

Norfolk General Hospital Annual Report

2023-2024

Norfolk
GENERAL HOSPITAL



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Our Mission:

To relieve illness and suffering, and to help people live healthier lives.



Our Vision:

To be an inspiring model of what an exceptional healthcare experience should be.



Our Values:

Compassion, Excellence, Accountability, Respect, Empowerment, Collaboration



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 deeply committed to the process of reconciliation with Indigenous Peoples. We recognize the historical and ongoing impact of systemic barriers and interpersonal racism experienced by First Nations, Inuit, and Métis Peoples in accessing healthcare.

We acknowledge the pain, loss, and dislocation caused by the residential school system and offer our sincere apologies for the harm inflicted upon individuals, families, communities, and nations.

Our commitment is to foster an inclusive and culturally safe environment for Indigenous patients and their families. We will strive to continuously improve access to cultural supports, address systemic barriers, and promote understanding and empathy.

We understand that health and well-being encompass the emotional, physical, mental, and spiritual aspects of an individual, and we will honour and respect the traditional worldviews, knowledge, and practices of First Nations, Inuit, and Métis people for their health and wellness. We recognize the importance of traditional medicines and practices that have existed since time immemorial.

As an healthcare organization, we commit to increasing the cultural responsiveness and cultural safety training opportunities for all our staff. We are actively developing a comprehensive Indigenous Reconciliation Action Plan, scheduled for implementation in the near future. This plan will embody our dedication to meaningful reconciliation and actionable steps towards a more inclusive healthcare environment for Indigenous individuals.

We also commit to continuing to implement the Calls to Action outlined by the Truth and Reconciliation Commission of Canada, with a specific focus on those relevant to health and healthcare.

We understand that this is a journey towards justice, healing, and reconciliation, and we invite you to join us in creating an inclusive culture that respects and honours the experiences and contributions of all First Nations, Inuit, and Métis people.

The Statement of Commitment will be respected and honored for present and future generations.



A message from the Board Chair; the President and CEO and Chief of Staff

We are pleased to jointly submit our 2023/24 annual report.

Despite another extraordinary year of operating during a pandemic, we are profoundly proud and humbled to share the highlights of the 2023/24 year. The past several years have been a period of significant change, stress and challenge.

We would like to take this opportunity to express our heartfelt thanks and gratitude to our exceptional staff, physicians, leaders, board members, and volunteers. Their tireless efforts, compassion, and dedication to providing patient centered care are the reason for our success.

In September 2023, Norfolk General Hospital (NGH), in partnership with the Grand Erie District School Board (GEDSB) and the Norfolk Association for Community Living (NACL), launched a transformative school-to-work transition program called Project SEARCH. This program aims to provide local high school students with intellectual disabilities the opportunity to gain valuable work experience and skills necessary for a successful transition into the working world. NGH is proudly taking the lead on Project Search locally. It's the very first program of its kind in Norfolk County and one of only ten offered throughout Ontario.

We are pleased that we have partnered with Hamilton Health Sciences, St Joseph's Hamilton, and West Haldimand General Hospital to join Citywide PACS with a goal of going live in the fall of 2024. When this is completed NGH will have a shared Picture Archive Communication System (PACS) with all of Hamilton Health Sciences, West Haldimand General Hospital, and St Joseph's Healthcare.

As part of our unwavering commitment to forging partnerships, we were delighted to announce a new and innovative partnership with Fanshawe College. This is aimed at tackling the shortage of healthcare professionals in our community. This unique and mutually beneficial collaboration aims to provide enhanced educational opportunities, enabling nursing and personal support worker (PSW) students to complete their studies and secure employment close to home. The primary goal of this partnership is to offer graduates from Fanshawe College's PSW and Registered Practical Nurse (RPN) programs the opportunity to access placements and job opportunities at both NGH and the NHHN.

Food insecurity is a pressing issue affecting approximately 18% of households in Canada, according to Statistics Canada. NGH recognizes the crucial role that food plays in community health and has made it a priority to address this issue. Norfolk General Hospital (NGH) was thrilled to announce its latest partnership with Second Harvest's Food Rescue program. This collaboration, which began in November 2023, has already made a significant impact in addressing food insecurity in our community. Through this transformative partnership, NGH has successfully distributed over 8,000 pounds of nutritious food to local food banks. The primary goal of this initiative is to reduce food waste, provide direct support to our community, and uphold our commitment to environmental responsibility. By partnering with Second Harvest's Food Rescue program, NGH is taking a proactive step towards building a healthier and more sustainable community.

