



Annual Report

2025-2026

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



This past year marked an exciting and meaningful chapter for Norfolk General Hospital. Everything we accomplished in fiscal year 2025–2026 advanced our vision “Healthier communities through exceptional rural health care, close to home”. We are deeply proud of what our organization achieved, from the unwavering dedication of our essential support services teams, to the flexibility, skill, and commitment demonstrated every day by those on the frontlines of patient care. Our continued growth reflects a focused investment in our community’s health.

Over the past year, we expanded access to high-quality care, recruited world-class providers, and introduced new medical services to meet the evolving needs of our patients. These accomplishments are made possible by the extraordinary efforts of our physicians, nurses, and staff, as well as the generosity of our donors, whose support strengthens our ability to deliver essential care to our patients, our district residents, and those beyond our immediate community. While this report highlights only a selection of our achievements, it represents the collective spirit and contributions of every team member who supports our mission: “Delivering high-quality, integrated and innovative care, together with our partners”.

None of this progress would be possible without the leadership, dedication, and collaboration of so many individuals. We are honoured to work alongside our board, medical staff, leaders and employees as we continue to ensure NGH meets the health care needs of our community — today and well into the future.

We are grateful to our physicians, clinicians, staff, and volunteers for their dedication, and to our community partners and supporters for their continued trust. This deep, unwavering commitment brings our mission to life each and every day. We know the difference local, community-based health care makes in the lives of the patients we serve, and the communities we support through health and wellness activities.

We were also honoured to be designated one of Southwestern Ontario's Top Employers for 2025 by Canada's Top 100 Employers. This prestigious recognition highlights our investment in employee health, financial planning, flexible work arrangements, and professional development programs, including tuition support, leadership training, and apprenticeship opportunities. It speaks volumes about our commitment to fostering a workplace where staff feel valued, supported, and empowered—because a strong, engaged team delivers stronger, more compassionate care to every patient.

The organization received confirmation of successful compliance with Accreditation Canada’s follow-up requirements stemming from the April 2025 Qmentum Global on-site survey, achieving Accredited with Commendation status through April 2029. Evidence demonstrating progress on identified opportunities was submitted, supporting continued accreditation across all partner organizations. The joint survey, covering more than 2,000 standards, marked a significant milestone as the first combined accreditation process and highlighted the organization’s strong commitment to quality, safety, and patient- and resident-centered care. Feedback from surveyors affirmed a culture defined by compassion, collaboration, and excellence in care delivery.

The organization began advancing plans to establish an Indigenous Patient and Family Advisory Council (I-PFAC) across WHGH, NGH, and NHHH as part of its ongoing commitment to Indigenous health, cultural safety, and Truth and Reconciliation. The proposed council was intended to provide a dedicated forum to better understand and respond to the unique needs and perspectives of Indigenous patients and families, while offering guidance on culturally responsive care, policies, and community engagement. Initial work included development of draft terms of reference and engagement with the Indigenous Reconciliation working group, reflecting that the initiative remains in progress.

**A message from the Board Chair,
President & CEO and Chief of Staff**

In December 2025, a presentation regarding the Minimally Invasive Suites (MIS) capital project was delivered to Norfolk County Council, which subsequently approved a \$3 million contribution, with an additional \$1 million provided by the Norfolk General Hospital Foundation toward this fully self-funded initiative. Remaining funds from both the County and the Foundation were designated for a future capital project. Approval was also received from the Ministry of Health to proceed with construction, with Merit Contractors Niagara Limited selected as the successful bidder. The project commenced with an estimated seven-month completion timeline, made possible through the significant financial support and ongoing partnership of both the County and the Foundation.

Lab accreditation: The Laboratory Services Team received the highest accreditation award from Accreditation Canada Diagnostics following an assessment in April 2025, during which surveyors evaluated more than 420 requirements and recognized strong performance in key quality and patient safety areas.

Over the past year, the Hospital completed and submitted comprehensive Master Plans for both the redevelopment and expansion of Holmes House and the future redevelopment and expansion of Norfolk General Hospital. These plans provide a long-term vision for our health care infrastructure, addressing current and anticipated service needs, capacity requirements, facility modernization and opportunities to enhance the delivery of accessible, high-quality care to our community. The Master Plans also establish a strategic roadmap for future capital investment and ensure that our facilities are appropriately positioned to respond to the evolving health care needs of our region, while supporting sustainable and efficient operations for years to come.



Todd Stepanuik,
President and CEO



Peter Krause,
NGH Board Chair



Dr. Robin Martin-Godelie,
Chief of Staff

Our Strategic Framework

VISION

To foster healthier communities through exceptional rural healthcare, 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. More than 900 employees, physicians, and volunteers help care for nearly 70,000 residents across our rural and urban communities. We provide services across the full continuum of care, from birth to end of life.

With 107 inpatient beds and a wide range of clinical programs, including Emergency, Surgery, Medicine, Critical Care, and Obstetrics, NGH provides safe, timely, and high-quality care close to home. NGH also supports patients through outpatient clinics, specialty services, surgical day care, diagnostic testing, outreach programs, and community-based partnerships. We also serve as a teaching site in partnership with McMaster University, Fanshawe College, and other education partners.

NGH is co-located with the Norfolk Hospital Nursing Home (NHNH), a 52-bed long-term care facility that has served the community since 1975. Together, we share a commitment to patient-centred care, dignity, and compassion.

In 2026, Norfolk General Hospital, NHNH, and Holmes House received Accreditation with Commendation from Accreditation Canada. This recognition reflects our ongoing commitment to quality, safety, and continuous improvement across all areas of care.

NGH is governed by a volunteer Board of Directors made up of community members and healthcare leaders. Board members bring experience in healthcare, finance, business, and governance. The Board provides strategic oversight and works closely with hospital leadership to help meet the changing needs of patients, residents, and the community.

With an annual operating budget of approximately \$83 million, we continue to invest in our people, partnerships, and services. These investments help strengthen healthcare and improve access to care across Norfolk County.

Norfolk
GENERAL HOSPITAL

OUR TEAM



700+
Employees



280+
Volunteers



145+
Physicians

Norfolk General Hospital is proud to be recognized as one of Southwestern Ontario's Top Employers for the second consecutive year.

This recognition reflects the dedication of our staff, physicians, volunteers, and patient partners. It also reflects ongoing investments in wellness, professional development, recruitment, and workplace culture.

NGH is also proud to help train the next generation of healthcare professionals through strong partnerships with colleges, universities, secondary schools, Co-op and OYAP programs, and community organizations.

Together, these partnerships are helping students gain hands on experience, build confidence, and explore meaningful careers in healthcare close to home.



In 2025–2026, NGH supported:

- 117 student placements
- 69 preceptors
- 20 secondary school students
- 9 students hired after successful placements

Education and recruitment partners included:

- McMaster University
- Fanshawe College
- Mohawk College
- Niagara College
- Conestoga College
- Nipissing University
- Western University
- University of Waterloo
- Local secondary schools
- Grand River Employment and Training



2025/2026 Project SEARCH interns

NGH also completed its third consecutive year participating in Project SEARCH, in partnership with the Grand Erie District School Board and the Norfolk Association for Community Living. Five interns graduated this year. All five secured employment, including one graduate who joined the NGH team.

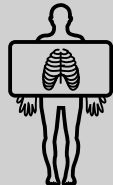
Serving our patients and the community

In 2025-2026, NGH saw increased activity in many key areas, including:

Norfolk
GENERAL HOSPITAL



6,975
Ultrasounds completed



17,265
X-rays completed



2,837
Mammograms completed



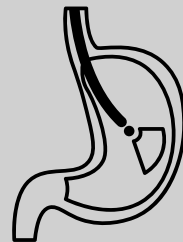
3,718
Admissions



20,607
CT scans completed



2,620
Surgical Day Care



5,642
Surgeries completed



243
Babies delivered



26,891
Emergency department visits

Norfolk
GENERAL HOSPITAL



400,000
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.

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.



NGH'S 2025-2028 STRATEGIC PLAN:

Healthier Communities, Close to Home

The 2025–2026 fiscal year marked the first year of Norfolk General Hospital's Strategic Plan, Healthier Communities, Close to Home.

Developed with input from staff, physicians, patients, volunteers, partners, and community members, the plan provides a clear roadmap for the future. It reflects our commitment to delivering exceptional patient care, supporting our people, strengthening community partnerships, embracing innovation, and ensuring long-term sustainability.

Throughout the year, teams across the hospital made significant progress toward these priorities.

