lives it's transforming.

- NGH staff from Diagnostic Imaging and the Emergency Department shared powerful stories about the impact of CT scans, vital signs monitors, and X-ray machines
- Your gifts are more than numbers — they are tools in the hands of dedicated caregivers, helping deliver real results every day

### Wearing support proudly

Our fall swag campaign blended fashion with fundraising, offering cozy hoodies, long sleeves and t-shirts in support of our new mammography unit.

- Hundreds of community members wore their support with pride.
- Every purchase brought us one step closer to better breast cancer screening at NGH.

### Thank you, Norfolk.

Your trust, generosity and belief in our mission fuel everything we do. Because of you, Norfolk General Hospital continues to grow, improve, and deliver exceptional care — right here at home.

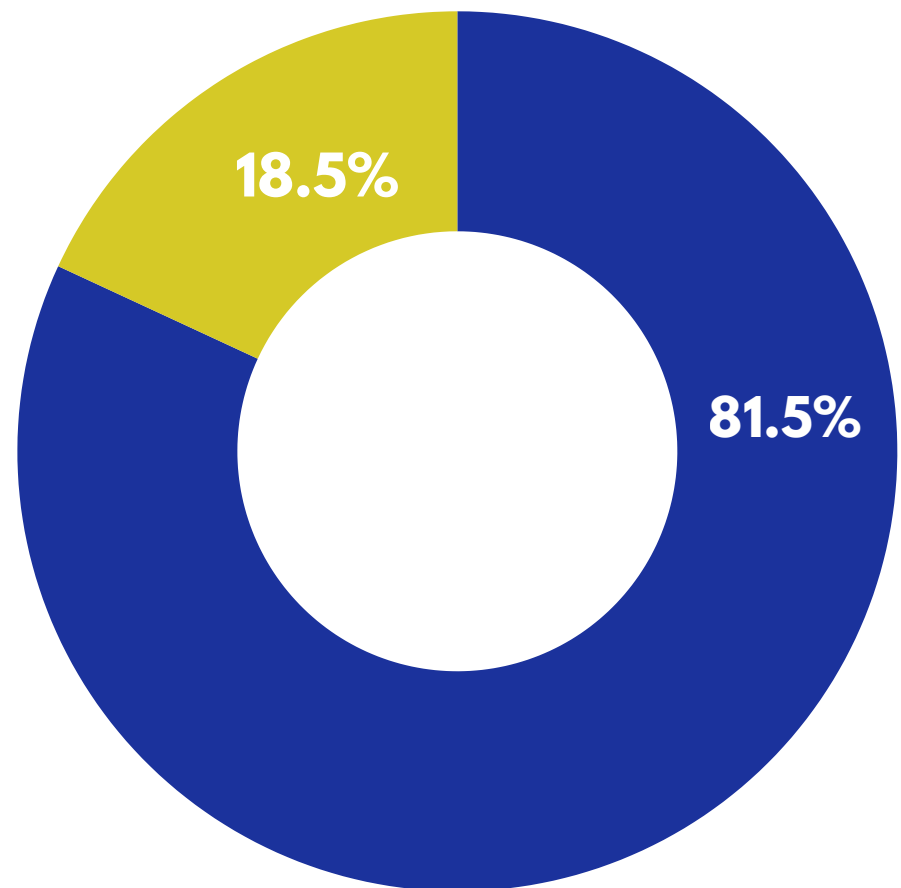
Let's keep building a healthier future, together.



## FOUNDATION BREAKDOWN OF FINANCIAL CATEGORIES

### Revenues

In 2024–25, the Norfolk General Hospital Foundation received \$1,233,186 in total revenue, with 82% coming from donations and 18% from investment income. The Foundation ended the year with an excess of revenues over expenses (prior to disbursements) of \$794,800. A total of \$276,795 was disbursed to Norfolk General Hospital to support patient care and hospital priorities.