A message from the Board Chair; the President and CEO and Chief of Staff

During this past year NGH also established a partnership with 17 other Community and Hospital Physician Recruitment Specialists to form Southern Ontario Physician Recruiter Alliance. SOPRA was formed with the intent to reach a broader network of international medical students, residents and physicians.

We have also had the opportunity to participate with system colleagues as we continue to evolve the Brantford Brant Norfolk OHT. These are strong partnerships that are critical to moving toward an integrated system.

In 2023/45 CT hours were expanded to meet the increasing demand.

The current strategic plan spanned from 2018-2023. As a result, we have embarked on a transformative journey through the development of a new strategic plan that will guide our efforts over the next 3 years. We have collaborated with the West Haldimand General Hospital in our desire to achieve greater alignment. This strategic plan will serve as a roadmap, ensuring that our hospital continues to thrive and provide exceptional care to our community. While developing a strategic plan for any organization has always been an important activity – the last three years have demonstrated that any plan must be nimble and adaptable, grounded in partnerships across the broader health continuum, and focused on impact and sustainability. The new strategic plan is anticipated to be finalized in September 2024.

This year the Hospital launched the IDEA (Inclusion, Diversity, Equity, and Anti-Racism) initiative.

This initiative reflects our unwavering commitment to fostering a workplace that celebrates and embraces the unique perspectives and contributions of every individual. This initiative is born out of a recognition of the critical importance of embracing diversity, fostering inclusion, and championing equity and anti-racism within our hospitals and nursing home communities. We deeply value the diverse backgrounds, cultures, and beliefs of our staff, physicians, volunteers, patients, and their families. We are committed to the principle that every person is entitled to work and/or receive care in a respectful, positive environment, free from all forms of discrimination, harassment, and exclusion. The IDEA Initiative will be a comprehensive and ongoing effort to promote diversity, equity, and inclusion at all levels of our organization.

We are proud that NGH as part of its strong commitment to reducing the use of unnecessary medical procedures, creating better efficiencies, optimizing health-care resources, and improving the quality and safety of patient care has become part of Choosing Wisely Canada. Choosing Wisely Canada focuses on areas where evidence overwhelmingly shows that a test, treatment or procedure provides little to no benefit to a patient, and encourages physicians and patients to have a healthy conversation about the topic.

NGH recognizes the imperative of engaging in a journey of learning and reconciliation with Indigenous peoples. Our goal is to collaboratively address the Truth and Reconciliation Commission of Canada's Calls to Action, particularly those pertaining to health, while enhancing our organizational capacity to deliver culturally safe services and cultivate equitable relationships with Indigenous partners. While we have certainly made positive steps over the past few years the need for a more deliberate approach and plan was identified as a need. This year the Board of Directors and management participated in the San'Yas Indigenous Cultural Safety training. We are pleased to be embarking on the development of a formal multi-year Indigenous Reconciliation Action Plan.

At NGH we have made remarkable progress in the replacement our obsolete IT infrastructure. This is critical in laying a robust foundation for our journey toward implementing a comprehensive electronic health record (EHR) system. Together, we are making great strides towards a future where technology enhances every aspect of patient care and hospital operations. Through the investment in new technologies, we will achieve higher levels of patient safety as well as quality. As an example, in 2023 we were certified by Cancer Care Ontario as a Breast Assessment site. In addition, we also implemented OLIS (Ontario Lab Information System).

NGH, in collaboration with Norfolk Hospital Nursing Home has also been working diligently on its compelling vision for a "Campus of Care" that will transform healthcare in Norfolk County. The anticipated new build of the Norfolk Hospital Nursing Home and campus of care require a green field site. At the same time, Norfolk General Hospital is actively involved in a Master Plan initiative, with the goal of presenting a pre-capital proposal to the Ministry of Health in 2024. This proposal marks the initial stage of our capital planning process, which will advance through various phases guided by the Ministry of Health.

We are excited to be in the process of developing a master plan to support a pre-capital submission to the Ministry of Health relating to the renovation/rebuild of NGH. Work will entail high level planning for the delivery of care, and corresponding space requirements for the next 10-30 years.