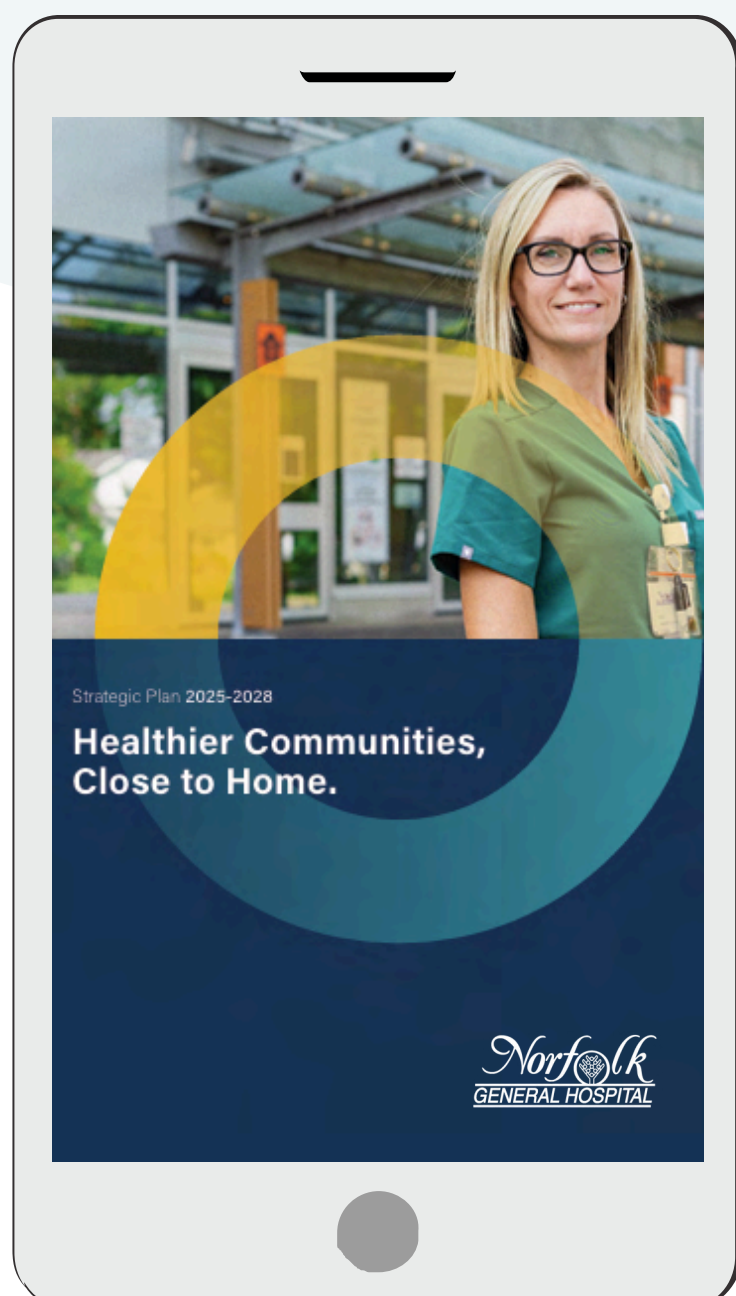
Major investments were made in surgical services, diagnostic imaging, laboratory services, workforce development, and digital technology. New programs and partnerships helped improve access to care and strengthen services for patients and families across Norfolk County.

Highlights included the approval of new Minimally Invasive Surgical Suites, expanded diagnostic imaging services, Accreditation Canada Diagnostics accreditation, the launch of the Hospital to Home program, recognition as one of Southwestern Ontario's Top Employers, and continued investments in technology and infrastructure.

These achievements were made possible through the dedication of our staff, physicians, volunteers, partners, donors, and community supporters.

As healthcare needs continue to grow, Norfolk General Hospital remains focused on delivering high-quality, integrated, and innovative care, together with our partners.

The work planned for Year Two will build on this progress as we continue to strengthen services, support our people, advance innovation, and improve the health of the communities we serve.



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





Priority area #1 EXCEPTIONAL PATIENT CARE



Improving access for patients and families

Norfolk General Hospital continued to improve access to care, strengthen clinical services, and invest in programs and technology that support better outcomes for patients and families.

Throughout the year, teams across the organization focused on enhancing care close to home. This included major investments in surgical services, diagnostic imaging, laboratory services, and innovative models of care designed to improve the patient experience.

Strengthening surgical care close to home

Norfolk General Hospital advanced one of the largest redevelopment projects in its recent history with the modernization of two operating rooms into state-of-the-art Minimally Invasive Surgical Suites.

The project will support a wider range of minimally invasive procedures and provide surgeons with access to modern equipment and technology. These upgrades will help improve patient outcomes, support shorter recovery times, and strengthen access to specialized surgical care close to home.

The project was made possible through support from the Ministry of Health, the Norfolk General Hospital Foundation, Norfolk County, and community donors.



Advancing Diagnostic Imaging Services

Patients now have access to expanded diagnostic imaging services at Norfolk General Hospital.

During the year, the hospital installed a new mammography unit with advanced imaging capabilities, including Contrast Enhanced Mammography and Tomosynthesis. The hospital also became a designated Ontario Breast Screening Program Assessment Site and began performing stereotactic breast biopsies onsite.

Access to CT services also improved. Additional staffing allowed for expanded evening and weekend coverage.

In total, Diagnostic Imaging completed 47,684 exams during the year.

Excellence in Laboratory Services

Norfolk General Hospital's Laboratory Services Team achieved Accreditation Canada Diagnostics accreditation, a designation recognized internationally as a mark of excellence in healthcare quality and patient safety.

During the accreditation process, Accreditation Canada surveyors reviewed more than 420 requirements and highlighted the team's strong performance in several key quality and patient safety areas.

Over the past year, the laboratory team completed more than 400,000 tests, helping physicians diagnose and treat patients quickly and accurately. Accreditation confirms the laboratory continues to meet national standards for quality and safety.



Helping patients recover at home

Norfolk General Hospital launched the Hospital to Home program to support patients as they transition safely from hospital to home.

The program connects eligible patients with clinical care and community services following discharge. Patients receive ongoing support while recovering in the comfort of their own homes, helping them maintain independence and confidence during their recovery.

By improving the transition from hospital to home, the program enhances the patient experience, supports better outcomes, and helps ensure hospital beds remain available for patients who require acute care.

Recognition for Perinatal Care

The Norfolk Perinatal and Newborn Care Partners received the 2026 Transformative Change Award from the Alliance for Healthier Communities in recognition of their collaborative approach to supporting perinatal, newborn, postnatal, and well child care across Norfolk County.

The partnership brings together Norfolk General Hospital, the Norfolk Family Health Team, and Grand Erie Public Health to improve access to care and support positive outcomes for children and families.

The award recognizes the dedication and teamwork of healthcare providers across the community who are working together to deliver coordinated, patient-centred care.





Priority area #1
Exceptional Patient Care

Supporting Long-Term Care residents

Norfolk General Hospital expanded access to care for long-term care residents through the launch of a new Nurse Led Outreach Team serving Haldimand and Norfolk.

The program brings specialized clinical care directly into long-term care homes, allowing residents to receive assessment and treatment in familiar surroundings while reducing unnecessary transfers to hospital.

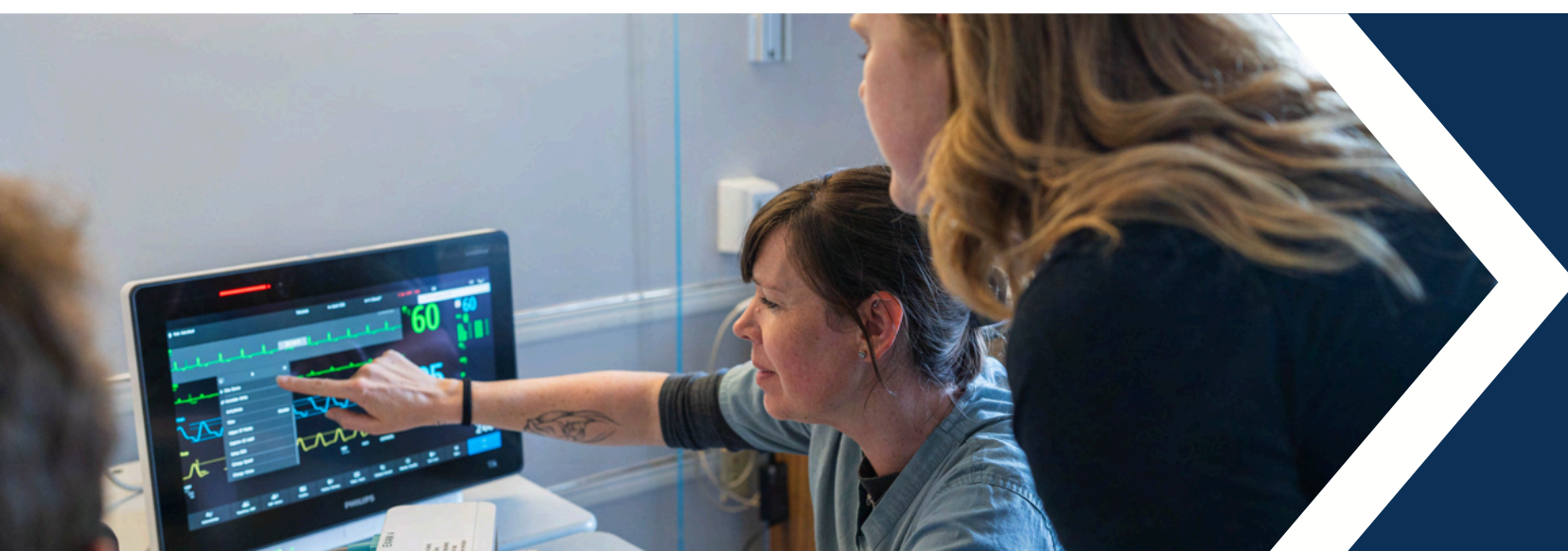
During the year, the team completed 1,157 clinical encounters and helped avoid Emergency Department visits for 124 residents. The program improves access to timely care, supports better patient outcomes, and strengthens partnerships across the healthcare system.



Improving medication safety

Norfolk General Hospital continued to strengthen medication safety through improvements to the management of patient owned medications.

During the year, the hospital reduced missed patient owned medication doses by 93 per cent. The improvement helps ensure patients receive the medications they need at the right time, supporting safer care and a better patient experience. This work reflects the organization's ongoing commitment to quality improvement and patient safety.





Priority area #2

OUTSTANDING TEAM



Supporting the people who make exceptional care possible.

At Norfolk General Hospital, our people are at the heart of everything we do.

Throughout the first year of the Strategic Plan, NGH welcomed new physicians, nurses, allied health professionals, and support staff who bring fresh perspectives, energy, and expertise to our organization. At the same time, we continued to invest in recruitment, education, leadership development, employee wellness, and workplace safety to help our people succeed.