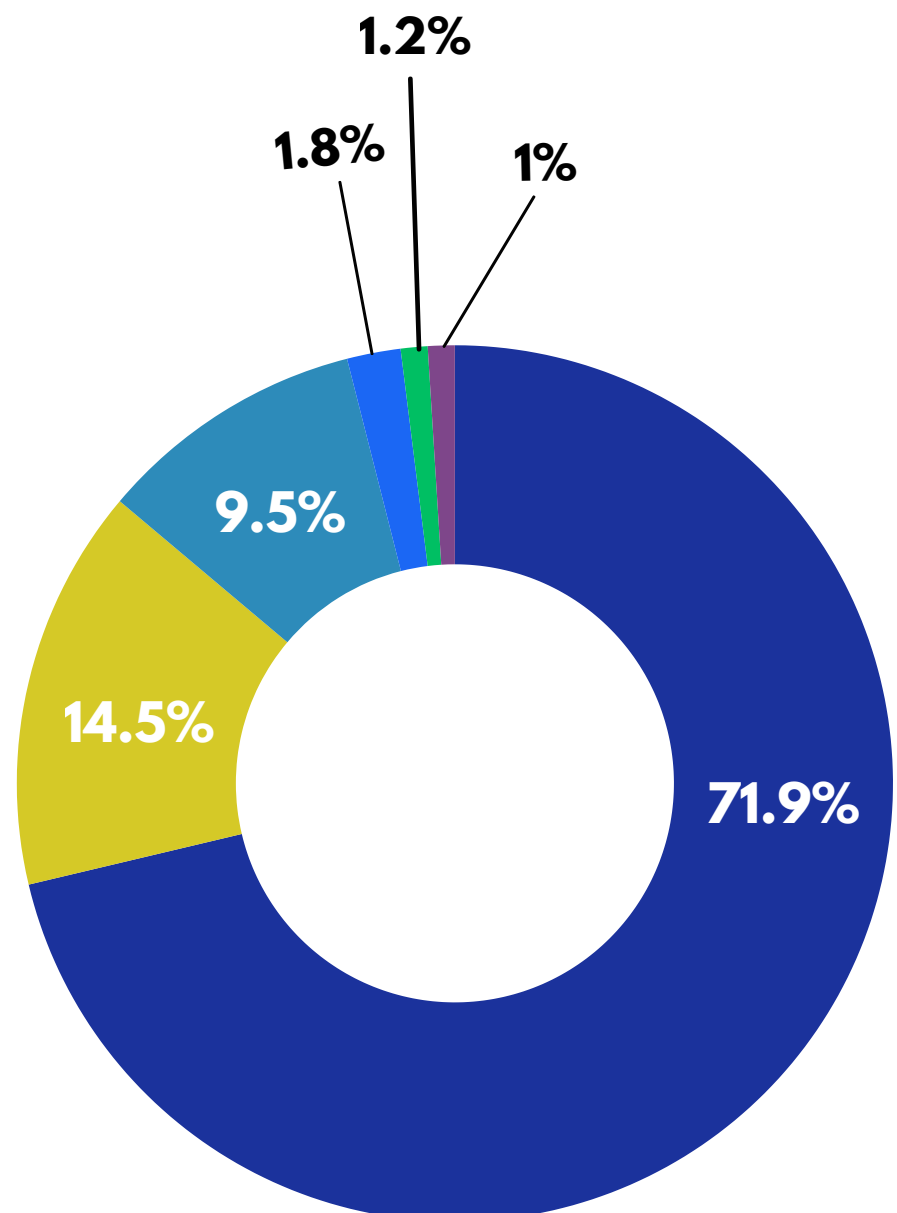


 **Investment Income** - \$228,583

 **Donations** - \$1,004,603

### Expenses

In 2024–25, the Norfolk General Hospital Foundation reported total expenses of \$438,386. The majority of expenses were related to staff salaries and benefits, which accounted for 72% of all expenditures. Other key costs included fundraising activities (15%), office operations (10%), and professional fees, amortization, and public relations, which made up the remaining 3%.



 **Salaries and Benefits** - \$315,000

 **Appeal and Fundraising** - \$64,000

 **Office** - \$42,000

 **Professional Fees** - \$8,000

 **Advertising & PR** - \$4,000

 **Amortization** - \$5,000



# Holmes House







# HOLMES HOUSE



## A place of hope and healing

Every day at Holmes House, lives are changed. For people facing substance use challenges, it's more than just a treatment centre — it's a place to begin again with dignity, support, and hope.