Another significant development occurred in 2023 regarding our hospital's professional staff. The West Haldimand General Hospital professional staff became merged with the Norfolk General Hospital professional staff. This initiative presents a substantial opportunity for our hospital. This was undertaken to foster collegiality and improve communication and use of resources between the two hospitals. It has been impressive how seamlessly the two professional Staffs were able to amalgamate, and we have already engaged in harmonizing the professional staff bylaws as well as ensuring standardization of patient care practices.

Finally, we extend our thanks to the communities and partners we serve for your unwavering support of NGH. As we look ahead, we will continue to build on our successes. As you read the following pages they signify not only our collective accomplishments from 2023/24 but also the innovation and dedication of our extraordinary team members. Together, we have made an incredible impact on our patients and community and this report provides an opportunity to pause, reflect and celebrate the remarkable work we have done as we move forward toward a brighter tomorrow.

Stephanie Pongracz-Clarysse
Board Chair

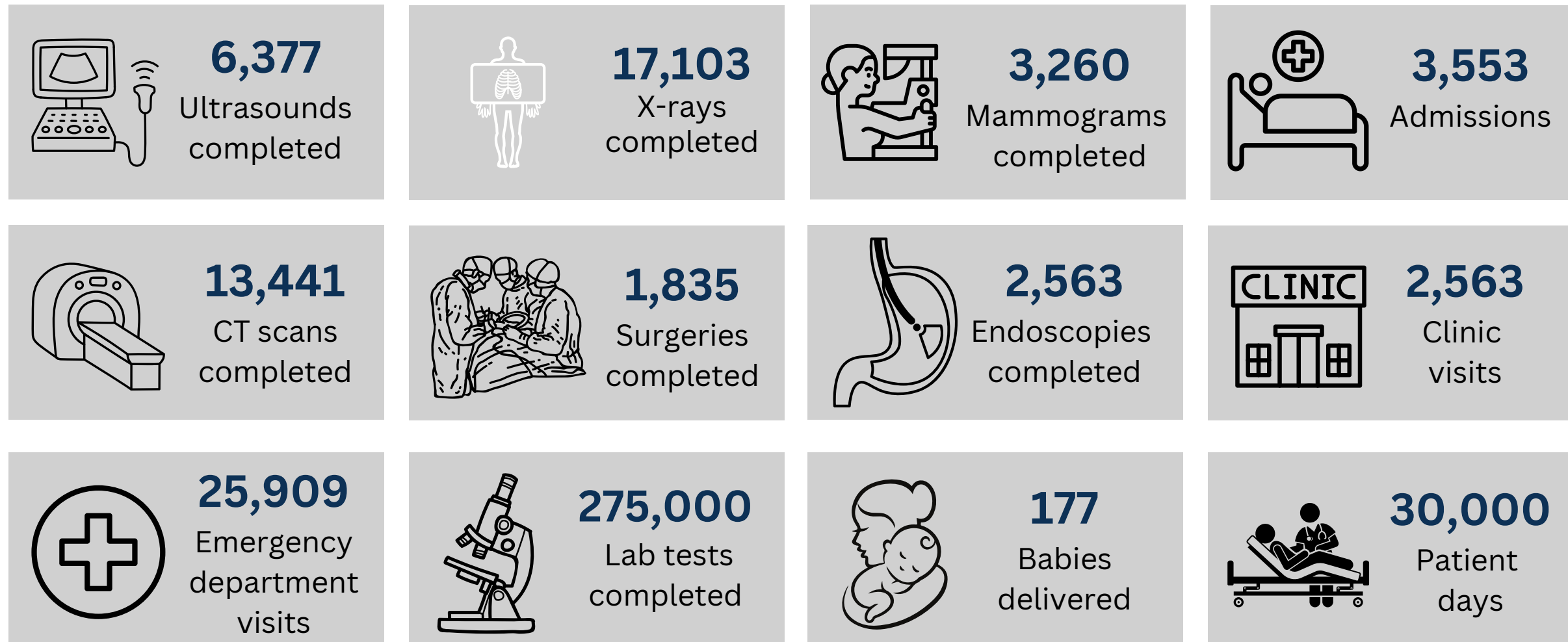
Todd Stepanuik
President and CEO

Dr. Robin Martin Godelie
Chief of Staff

Serving our patients and the community



In 2023-2024, NGH saw increased activity in many key areas, including:



Corporate Profile

Norfolk General Hospital (NGH) is proud of its dedicated team of healthcare professionals who deliver safe, quality care to patients, clients, families, and communities. NGH is a great place to work, where people are the heart of our organization. Our success is a direct result of our employees' dedication, professionalism, and commitment.