These investments are helping build a strong, engaged, and sustainable workforce while ensuring patients and families continue to receive exceptional care close to home.

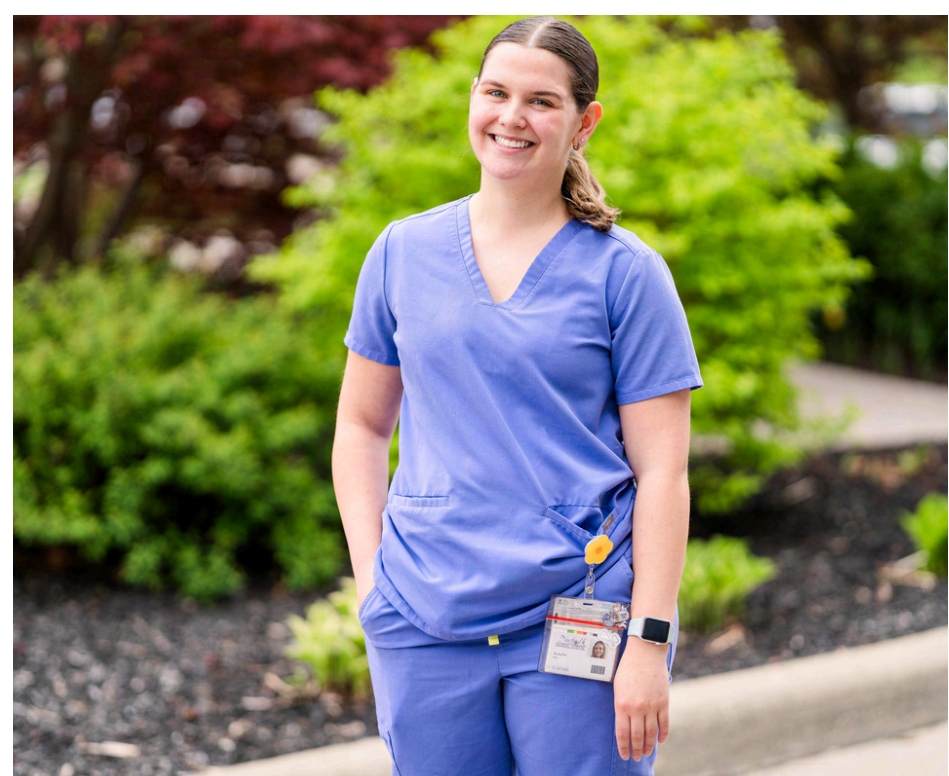
Recognized as a Top Employer for a second straight year

Norfolk General Hospital was named one of Southwestern Ontario's Top Employers by Mediacorp Canada Inc. for the second consecutive year.

The award recognizes organizations that create exceptional workplaces through employee support, professional development, wellness initiatives, and workplace culture.

Throughout the year, NGH continued to invest in employee wellness initiatives, leadership development, continuing education, and workplace supports that help employees grow and thrive in their careers.

This recognition reflects the dedication of our staff, physicians, volunteers, patient partners, and leaders who help make Norfolk General Hospital a trusted healthcare provider and an employer of choice.



ATTRACTING TOP TALENT

Recruiting and retaining skilled healthcare professionals remained a priority throughout the year.

Norfolk General Hospital welcomed 134 new employees, including 24 Registered Nurses and 12 Registered Practical Nurses. Despite ongoing workforce challenges across Ontario, NGH maintained a vacancy rate of approximately 6.0 per cent, helping ensure patients continue to receive high quality care close to home.

Our recruitment team attended career fairs at Fanshawe College, Mohawk College, Niagara College, and Western University while also connecting with local secondary schools, Co-op and OYAP programs, and education partners to promote careers in healthcare.

Recruitment efforts also strengthened several hard to recruit clinical areas. Despite a province wide shortage of Medical Laboratory Technologists, NGH successfully recruited and retained the professionals needed to maintain a fully staffed Laboratory. The Pharmacy Department also remained fully staffed throughout the year.



Inspiring the next generation of healthcare workers

As a teaching hospital, NGH continued to prepare the next generation of healthcare professionals through student placements, mentorship, and hands on learning opportunities.

During the year, 117 students completed placements across the organization with support from 69 preceptors. NGH also welcomed 20 secondary school students, helping introduce young people to careers in healthcare while encouraging them to build their futures within Norfolk County.

These efforts are creating a strong pipeline of future healthcare professionals. During the year, nine students who completed placements at NGH joined the organization, including Registered Nurses, Registered Practical Nurses, a Medical Laboratory Assistant, and a Pharmacy Technician.

NGH also continued its partnership with Grand River Employment and Training, supporting employment opportunities for Indigenous job seekers and strengthening workforce diversity.



Creating Inclusive Employment Opportunities

For the third consecutive year, Norfolk General Hospital continued its leadership role in Project SEARCH through its partnership with the Grand Erie District School Board and the Norfolk Association for Community Living.

During the year, five students completed internships across departments at Norfolk General Hospital and Norfolk Hospital Nursing Home, gaining valuable workplace experience, building new skills, and preparing for future careers.

NGH also hosted a Project SEARCH employer symposium, bringing together local employers to highlight the benefits of inclusive hiring and demonstrate how the program prepares participants for meaningful employment.

All five graduates secured employment following graduation, including one graduate who joined the NGH team. This success reflects the strength of the program and the commitment of staff, mentors, and community partners who help students achieve their goals.





Priority area #2
Outstanding Team

Learning close to home

Norfolk General Hospital continued its partnership with Fanshawe College's Simcoe/Norfolk Regional Campus to help educate the next generation of healthcare professionals.

Registered Practical Nursing and Personal Support Worker students completed clinical placements at Norfolk General Hospital and the Norfolk Hospital Nursing Home, gaining valuable experience close to home while preparing for careers in healthcare.

By investing in local education, NGH is helping build the future healthcare workforce for Norfolk County.



Building Careers with Purpose

Norfolk General Hospital launched Where Compassion Meets Career, a new recruitment brand that showcases the people, culture, and opportunities that make NGH a great place to work.

The campaign highlights meaningful careers, professional growth, and the hospital's commitment to supporting employees at every stage of their careers. It is helping attract talented healthcare professionals while strengthening NGH's reputation as an employer of choice.



OUTSTANDING TEAM AT A GLANCE



134

New employees welcomed



24

RNs hired



12

RPNs hired



6.0%

Vacancy rate



117

Student placements



69

Preceptors



20

Secondary School Students



9

students hired following placements



Priority area #3

OPERATIONAL EXCELLENCE



Building a stronger hospital for today and tomorrow

Norfolk General Hospital continued to strengthen the systems, spaces, and processes that support safe, efficient, and high-quality care.

Throughout the first year of the Strategic Plan, NGH advanced major capital planning, modernized surgical infrastructure, improved hospital facilities, strengthened clinical workflows, and found new ways to use resources responsibly.

These efforts are helping build a stronger and more sustainable hospital while preparing for the future healthcare needs of Norfolk County.

Investing in modern surgical care

Norfolk General Hospital continued work on one of the largest capital redevelopment projects in its history with the modernization of two operating rooms into state of the art Minimally Invasive Surgical Suites.

The project includes extensive upgrades to operating rooms, medical device reprocessing, infection prevention measures, and supporting infrastructure designed to meet modern surgical standards.

Once complete, the new suites will expand access to advanced minimally invasive procedures, improve surgical efficiency, and strengthen access to specialized surgical care close to home. The new Minimally Invasive Surgical Suites are expected to open in early fall 2026.



THEN



NOW

Building the future of healthcare in Norfolk County

Norfolk General Hospital reached a historic milestone with continued planning for the Campus of Care, the most significant healthcare project in the organization's history.

The Campus of Care is a long-term vision to bring a new Norfolk General Hospital, a new Norfolk Hospital Nursing Home, Holmes House, and future healthcare and community services together on one integrated healthcare campus.

Planning continued throughout the year as the organization advanced the hospital Master Plan and worked closely with government, healthcare partners, and the community to prepare for the next generation of healthcare in Norfolk County.

The Campus of Care will strengthen collaboration between healthcare providers, improve the patient experience, and help ensure residents continue to receive modern healthcare close to home.



Improving clinical workflows behind the scenes

Many improvements that strengthen patient care happen behind the scenes.

The Medical Device Reprocessing Department continued to support safe surgical and clinical operations while advancing workflow redesign, quality monitoring, and standards alignment.

This work included closer collaboration between Medical Device Reprocessing, Perioperative Services, Infection Prevention and Control, Facilities, and clinical teams. Together, these improvements are helping support safe procedures, efficient workflows, and reliable hospital operations.



Investing in safe and reliable facilities

Norfolk General Hospital continued to improve its facilities to support patient care, workplace safety, and reliable hospital operations.

Facility improvements included elevator repairs, renovations to the Respiratory Therapy office and Palliative Care room, installation of emergency code systems in the Stress Laboratory, and work to assess and address critical building infrastructure needs.

These investments help ensure hospital spaces remain safe, functional, and ready to support patients, families, staff, physicians, and volunteers.



Strengthening everyday operations

Operational excellence is also built through steady improvements to daily hospital services.

Support Services introduced new monitoring tools to improve Environmental Services workflows, including a focus on timely discharge bed cleaning. Food Services also improved cafeteria operations, pricing, purchasing, and inventory processes to support efficiency and reduce waste.

These improvements help create a safer, cleaner, and more efficient hospital environment while supporting better use of hospital resources.



Strengthening financial stewardship

Responsible stewardship ensures more resources can be invested where they matter most.