Located in Simcoe, Ontario, near Norfolk General Hospital, Holmes House provides vital addiction recovery services to individuals from across the region. The team offers non-medical residential withdrawal management, a 21-day residential treatment program, and outpatient care designed to meet people where they are in their journey. Support continues long after treatment ends. Weekly group programs help past clients, their families, and community members stay connected and supported. For those who qualify, the Addiction Supportive Housing Program offers continued care through housing, counselling, and group support.

As the demand for addiction treatment services rises — and as Ontario continues to face a devastating opioid crisis — the role of Holmes House has never been more important. Despite ongoing challenges, the team remains committed to providing safe, respectful, and timely care. Their dedication, compassion, and strong partnerships ensure that every person who walks through the door is met with the support they need to take their next step forward.

## Our Services

### Withdrawal Management

Holmes House offers residential, non-medical withdrawal management services for people aged 16 and older. Participation is completely voluntary. Clients may be intoxicated or experiencing withdrawal symptoms from drugs or alcohol when they arrive. These symptoms are managed using medications prescribed by a doctor, and clients take them under staff supervision.

Our team is available 24 hours a day, 7 days a week to provide support, monitor health, and respond to any concerns. Being located next to Norfolk General Hospital also gives us quick access to emergency care if needed. Our goal is to provide a safe, respectful, and welcoming space where people can begin their recovery journey.



### Community recovery groups

Each week, Holmes House hosts two community recovery groups for anyone seeking support with addiction and mental health challenges. These off-site groups help people explore the deeper patterns behind their substance use and develop healthier ways of thinking and coping.

The sessions are open to everyone — no sign-up required. Participants can attend as often as they like, which makes the program flexible and easy to access. The focus is on building personal insight, sharing experiences, and creating connections with others on similar journeys.



## Aftercare

Ongoing support is essential for long-term recovery. Holmes House offers a weekly aftercare group for people who have completed our treatment program — or any other recovery program—and want to stay connected and supported.

In this group setting, clients meet with a Holmes House counselor to talk about their progress, challenges, and goals. The group offers a safe and welcoming space to learn from each other and stay on track. Registration is required to keep the group structured and effective.

## Family Group

Addiction doesn't just affect the person using substances—it also affects their loved ones. Our Family Group is a weekly program for family members, friends, and anyone supporting someone in recovery. Led by a Holmes House counselor, this group provides both emotional support and education. Participants learn how to set healthy boundaries, manage their own well-being, and better understand the recovery process. Registration is required, and the setting encourages shared learning, community, and healing.

## Addiction Supportive Housing (ASH)

The Addiction Supportive Housing Program (ASH) helps people continue their recovery journey by offering transitional housing and wraparound support after treatment. Run in partnership with the Canadian Mental Health Association Brant Haldimand Norfolk Branch and local landlords, this program provides safe, affordable housing to individuals who are committed to recovery and are experiencing or at risk of homelessness.

To qualify, clients must have recently completed a residential treatment program and be actively engaged in recovery-focused activities. An application process is required to ensure the program meets the needs of each participant. This year, Holmes House celebrated an important milestone with the opening of eight ASH units on Ashton Street. These units offer private rooms in a shared house, giving clients a balance of independence and community support. Residents receive case management and access to services that support stability, autonomy, and long-term wellness.

Several clients have already transitioned from Holmes House treatment into the ASH units and successfully moved on to permanent housing. Many have shared that the supportive environment has restored their sense of dignity and hope — key ingredients in lasting recovery.

The initiative has been embraced by both the Haldimand-Norfolk Housing Corporation and the broader community. Strong partnerships with housing providers continue to expand our continuum of care and reinforce housing as a foundation for health and recovery.





# 2024–2025 highlights: our critical priorities

At Holmes House, we believe recovery is possible when people have access to timely, compassionate, and connected care. This year, we focused our efforts on three critical priorities to help more individuals take meaningful steps toward wellness:

In the following pages, we are excited to share further details about the progress made within each critical action priority area—and the difference these efforts are making in the lives of individuals, families, and our broader community.



## Delivering Integrated, Client-Centred Care

We strengthened our clinical team, improved discharge planning, and introduced new treatment-based outcome tools to ensure every person receives coordinated support tailored to their unique needs.