During the year, our Purchasing Department achieved more than \$495,000 in savings on capital equipment and contract purchases. Information Technology also reduced annual telecommunications costs by approximately \$24,000, while departments across the organization introduced operational improvements that increased efficiency and supported long-term sustainability.

Every dollar saved helps strengthen the hospital's ability to invest in patient care, equipment, technology, and future priorities.



Upgrading critical medical infrastructure

Norfolk General Hospital received \$808,000 from the Ontario government through the Health Infrastructure Renewal Fund to upgrade its medical gas and vacuum systems.

These systems support surgeries, emergency care, and daily patient treatment by delivering oxygen and other medical gases throughout the hospital.

The funding allows NGH to replace aging equipment and complete the work without disrupting patient care or hospital services. This investment will help keep critical hospital systems safe, reliable, and ready to support care close to home.





Priority area #4

INNOVATION AND DIGITAL ENABLEMENT



Making care more connected

Norfolk General Hospital continued to use technology and data to support safer care, improve the staff experience, and strengthen decision making.

During the first year of the Strategic Plan, NGH modernized employee systems, expanded access to reliable data, improved communication tools, strengthened cybersecurity, and created new ways to listen to patients and families.

Together, these investments are helping build a more connected, responsive, and informed hospital.

Modernizing the employee experience

Norfolk General Hospital completed Phase One of Workday Human Capital Management, one of the organization's largest digital transformation projects of the year.

The new system modernized payroll, benefits, absence management, employee records, and employee self service. Staff can now securely access pay statements, T4 forms, benefits information, absence details, and personal information from any device.

Planning also continued for ADP Workforce Manager. Once implemented, the new system will support scheduling, time management, payroll processes, and a more consistent employee experience.



Listening to patients in new ways

Norfolk General Hospital strengthened how it collects and uses patient feedback.

New survey options included Tablets on Wheels at the bedside, QR codes in care areas, and traditional paper surveys. This made it easier for patients and families to share feedback in the way that works best for them.

The expanded approach more than doubled survey responses, giving NGH stronger insight into the patient experience.

Results showed that 75 per cent of respondents would highly recommend NGH. In addition, 84 per cent said they were treated with courtesy and respect, and 91 per cent reported no barriers related to identity or background factors.

These results help NGH listen, learn, and act on what matters most to the people it serves.



Preparing for the future of connected Care

Norfolk General Hospital continued to prepare for the implementation of a new electronic health record, one of the organization's most significant digital transformation projects.

Once implemented, the new system will bring patient information together in one secure electronic record. Patients will spend less time repeating their health history, while care teams will have more timely access to the information needed to make safe and informed decisions.

The system will also improve how information is shared across Norfolk General Hospital, West Haldimand General Hospital and the Norfolk Hospital Nursing Home. This will support better coordination as patients and residents move between care settings and help create a more consistent experience across the organizations.

To help lead this work, the organization appointed its first Chief Medical Information Officer and Chief Clinical Information Officer. Together, they will provide clinical leadership throughout the implementation and help ensure the new system meets the needs of patients, residents, staff and physicians.

A Steering Committee was also established to guide the organization's broader digital transformation work. This includes exploring how digital tools, including the responsible use of artificial intelligence, can improve care, reduce administrative burden and support a more connected health system.

Strengthening technology and communications

Norfolk General Hospital continued to modernize the technology that supports patient care and day to day operations.

The Information Technology team advanced Cisco Cloud Calling, replacing aging phone technology with a modern communication system designed to improve reliability and flexibility for staff, patients, and visitors. Network and Wi-Fi upgrades also improved system performance across the organization.

To help protect critical hospital systems and patient information, NGH strengthened cybersecurity through enhanced security tools, staff education, and continued replacement of aging technology infrastructure. These improvements increased system reliability while reducing operational risk.

During the year, Information Technology completed 10 major projects and resolved approximately 7,900 service requests, helping ensure reliable technology across the organization.





Priority area #5 **COMMUNITY PARTNERSHIPS AND CONNECTION**

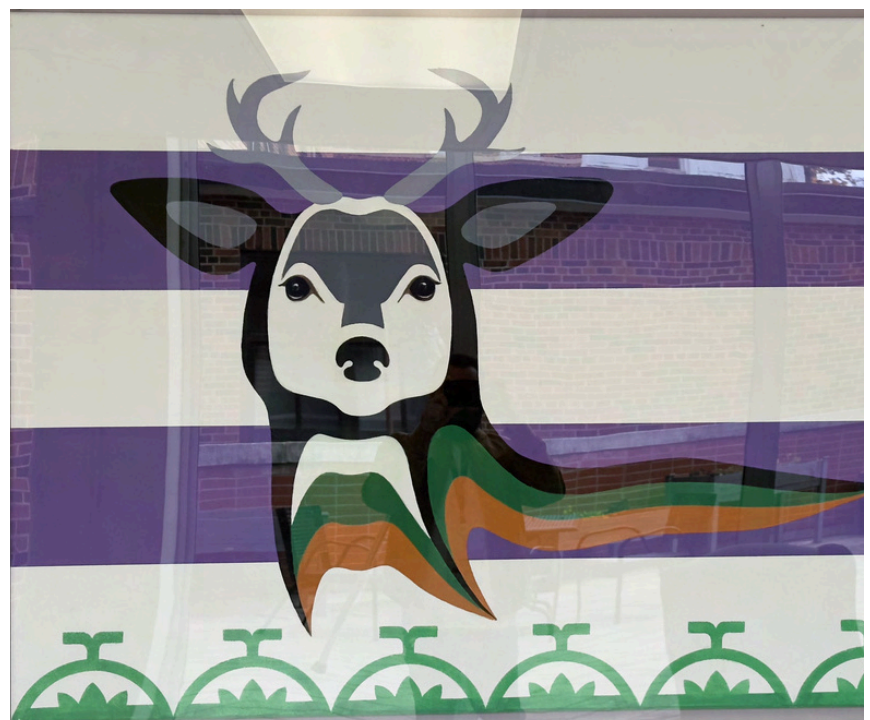
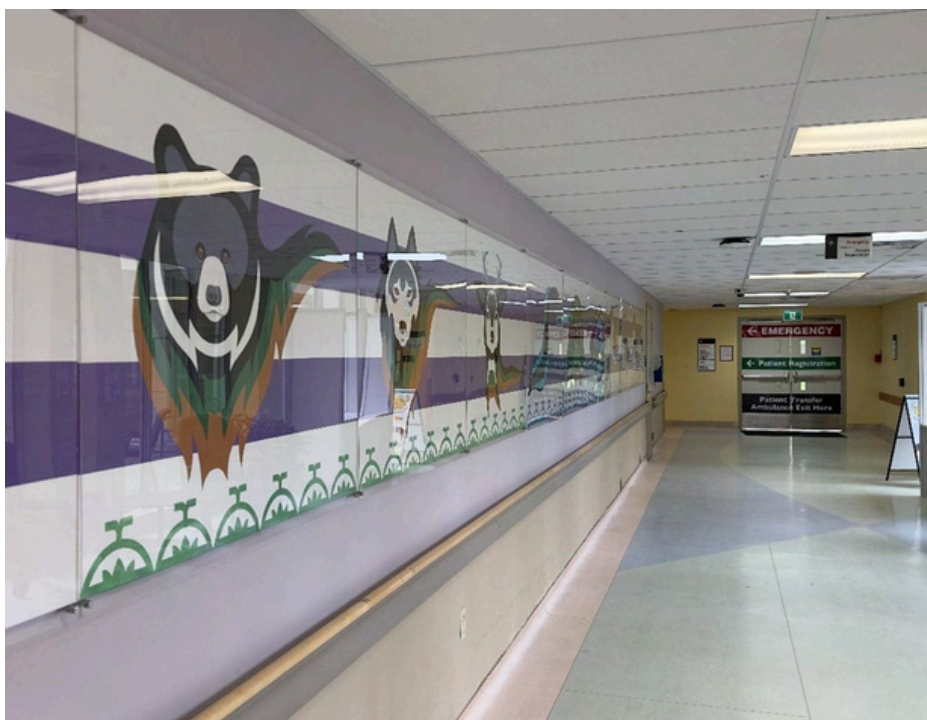


Working together for healthier communities, close to home.

Norfolk General Hospital continued to strengthen the relationships that support care across Norfolk County.

Throughout the first year of the Strategic Plan, NGH worked with Indigenous partners, donors, volunteers, long term care homes, emergency service partners, schools, and community organizations to improve access to care and strengthen services close to home.

These partnerships are helping build a more connected health system for patients, families, staff, and the community.



Honouring reconciliation and healing

Norfolk General Hospital unveiled a permanent Indigenous mural at the West Street entrance to support reconciliation, healing, and cultural inclusion.

Created by Arnold Jacobs, an Onondaga artist from the Turtle Clan at Six Nations of the Grand River, the 40-foot mural welcomes patients, families, staff, and visitors with a message of respect, culture, and belonging.

The mural features nine animals rooted in Haudenosaunee teachings and symbols connected to the Two Row Wampum Belt. Together, they reflect relationships with the land, water, air, and the importance of walking together with respect.

The project was made possible through the support of Jim and Marjorie Dawson and the Norfolk General Hospital Foundation.

The mural is a visible reminder of NGH's commitment to listening, learning, building trust, and creating a welcoming space for Indigenous patients, families, staff, and community members.



Priority area #5
Community partnerships and connection

Bridging care and culture

Norfolk General Hospital continued to advance Truth and Reconciliation through learning, partnership, and action.

NGH partnered with First Peoples Group to develop a multi-year Truth and Reconciliation Action Plan. The plan will guide the hospital's work to address systemic barriers, strengthen cultural safety, and improve the healthcare experience for Indigenous patients and families.

On March 19, 2026, NGH and West Haldimand General Hospital hosted Bridging Care and Culture: Truth and Reconciliation in Action. The gathering brought Indigenous leaders, hospital partners, and healthcare organizations together to share progress and discuss ways to improve care for Indigenous communities.

The work is guided by relationships with local First Nations and Indigenous communities, including the Mississaugas of the Credit First Nation and Six Nations of the Grand River.

NGH also continued to support access to Indigenous Patient Navigator services in partnership with De dwa da dehs nye>s. These services help Indigenous patients and families navigate care, communicate with care teams, and access cultural supports.

Together, this work reflects NGH's commitment to building trust, strengthening relationships, and creating a healthcare environment rooted in respect and cultural humility.



Sharing knowledge to prevent pressure injuries

Norfolk General Hospital hosted a community Open House on Pressure Injury Prevention to help families and caregivers learn practical ways to keep loved ones safe and comfortable at home.

The event brought together staff, community partners, vendors, and members of the Registered Nurses' Association of Ontario to share education, tools, and prevention strategies with families and healthcare teams.

The event also included a Best Practice Spotlight Champions pinning ceremony, recognizing staff who are helping advance evidence based care across the organization.

This work reflects NGH's commitment to prevention, education, and community partnership while helping patients and families access information that supports safer care at home.

Strengthening transitions for people in crisis

Norfolk General Hospital worked with the Ontario Provincial Police, Norfolk County Paramedic Services, and community partners to launch a new Police-Hospital Transition Protocol.

The protocol supports a more coordinated process when individuals experiencing a mental health or addictions-related crisis are brought to the Emergency Department under the Mental Health Act.

It clarifies the roles of police officers, paramedics, hospital staff, and community partners during transitions into care. It also supports safer handoffs, clearer communication, patient privacy, and a better experience for patients, families, and frontline teams.



OUR VOLUNTEERS



Volunteers and Spiritual Care providers continue to make a meaningful difference at Norfolk General Hospital and the Norfolk Hospital Nursing Home.

This year, volunteers contributed more than 17,000 hours of service across the organization. That is the equivalent of 24 full-time positions supporting patients, residents, families, visitors, and staff. Their work helped enhance the patient and family experience while strengthening connections throughout our facilities.

The Volunteer Association also achieved a significant fundraising milestone. **During the 2025–2026 fiscal year, volunteers contributed \$120,150 to support equipment and priority needs at NGH and NHH.** It was the Association's largest annual contribution since 2017 and only the ninth time since 2000 that annual support exceeded \$100,000.

Funds were raised through the gift shop, coffee kiosk, lottery program, craft group, and other Volunteer Association initiatives. These contributions help purchase equipment and comfort items that support patients, residents, families, and care teams.

Spiritual Care Services expanded this year with the addition of four new clergy members. Weekly faith services continued at NGH and NHH, while quarterly memorial services provided opportunities for remembrance and reflection. The 24-hour on-call clergy program also remained available to support patients and families during difficult moments.

Together, volunteers and Spiritual Care providers help strengthen care close to home and support the health and well-being of our community.



+280

Volunteers

+\$120,000

Fundraised
by the
Association

+ 17,000 hours

Volunteer hours
donated



A part of everyone's story: Norfolk General Hospital celebrates 100 Years of Care

In 2025, Norfolk General Hospital marked 100 years of care for Norfolk County and surrounding communities.

Since opening on May 20, 1925, NGH has been part of generations of local life. Families have welcomed new babies here. Patients have received urgent and life saving care here. Staff, physicians, volunteers, donors, and community members have helped shape the hospital into what it is today.

The anniversary was a time to honour the people who built, supported, and strengthened NGH over the past century. It was also a time to look ahead.

As NGH plans for a new hospital and Campus of Care, the hospital remains focused on the same promise that has guided its work for 100 years: providing highquality care close to home. The next chapter will build on that history, with modern facilities, stronger partnerships, and a continued commitment to the health of Norfolk County.



Norfolk General Hospital X-ray technologist Paul Koranda with Dr. George Lindsay in 1967.



The first three babies born at Norfolk General Hospital – Baby Dunn, Baby Coster and Baby Tweedle.



This nurse's photo is from the 1930s.



1925 sod turning



Birthday party of babies born at NGH 1925-1927



2025-2026 ACCOMPLISHMENTS



NGH continued work on two new Minimally Invasive Surgical Suites, one of the largest capital redevelopment projects in the hospital's history. The project is modernizing operating rooms, medical device reprocessing, infection prevention, and supporting infrastructure. The new suites are expected to open in early fall 2026 and will expand access to advanced surgical care close to home.



Norfolk General Hospital was named one of Southwestern Ontario's Top Employers for the second consecutive year. The recognition reflects NGH's ongoing work to support staff wellness, professional development, recruitment, and workplace culture. This achievement supports NGH's commitment to building an outstanding team for the future of healthcare in Norfolk County.



NGH advanced planning for the Campus of Care, a long-term vision to bring a new Norfolk General Hospital, a new Norfolk Hospital Nursing Home, Holmes House, and other health services together on one site. The hospital also received \$808,000 from the Ontario government to upgrade its medical gas and vacuum systems. Together, these investments are helping strengthen hospital care today while preparing for the future needs of Norfolk County.



The Nurse Led Outreach Team completed its first full year of service, supporting residents in nine long-term care homes across Haldimand and Norfolk. The team completed 1,157 clinical encounters and helped 124 residents avoid Emergency Department visits. It also supported 102 successful returns from hospital to longterm care homes, helping improve continuity of care for residents and families.



NGH completed 47,684 Diagnostic Imaging exams during the year. CT access expanded through evening, weekend, and holiday coverage, helping patients receive more timely care. The hospital also installed new mammography equipment with advanced imaging and stereotactic biopsy capability, and became an Ontario Breast Screening Program Assessment Site.



2025-2026 ACCOMPLISHMENTS



Norfolk General Hospital marked 100 years of care in 2025. Since opening its doors in 1925, NGH has grown from a 23-bed hospital into the largest healthcare organization in Norfolk County. The milestone honoured generations of patients, families, staff, physicians, volunteers, donors, and community members who helped shape the hospital’s story. As NGH celebrates its past, planning continues for the next century of care through the Campus of Care.



NGH Laboratory achieved Accreditation Canada Diagnostics certification and maintained uninterrupted 24/7 laboratory services. The team improved turnaround times and workflow efficiency while supporting timely diagnosis and treatment. This recognition reflects the hospital’s commitment to quality, safety, and reliable care close to home.



NGH unveiled a permanent Indigenous mural at the West Street entrance to support reconciliation, healing, and cultural inclusion. The mural was created by Arnold Jacobs, an Onondaga artist from the Turtle Clan at Six Nations of the Grand River. NGH also partnered with First Peoples Group to develop a multi-year Truth and Reconciliation Action Plan and hosted Bridging Care and Culture: Truth and Reconciliation in Action with healthcare and Indigenous partners.



NGH expanded how it collects patient feedback by using bedside tablets, QR codes, and paper surveys. The new approach more than doubled the number of survey responses. Results showed that 75 per cent of respondents would highly recommend NGH, 84 per cent said they were treated with courtesy and respect, and 91 per cent reported no barriers related to identity or background factors.



The Norfolk Perinatal and Newborn Care Partners received the 2026 Transformative Change Award from the Alliance for Healthier Communities in recognition of their collaborative approach to supporting perinatal, newborn, postnatal, and well child care across Norfolk County. The partnership brings together Norfolk General Hospital, the Norfolk Family Health Team, and Grand Erie Public Health to improve access to care and support positive outcomes for children and families. The award recognizes the dedication and teamwork of healthcare providers across the community who are working together to deliver coordinated, patient-centred care.



Holmes House supported 1,224 individuals through addiction treatment and recovery services. The team returned Bed Based Treatment to a 28 day model and expanded integrated Mental Health and Addiction Medicine supports. Holmes House and NGH also contributed to national addiction medicine research through the Norfolk Protocol, a patient centred approach to buprenorphine induction focused on comfort, safety, and treatment engagement.



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 have had two admissions, and I have nothing but nice things to say about the third floor staff and Dr. Pabani who has the nicest and most professional bedside manner I have experienced from a physician in a long time. Thank you to the wonderful nurses and your float nurses that work both in ER and the floors.” - Gail

“I went to the ER for the first time last night with severe abdominal cramping, vomiting, and nausea as I couldn’t keep food or medication down for over 24 hours and I was 3 months postpartum and breastfeeding. I was worried I wouldn’t be taken seriously because it wasn’t life threatening, but I was met with the kindest nurses and doctors. In particular, my ER nurse Janice was the sweetest, most attentive nurse I could have asked for. She never once made me feel like a burden, and made sure all the medication was breastfeeding safe. She started my IV (didn’t even hurt - go Janice!), and the ER doctor saw me within an hour, and everybody checked in with me multiple times to see if I was feeling better. They both gave me some tips for home care, and I left feeling so much better and able to take care of my little one at home. A big thank you to everybody who was working last night, thank you isn’t enough!- Katie

We had to bring my son in this morning in an ambulance and it was very very scary for us. Dr. Bueller, the nurses Abby, Bailey & the RT Meah, were AMAZING. They explained every procedure and talked us through everything. they were so awesome with our child and were so gentle and caring. Meah even made sure i was okay as i was a blubbering mess as she was caring for my son and it meant the world. They paid every attention to detail and my heart is so full knowing we had a team that truly cared about us. These nurses and our doctor truly deserve a pat on the back and they are 100% in the right profession. I’m so thankful we had these amazing ladies on our side today and thankfully our son is doing a lot better. Norfolk General is great!! - Emily

On behalf of myself and my family, I would like to express our sincere appreciation for the amazing care we’ve received for our Mom and Dad over the past year. Our Mom passed a year ago, with exemplary care, in the beautiful Palliative room with our entire family by her side.