## Expanding Access and Innovating Programs

We introduced evidence-based programming, enhanced access to outpatient services, and implemented digital tools to make care more responsive and inclusive for everyone we serve.



## Strengthening Housing, Partnerships, and System Alignment

We opened new supportive housing units, deepened community partnerships, and worked across the system to create smoother transitions, stronger wraparound supports, and long-term recovery pathways.







Priority area #1

# DELIVERING INTEGRATED, CLIENT-CENTRED CARE



## Supporting nearly 1,000 people across the full continuum of care

Holmes House supported 996 individuals this year through services ranging from withdrawal management and residential treatment to outpatient counselling and housing supports.

## Expanding clinical expertise to meet complex needs

To enhance access and continuity, we welcomed Nurse Practitioner Shannon Bailey to the team full-time and strengthened partnerships with Addiction Psychiatrist Dr. Tanya Hauck and Addiction Physician Dr. Bahra. These additions improved medical oversight and helped support clients with complex co-occurring conditions.

## Training the next generation of mental health leaders

Our first medical resident, Dr. Ashley Warnock, brought fresh insight to the team and led Dialectical Abstinence Therapy sessions as part of her clinical placement.



## Improving transitions with team-based discharge planning

We launched a new early-start discharge model across all programs. Every client now receives a Patient-Oriented Discharge Summary (PODS), created collaboratively using staff-supported tablets. This process improves planning, safety, and readiness for community reintegration.

## Tracking outcomes with evidence-based tools

New treatment metrics—including the PHQ-9, GAD-7, Happiness Scale, Cravings Index, and QOL indicators—are now used at intake and discharge. Clients reported 20% to 50% improvements in key mental health and wellness areas.



Priority area #2

## EXPANDING ACCESS AND INNOVATING PROGRAMS



### Using incentives to build healthier habits

Through our Contingency Management model, clients earned small rewards for meeting personal recovery goals, including daily routines, hygiene, and program attendance.

### Motivating change with proven behavioural therapy

We adopted the Community Reinforcement Approach (CRA), a structured model that encourages lifestyle changes through positive reinforcement of employment, social connection, and self-care.

### Training the next generation of mental health leaders

Our first medical resident, Dr. Ashley Warnock, brought fresh insight to the team and led Dialectical Abstinence Therapy sessions as part of her clinical placement.

### Introducing physical wellness through weightlifting

Our new Beginner Weightlifting Group became one of our most popular offerings. Clients reported improvements in mood, confidence, sleep, and energy, supported by trauma-informed instruction and inclusive programming.

### Expanding low-barrier access to recovery supports

Weekly Community Recovery Groups and Aftercare remained open and accessible to clients, alumni, and families across the region — no registration required. We also expanded access to counselling during withdrawal, addressing a frequent client request.







Priority area #2

## EXPANDING ACCESS AND INNOVATING PROGRAMS

### Creating safer, more accessible treatment spaces

We expanded into a renovated main floor at Orchard Avenue, providing clients with a more consistent, calming environment for therapy. This move enhanced access for individuals with mobility challenges and improved cultural safety for Indigenous and trauma-impacted clients.

### Enhancing safety with modern security tools

New security cameras were installed across the site to support accountability and safety for both clients and staff.

### Modernizing care with a new Digital Health Record

We began onboarding to VitalHub Treat, a secure electronic medical record system that aligns with provincial data standards and ensures consistent, connected documentation across all services.

### Streamlining operations through digital tools

Our adoption of Microsoft Teams and Virtual Fax improved real-time communication between clinical and administrative teams, reducing paperwork and increasing efficiency.

### Listening to clients and improving care

As part of our commitment to client-centred care, Holmes House implemented the Ontario Perception of Care Survey across all programs in 2024–2025. This tool gathered meaningful insights from individuals who accessed our services — helping us identify strengths, gaps, and opportunities for improvement.

Client feedback continues to directly inform program planning, accessibility, and service design. Based on what we heard, Holmes House introduced updates to medication workflows, enhanced group programming, addressed facility concerns, and is exploring safe, supervised access to personal technology.