Twice within the past 11 months that care was exhibited again in treating Dad. And our recent and final visit for him showed us that amazing compassion again. Thank you to Dr. Rahami, and the ER nursing team especially Kirsten and Eric, and to the 3rd floor staff, particularly Monica. Your attention to care, not only for Dad, but our family was so much appreciated at a time when we were frustrated and felt let down by a system fractured. We sincerely thank you for your generous dedication to your calling.”



Holmes House

Annual Report

2025-2026

HOLMES HOUSE



Support. Connection. Growth. Recovery.

Holmes House continued to provide compassionate addiction treatment and recovery services for people across Norfolk County and surrounding communities.

Throughout 2025 to 2026, the team expanded access to care, strengthened transitions between hospital and community services, and improved supports for clients with complex mental health and addiction needs.

This work supports Norfolk General Hospital's Strategic Plan by improving access to care, strengthening partnerships, advancing innovation, and helping build healthier communities close to home.



Connecting more people to recovery

Holmes House supported 1,224 individuals through addiction treatment and recovery services this year.

Care was provided across a full continuum of services, including Withdrawal Management, Bed Based Treatment, Day Treatment, Addiction Supportive Housing, Family Program, Recovery and Community Groups, Aftercare, and Social Recreation.

Together, these services help clients stabilize, build recovery skills, reconnect with supports, and plan for life after treatment.

During the year, Holmes House recorded 4,072 client interactions, and 87 per cent of clients were connected to ongoing care.

These results reflect the team's focus on timely access, safer transitions, and continued support after treatment.

Strengthening treatment and recovery planning

Holmes House returned Bed Based Treatment to a 28 day residential model to support stronger therapeutic engagement and recovery planning.

The program helps clients build skills in emotional regulation, relapse prevention, communication, healthy routines, life skills, and discharge planning.

During the year, 94 individuals participated in Bed Based Treatment. Clients had access to programming, including Cognitive Behavioural Therapy, Dialectical Behaviour Therapy, Community Reinforcement Approach, relapse prevention, recovery meetings, life skills, budgeting, CBT for Sleep, and discharge planning.

The 28 day model gives clients more time to build practical recovery tools and prepare for a safer return to their homes and communities.

Advancing addiction medicine close to home

Holmes House expanded integrated Mental Health and Addiction Medicine supports for clients with complex needs.

More than 120 individuals were supported through Nurse Practitioner Mental Health and Addiction services. More than 92 individuals received Addiction Psychiatry consultation support.

The team also supported three Psychiatry Residents through clinical education opportunities, helping train future physicians while strengthening addiction medicine experience in a rural healthcare setting.

Holmes House also contributed to national addiction medicine research through the publication of a case report focused on buprenorphine induction.

Known locally as the Norfolk Protocol, this approach prioritizes patient comfort, safety, and choice during treatment. It helps reduce the risk of severe withdrawal symptoms while supporting stronger treatment engagement in a non medical withdrawal management setting.

This work reflects Holmes House's commitment to evidence-informed care, innovation, and improved addiction treatment outcomes in rural communities.



Supporting safer transitions

Withdrawal Management services continued to help individuals stabilize in a safe and supportive environment.

The program provides 24/7 residential support for people managing withdrawal symptoms, strengthening emotional wellness, and beginning recovery planning.

During the year, 292 individuals were supported through Withdrawal Management. The average length of stay was 7.2 days.

Holmes House also increased transitions into treatment and counselling while strengthening connections with hospital and community care teams.



Supporting recovery in the community

Holmes House continued to help clients stay connected to recovery after treatment.

Day Treatment supported 269 individuals through structured outpatient programming focused on coping skills, communication, accountability, emotional wellness, and healthy routines.

Recovery and Community Groups, Aftercare, and Social Recreation continued to provide connection, peer support, relapse prevention, and healthy recreation opportunities.

Addiction Supportive Housing also helped clients build stability, independence, and community connection. With eight supportive housing beds available, residents received support with housing stability, employment and life skills, recovery planning, and transition support.

Strengthening community partnerships

Holmes House continued to strengthen community connection through outreach, education, stigma reduction, and collaboration.

The team hosted Mental Health and Addiction Information Sessions during National Addictions Awareness Week and participated in community wellness and information events.

Holmes House also worked with recovery groups, including Alcoholics Anonymous, Narcotics Anonymous, and Cocaine Anonymous, as well as healthcare providers, hospital services, and the Lighthouse Drug Strategy.

Together, these partnerships support better access to care, stronger recovery systems, and a more connected community response to mental health and addiction.



Listening to clients

Holmes House continued to use the Ontario Perception of Care survey to strengthen the client experience.

Results showed Holmes House scored above the provincial average in overall perception of care, experience accessing services, and experience within services.

Clients described feeling welcomed, respected, supported, and more hopeful about recovery.

In 2025 to 2026, 79.1 per cent of clients said they felt welcomed from the start. 74.4 per cent said they felt supported to change and grow.

Client feedback continues to guide improvements to accessibility, communication, emotional safety, and recovery-focused care.

Recognized for recovery focused care

The Holmes House team received the Dr. George Marshall Memorial Award in recognition of compassionate, recovery-focused care. The Dr. George Marshall Award is presented annually to an individual or team that demonstrates passion for improving quality of care, leads by example, and inspires others. Nominees and recipients are selected entirely by their peers.

At the center of Holmes House is a multidisciplinary team committed to meeting people where they are with dignity, empathy, cultural humility, and respect.

The team includes Concurrent Disorders Clinicians, Addiction Care Attendants, Nurse Practitioner and Addiction Medicine supports, Addiction Psychiatry, students, and volunteers.

Together, they create safe and respectful spaces where clients and families can access care, build connection, and move forward in recovery.



The Norfolk Protocol

Holmes House and Norfolk General Hospital contributed to national addiction medicine research through the publication of a case report focused on buprenorphine induction.

The protocol was developed by Dr. Bahra, with support from Dr. Tanya Hauck and Stephanie Rochon. It places patient comfort, safety, and choice at the centre of care.

Known locally as the Norfolk Protocol, this approach supports safer buprenorphine induction in a non medical withdrawal management setting. It helps reduce the risk of severe withdrawal symptoms while supporting stronger treatment engagement.

For Holmes House, this work is especially important. It shows how rural addiction treatment services can help advance evidence-informed care while meeting people with dignity, flexibility, and respect.

The Norfolk Protocol reflects the team's commitment to innovation, patient safety, and improved addiction treatment outcomes close to home.



Our impact

2025-2026 Statistics

This past year, Holmes House supported over 1,220 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.



Looking ahead

Holmes House will continue to strengthen access to addiction treatment and recovery services in 2026 to 2027.

Priorities include improving transitions between hospital and community care, reducing stigma, expanding recovery supports, strengthening recovery oriented systems, and continuing innovative approaches to addiction medicine and mental health treatment.

As part of Norfolk General Hospital, Holmes House remains committed to providing safe, inclusive care that supports recovery recovery, connection, and healthier communities close to home.



BREAKDOWN OF FINANCIAL CATEGORIES

Revenues

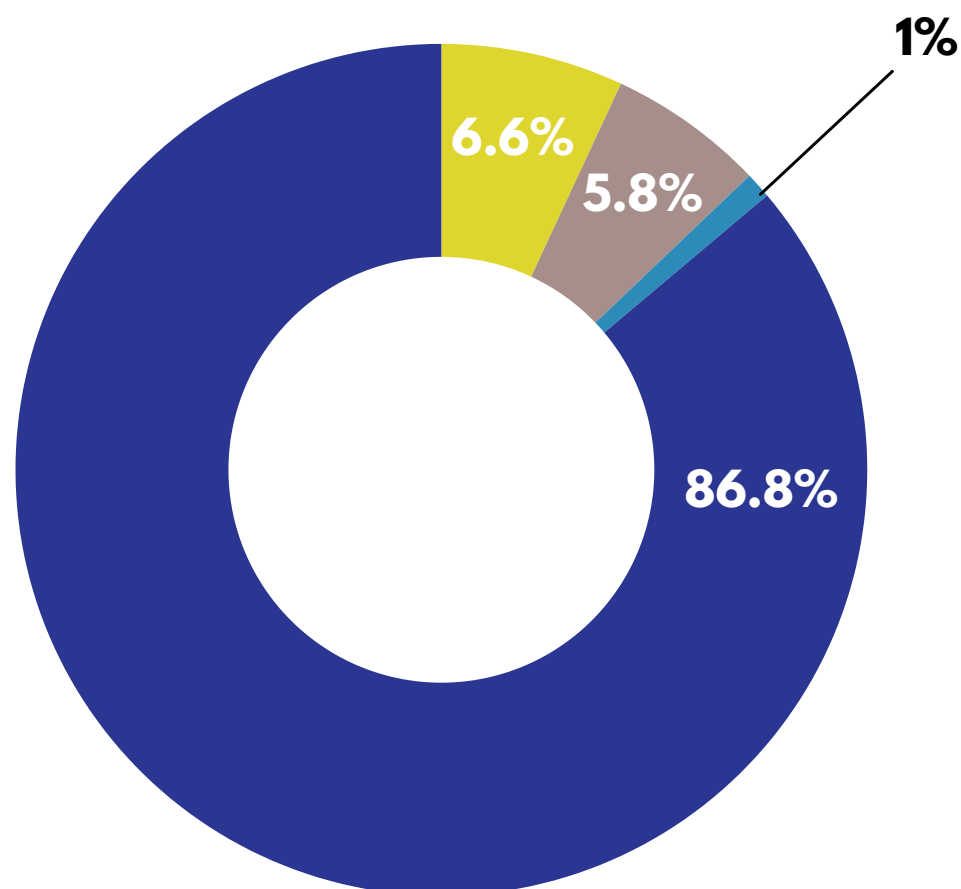
In 2025 to 2026, Norfolk General Hospital received \$83,220,399 in total revenue.