#### What our clients told us:

*"This is my second program – they made it easy to access services."*

*"The staff were kind and helpful."*

*"The staff were very knowledgeable and helped me when I needed it."*

*"I'm moving into supportive housing now – thank you."*

*"Some of the Care Workers did paint groups at night, it was so much fun"*

*"Counsellors went above and beyond, always available."*

*"The staff at Holmes house have genuine care for clients, they are knowledgeable present and focused made me feel worth of myself and capable of my recovery. They helped with a plan upon my leave I'm determined"*

*"Excellent the updated group material was helpful, many opportunities, I like that we could go on the walks, many referral opportunities."*

*"The number of services I received from staff, the doctors, members of the community were above and beyond. Being able to receive counselling when I was in detox was great. i did not expect that I am very grateful"*

*"I felt very prepared and safe leaving here this time. I do not feel like I am being left to fend for myself. I feel safe knowing I can still call if I need help."*

*"Staff were top notch – supportive, understanding."*

*"The staff are knowledgeable. I am in the right place."*

*"Having counsellors available to us on site for anytime was very convenient. Also continuing counselling with them when I leave treatment"*



Priority area #3

## STRENGTHENING HOUSING, PARTNERSHIPS, AND SYSTEM ALIGNMENT



### Opening eight supportive housing units for clients in recovery

In one of our proudest milestones, we opened eight transitional housing units on Ashton Street. These rooms provide safe, private space for clients' post-treatment, with wraparound case management and peer support. Several residents have already successfully transitioned to permanent housing.

### Partnering to improve continuity of care

Through our work with the Addiction Mobile Outreach Team, ASH residents received regular primary care visits from Nurse Practitioner Kelly — ensuring continued medical support as clients settled into housing.

### Bridging services with regional partners

Holmes House maintained strong referral connections with the Simcoe RAAM Clinic for post-treatment support and co-led the Lighthouse Drug Strategy's Treatment Working Group to improve coordination.

### Improving transitions with team-based discharge planning

We launched a new early-start discharge model across all programs. Every client now receives a Patient-Oriented Discharge Summary (PODS), created collaboratively using staff-supported tablets. This process improves planning, safety, and readiness for community reintegration.

### Tracking outcomes with evidence-based tools

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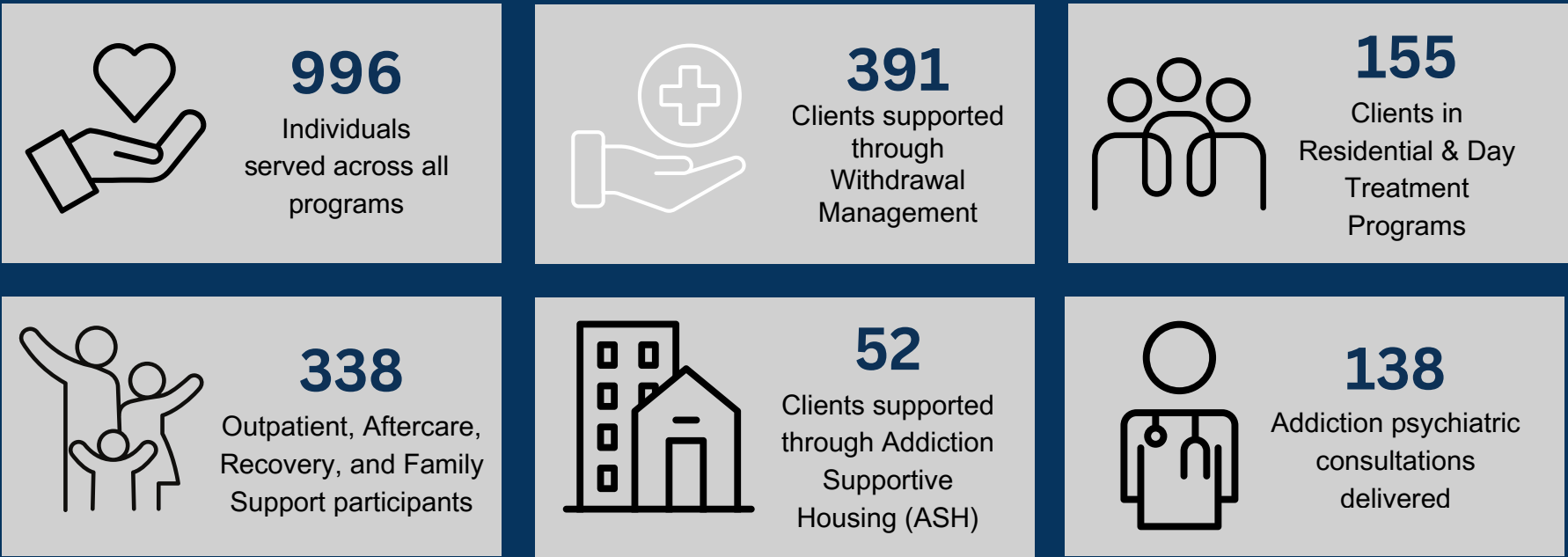
# Our impact

## 2024-2025 Statistics

This past year, Holmes House supported 996 people through a full range of addiction and mental health services. Our team uses a client-centered approach, meaning we put the needs of each person first. This approach helped us make real improvements in the care we provide. Over the year, we expanded our programs, upgraded our space and technology, and made it easier for clients to plan for life after treatment.

We remain committed to providing care that is trauma-informed, based on research, and tailored to people dealing with substance use and mental health challenges.

Thanks to the support of Norfolk General Hospital and our community partners, we've increased our capacity, improved coordination, and made the experience better for every person who walks through our doors.



### A trusted voice in the system of care

Holmes House continues to be recognized for its vital role in supporting individuals with complex needs. A letter of endorsement from a CAMH psychiatrist who works closely with two Flexible Assertive Community Treatment (FACT) teams speaks to the impact of our work:

"Holmes House is a beacon of hope for people facing some of the most complex mental health and addictions challenges. Our growing collaboration has been outstanding. They rapidly positioned themselves as a valuable resource for some of our most complex clients, including those with severe and persistent mental illness (SPMI), histories of violence, and criminal justice involvement."

"Their commitment to integrated care, interdisciplinary communication, and client-centered recovery is remarkable. Holmes House is a model of service delivery that warrants ongoing and further support. These investments will directly contribute to life-saving services and healthier communities."

### Looking ahead

As we plan for the year ahead, Holmes House remains focused on building stronger, more inclusive, and accessible services for our clients. Our priorities include:

- Improving access and seamless transitions across programs
- Using client feedback to shape service delivery
- Growing harm reduction, trauma-informed, and physical wellness programming
- Finalizing our electronic medical record (EMR) system to support consistent, high-quality care
- Extending our treatment stays from 21 to 28 days to reflect best practices
- Expanding psychiatric support for clients without health cards and increasing staff training in complex mental health
- Launching a thoughtful rebranding effort to reduce stigma, reflect client voices, and improve access to care

### Closing reflections

The 2024–2025 year was one of meaningful progress at Holmes House. We invested in new tools, expanded our programming, and continued to align closely with health system partners to better support the people we serve. With the continued support of Norfolk General Hospital and our community partners, we're moving forward with purpose — strengthening recovery, building trust, and helping more individuals and families heal.