The majority of funding came from the Ministry of Health, with additional revenue from OHIP and patient services, recoveries and other revenue, and the amortization of deferred capital contributions.

During the same period, NGH reported an operating surplus of \$143,411.

This result reflects the hospital's continued focus on responsible financial stewardship while maintaining safe, high-quality care for patients and families.

- Ministry Funding:** \$72,213,865
- OHIP & Patient Services:** \$5,472,637
- Recoveries & Other Revenue:** \$4,789,891
- Amortization of Contributions:** \$744,006



Expenses

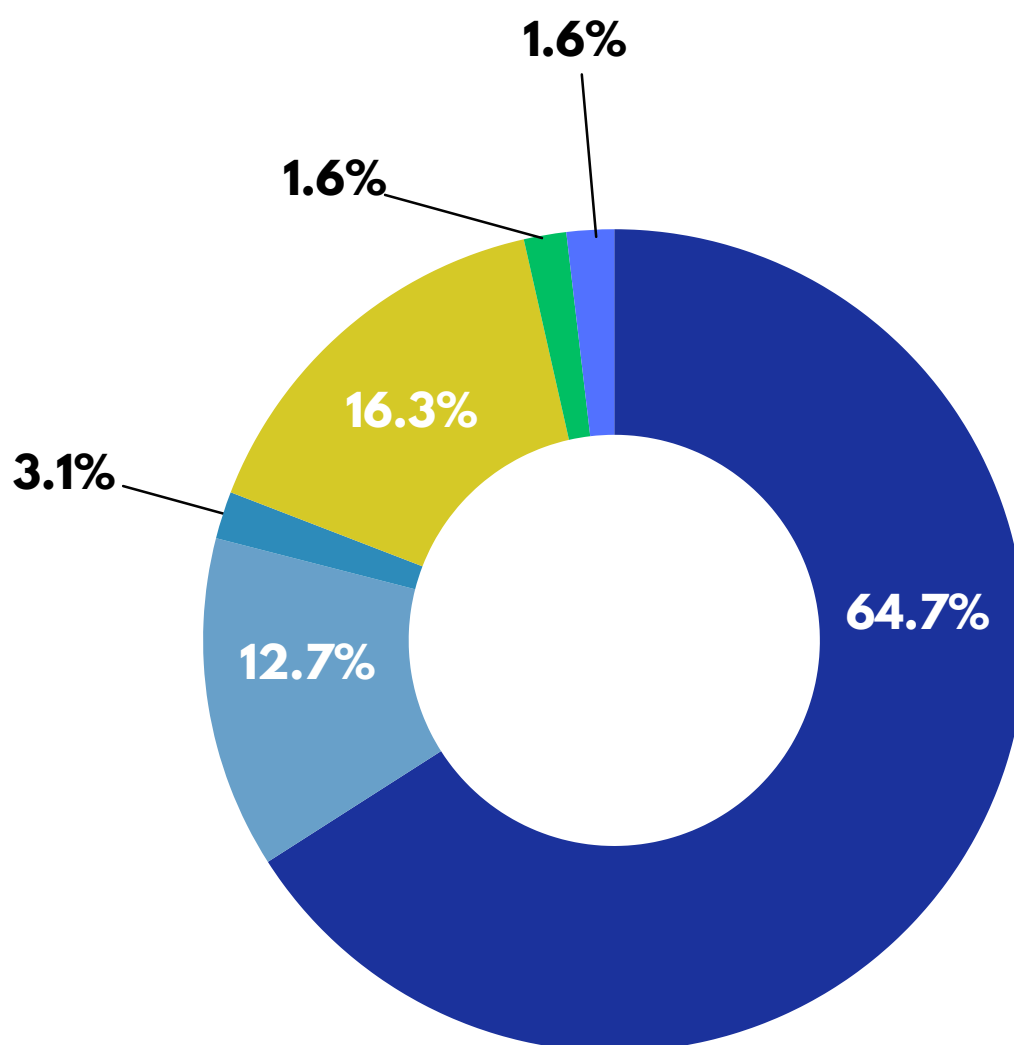
In 2025 to 2026, Norfolk General Hospital reported total expenses of \$83,076,988.

The largest portion of spending was allocated to salaries, wages, and benefits, which represented nearly 65 per cent of total expenses.

Other major expense areas included supplies and other expenses, medical staff remuneration, medical and surgical supplies, drugs, and amortization.

These expenses reflect the cost of maintaining hospital operations, supporting staff and physicians, and delivering care to patients across Norfolk County.

- Salaries, Wages and Benefits:** \$53,750,462
- Other Supplies and Expenses:** \$13,575,306
- Medical Staff Remuneration:** \$10,543,141
- Medical and Surgical Supplies:** \$2,605,832
- Drugs:** \$1,301,353
- Amortization:** \$1,300,894





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

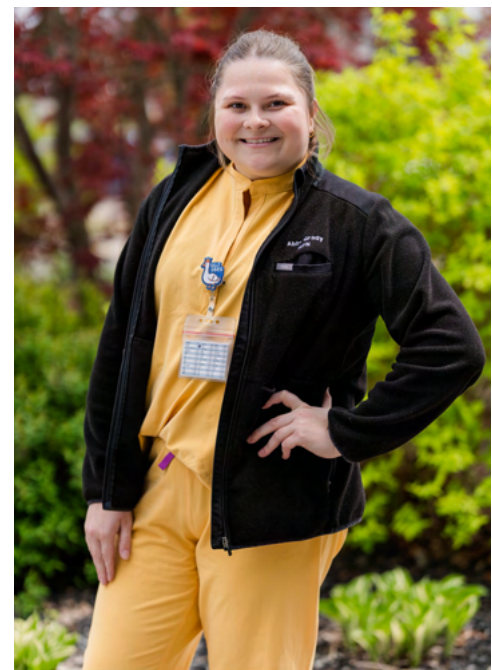


What NGH means to us

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.

"From my first day at NGH to now, I have been guided, mentored, and supported by the most amazing coworkers," she says. "From waving down the halls to jumping in to help with a patient, I know I will always be supported." - **Abigale, a Registered Practical Nurse**



"NGH feels like home to me. It's where I was born, where I have experienced some of life's most pivotal moments, and where I have experienced the most growth both personally and professionally." - **Jessie, a Clinical Scholar and Registered Practical Nurse**



"Everyone has been patient with me as I've been learning. I feel invested in, and that makes me want to give my best in return." - **Dryden, a Nutrition Services Aide**



"My coworkers have become some of my closest friends," she said. "I feel supported, respected, and appreciated in my work, which has helped me flourish into the nurse I am today." - **Taylor Timpf, Maternal Newborn Registered Nurse**





NGH Foundation

Annual Report

2025-2026

Norfolk
**GENERAL HOSPITAL
FOUNDATION**
“committed to caring”

Message from the Executive Director



Thanks to the support and generosity of our community, the Norfolk General Hospital Foundation successfully funded critical equipment and initiatives that enabled the hospital and its staff to provide exceptional care to every patient. In a year filled with transitions and growth, we are grateful for the ongoing support and assistance of our generous donors, which has allowed us to successfully fund important equipment throughout the entire Hospital. We are pleased to share with you some of the impact that our outstanding community has once again made possible.

Diagnostic Imaging: A bright future ahead

A new C-Arm and a portable X-ray machine were both purchased and are used countless times a day to provide enhanced imaging and care to patients throughout the hospital. The C-Arm is a valuable tool that provides real-time, high-resolution fluoroscopic images to the hospital's doctors and surgeons. The portable X-ray enables staff to go to patients and provide on-site diagnostics across all areas of the hospital, increasing efficiency and reducing the risks of patient transport.

All the necessities

The list of equipment needs is constantly evolving, and some of them are yearly to keep up with replacement demands. This past year, those items included stretchers, brodas, and vital sign machines. Other important items funded by our donors' generosity this past year included a plasma fridge/freezer, a new sample fridge for the Lab, a blanket warmer for Surgical Day Care, and Aladdin carts for Dietary. Each and every item that you helped us fund has made a positive impact on both staff and patients.

With your ongoing support, you have enabled us to provide the necessary funds that help the Norfolk General Hospital continue to deliver exceptional local healthcare to our families and friends.

We look forward to the year ahead and a continued partnership with our community, together meeting the critical needs of our local hospital.

With your support, we can accomplish anything!

In sincere appreciation,

Sarah Muntz-Flowerday
Executive Director



Sarah Muntz-Flowerday
Executive Director



Foundation Impact Report



FOUNDATION HIGHLIGHTS

Community support. Better care close to home

Every gift to the Norfolk General Hospital Foundation helps strengthen patient care at Norfolk General Hospital.

While provincial funding supports day-to-day hospital operations, hospitals rely on community support to fund much of the equipment, technology, infrastructure upgrades, and renovations needed to deliver modern care.

That is where the Foundation plays a vital role.

In 2025 to 2026, donor support helped fund major projects and essential equipment used by physicians, staff, and care teams across the hospital. These investments help patients receive safer care, faster diagnosis, and greater comfort close to home.

Investing in the future of surgical care

Donor support helped advance one of the most important capital projects in Norfolk General Hospital's history.

NGH continued work to redevelop two operating rooms into modern Minimally Invasive Surgical Suites. The project will support advanced surgical procedures, modern equipment, improved workflow, and safer care for patients.

Minimally invasive surgery can mean smaller incisions, less pain, shorter hospital stays, and faster recovery for patients.