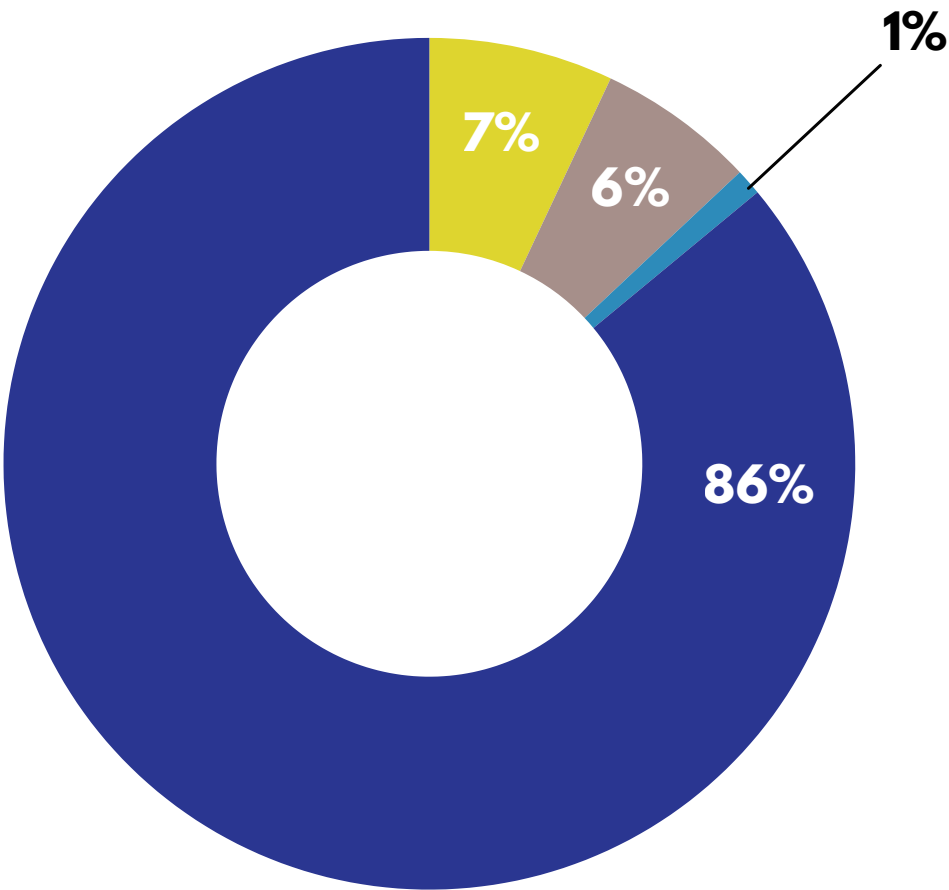
# BREAKDOWN OF FINANCIAL CATEGORIES

## Revenues

In 2024–25, Norfolk General Hospital received \$74,052,953 in total revenue. The majority of funding came from the Ministry of Health, with additional contributions from OHIP billings, recoveries, and the amortization of capital assets.

During the same period, NGH reported an operating deficit of \$3,148,241. Despite financial pressures, the hospital maintained full operations and continued to provide safe, high-quality care without service disruptions. NGH remains focused on operational efficiency and is working closely with government partners to strengthen funding sustainability for the years ahead.

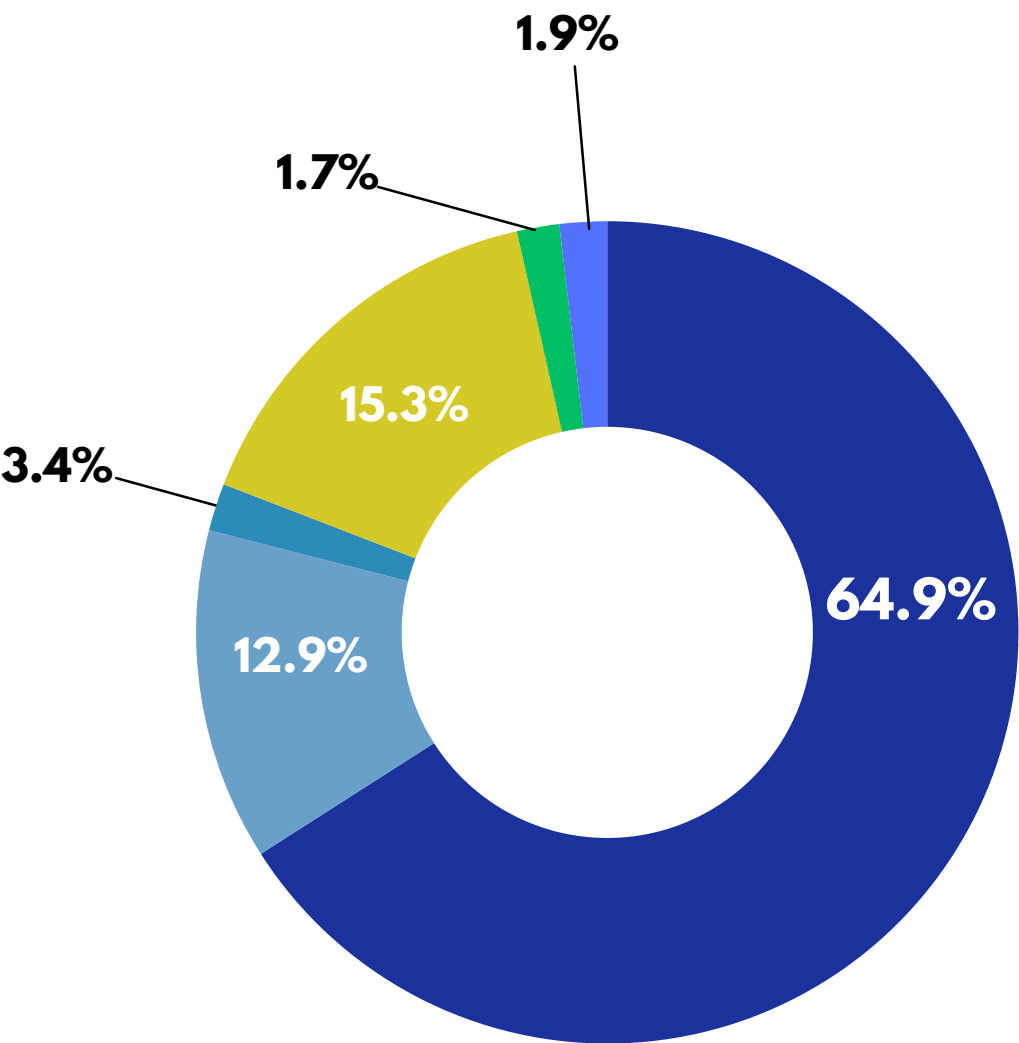
- **OHIP & Patient Services** - \$5,300,000
- **Recoveries & Other Revenue**- \$4,200,000
- **Amortization of Contributions** - \$800,000
- **Ministry Funding** - \$63,700,000