The project is supported through funding from the Ministry of Health, Norfolk County, the Norfolk General Hospital Foundation, and community donors.

Together, this support is helping bring modern surgical care closer to home for patients across Norfolk County.



Bringing Diagnostic Imaging to the bedside

Donor support also helped fund a new portable X-ray machine.

This equipment allows care teams to bring diagnostic imaging directly to patients in different areas of the hospital. It helps reduce the need to move patients for testing, which is especially important for patients who are frail, unstable, or recovering from surgery.

The portable X-ray machine supports faster care, safer movement, and better access to imaging when and where patients need it.

The 3rd Annual Heart of Healthcare Gala and the Tim Hortons Smile Cookie campaign both raised funds toward this important equipment.

The Smile Cookie campaign raised \$80,000, with support from Tim Hortons locations in Delhi, Port Dover, Simcoe, and Waterford.

FOUNDATION HIGHLIGHTS

Funding the tools care teams need

Foundation support helped fund equipment used across Norfolk General Hospital.

This included a new C-Arm for Diagnostic Imaging, stretchers, broda chairs, vital signs machines, a plasma fridge and freezer, a new sample fridge for the Laboratory, a blanket warmer for Surgical Day Care, and Aladdin carts for Dietary.

Some of these items are used during procedures. Some help teams monitor patients. Others support food service, lab work, comfort, safety, and daily care.

Together, they help staff and physicians provide the best possible care to patients and families.



Supporting safer, more comfortable care

Donors also helped support the purchase of new hospital beds.

Hospital beds are one of the most important tools used in patient care. They support comfort, mobility, safety, and recovery. They also help staff prevent and treat pressure injuries and care for patients with more complex needs.

The campaign received a major boost from the Simcoe Rotary Club, which launched a \$50,000 matching campaign in honour of its own 100th anniversary.

Together with community support, more than \$100,000 was raised to help begin replacing the hospital's existing bed fleet.

Celebrating 100 years of care

In 2025, Norfolk General Hospital marked 100 years of care for Norfolk County and surrounding communities.

The Foundation helped celebrate this milestone by bringing the community together through events, campaigns, and stories that honoured the hospital's history and supported its future.

For 100 years, community support has helped shape NGH. That same support will continue to play a vital role as the hospital plans for the next century of care.



FOUNDATION BREAKDOWN OF FINANCIAL CATEGORIES

Revenues

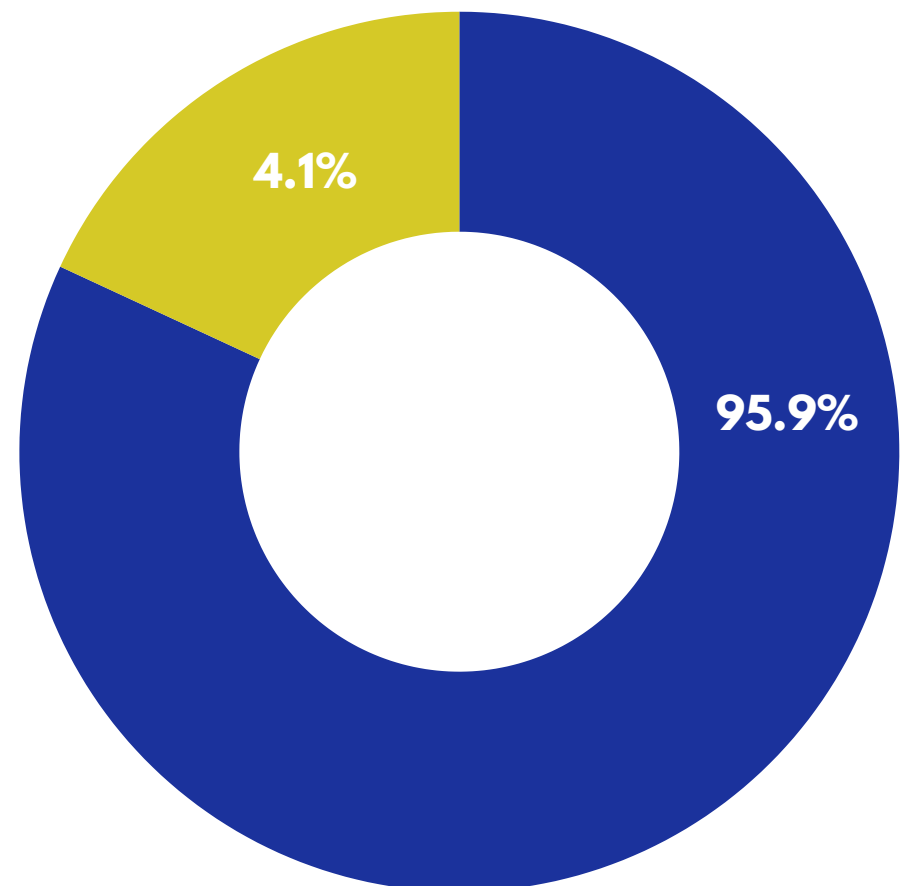
In 2025 to 2026, the Norfolk General Hospital Foundation received \$4,287,608 in total revenue.

The majority of revenue came from donations, with additional support from investment income.

During the same period, the Foundation ended the year with an excess of revenues over expenses, prior to disbursements, of \$3,873,698.

A total of \$1,938,988 was disbursed to Norfolk General Hospital to support patient care and hospital priorities.

These funds help provide the equipment, technology, and improvements care teams need to deliver high-quality care close to home.



Donations: \$4,111,031



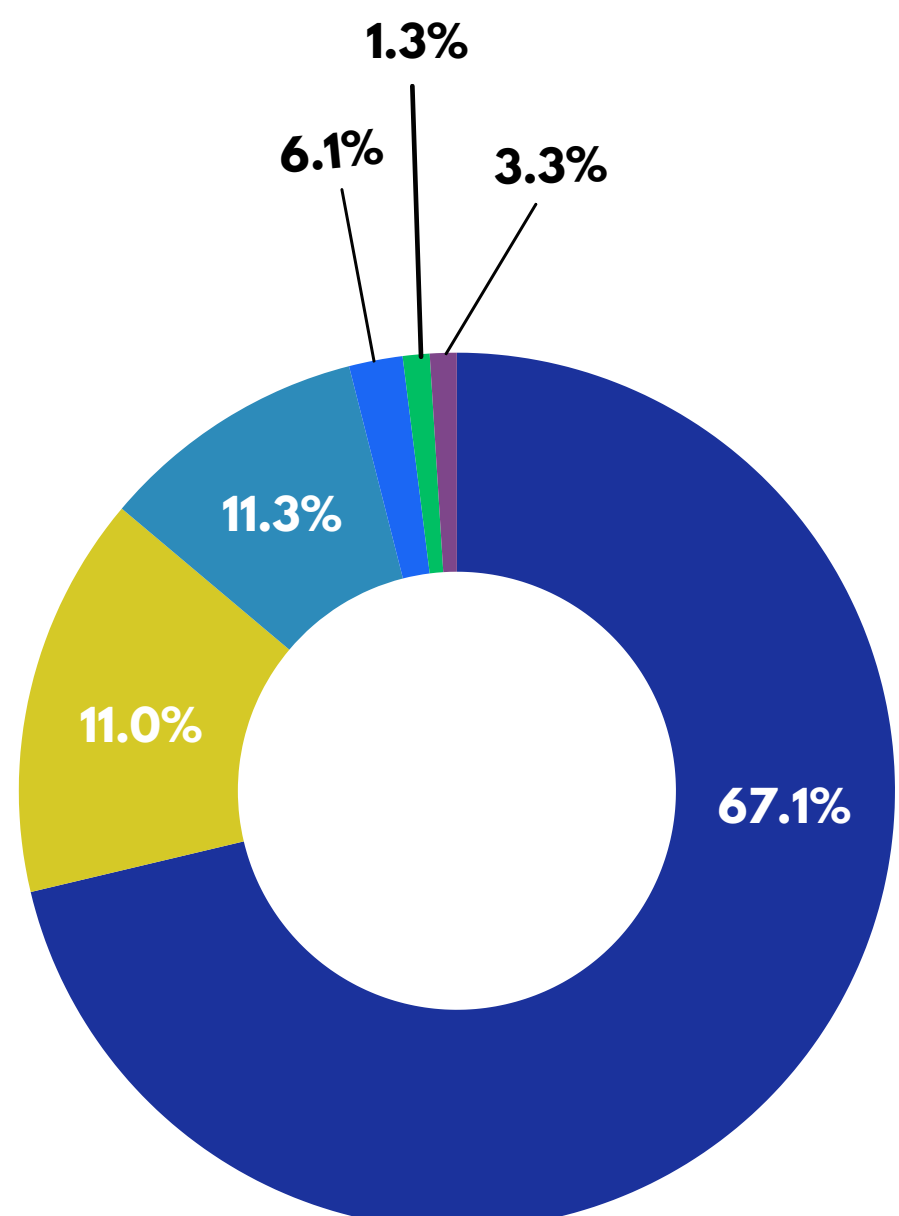
Investment Income: \$176,577

Expenses

In 2025 to 2026, the Norfolk General Hospital Foundation reported total expenses of \$413,910.

The largest portion of expenses was related to salaries and benefits, which represented 67.1 per cent of total expenses. Other expenses included office operations, appeal and fundraising costs, professional fees, advertising and public relations, and amortization.

These expenses support the Foundation's work to engage donors, run campaigns, manage operations, and raise funds for hospital equipment and patient care priorities.



Salaries and Benefits: \$277,695



Appeal and Fundraising: \$45,478



Office: \$46,750



Professional Fees: \$25,048



Advertising & PR: \$13,493



Amortization: \$5,446

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 honoured 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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