## Expenses

In 2024–25, Norfolk General Hospital reported total expenses of \$77,201,194 million. The largest portion of spending — nearly 65% — was allocated to salaries, wages, and benefits, followed by medical staff remuneration, supplies, drugs, and amortization. A detailed breakdown of expenses is shown below.

- **Salaries, Wages and Benefits** - \$50,100,000
- **Other Supplies and Expenses** - \$11,800,000
- **Medical Staff Remuneration** - \$9,900,000
- **Medical and Surgical Supplies** - \$2,600,000
- **Drugs** - \$1,400,000
- **Amortization**- \$1,300,000







## PROUD TO WORK HERE. PROUD TO CARE. VOICES FROM THE HEART OF NGH



### What NGH means to us

At NGH, our people are the heart of everything we do. Whether they're caring for patients, supporting families, or working behind the scenes, our team members bring compassion, skill, and commitment to every shift.

These are their voices — the reasons they chose NGH, and why they continue to serve our community with pride.

*"Everyone at NGH is so friendly and willing to help, no matter their role or department. This career can be challenging — but having a great team makes all the difference. I'm lucky to work with the best people."* - **Autumn, a Registered Nurse on the 3E Medical Unit**



*"I feel supported in my role and valued by my colleagues and Directors. NGH is very team-driven and continues to provide educational opportunities that support best practices. That's important to me — it helps us grow and give the best care possible."* - **Jennifer, a Registered Nurse (RN) in the Emergency Department**

*"The team spirit at NGH is incredible. I've worked in different units, and the sense of family and support here is truly special. We celebrate successes and support each other through challenges, which makes NGH a great place to work."* - **Ashley, a Registered Practical Nurse**



*"I love coming to the hospital every day and interacting with the amazing staff that I have the honor of working with in all departments. I am old enough now that many of them grew up with my children. I think of them as my own sons and daughters and will forever be grateful for the relationships that I have formed with all of my coworkers."* - **Dr. David Kennedy, General Internist and Chief of Medicine**



# Thank you for your support and kindness

At NGH and NHH, we are proud to serve our communities. Our journey over the past year has been one of challenges and victories, but our mission to “deliver high-quality, integrated, and innovative care, together with our partners” always remains at the forefront.

We are honored to have been part of your lives during difficult times and to have the privilege of caring for you and your loved ones. We want to express our deepest gratitude for your support, trust, and generosity. Without you, NGH and NHH would not be where we are today.

As we look ahead, we renew our commitment to being there for you and striving for excellence in all aspects of our work. We are excited about the future and will continue to provide compassionate care every step of the way.



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[www.ngh.on.ca](http://www.ngh.on.ca)