As the largest health organization in Norfolk County and one of the area's largest employers, NGH serves nearly 70,000 residents with a team of around 900 staff, volunteers, and physicians. We provide care from birth to end of life.

Our services include 24/7 Emergency Department care, Medicine, Surgery, Critical Care, Obstetrics, and specialty clinics. With 120 beds, we focus on improving patient and family experiences daily.

In 2020, NGH received the highest accreditation from Accreditation Canada, demonstrating our commitment to top-quality care. We also train future healthcare leaders in partnership with McMaster University. Our annual budget is about \$65 million.

Co-located to NGH is the Norfolk Hospital Nursing Home (NHNH), an 80-bed facility serving the community for nearly 50 years. Opened in 1975, this non-profit facility employs about 90 staff and is run by a volunteer Board of Trustees. NHNH, also accredited by Accreditation Canada, is dedicated to enriching lives with dignity, care, and compassion.

700+
Employees

145+
Physicians

260+
Volunteers



2023-2024 HIGHLIGHTS: CRITICAL ACTION PRIORITIES & INITIATIVES

Our work to improve the health care system in Norfolk County is guided by three critical action priorities that align with our strategic plan. We recognize that there is always more work to be done, but we are proud of the significant progress achieved in 2023-2024 within these three areas of focus:



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



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



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



During the 2023-2024 fiscal year, we advanced more than

40
KEY PROJECTS

These were initiated to improve access to services, patient flow, patient experience, and the retention and recruitment of health care workers.

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 Initiatives

NGH is dedicated to making primary and urgent care accessible, timely, and convenient for everyone in Norfolk County.

By rethinking how we deliver primary health care and using a team approach, we provide efficient, coordinated, and sustainable services to best meet the needs of our community. This method not only benefits the community but also makes NGH more attractive to physicians, helping us retain and recruit top talent.

NGH named as an official Ontario Breast Screening Program Assessment Site

In May 2023, Norfolk General Hospital (NGH) became an official Ontario Breast Screening Program (OBSP) Assessment Site. This allows us to provide timely, high-quality diagnosis and follow-up for women with abnormal breast screens, along with necessary information and emotional support. For our community, this means improved breast health services close to home.

The OBSP, a Cancer Care Ontario program, offers routine mammograms for women aged 50-74 to detect breast cancer early. Women should have a mammogram every two years for better treatment options and higher survival rates. Benefits of having a mammogram at an OBSP site include reminder letters for the next screening, result notifications, help with additional tests or referrals, and continuous tracking throughout the screening process.



Diagnostic Imaging initiatives

In 2023-2024, we enhanced our CT services for better access. We added after-hours non-contrast abdomen CT scans as requested by our surgical team. This helps diagnose patients faster in emergencies, potentially saving lives.

We also simplified after-hours CT scans for West Haldimand General Hospital patients. Since February 12, 2024, they can come to us for a CT scan without needing additional approval. This change aims to create a smoother process for both hospitals.

Improving Access to Surgical Services

In 2023-2024, NGH focused on improving access to surgical services for patients in Haldimand-Norfolk. We collected and reviewed monthly data to meet provincial wait time targets and improve the efficiency of our operating rooms. By the end of March, 2024, 89% of our surgeries started on time, surpassing the provincial target of 85%. Only 3% of general surgeries exceeded the target time. We also adjusted our booking practices to better utilize operating room time.

During this period, we completed over 750 cataract surgeries, about 300 more than before the pandemic. Additionally, 94% of our cancer surgeries met the Cancer Care Ontario (CCO) targets, compared to the provincial average of 79%. Overall, the NGH surgical team performed more than 5,000 surgical procedures.



Priority area #1 ACCESS TO SERVICES

NGH welcomes Obstetrician-Gynecologist to our team

In July of 2023, Norfolk General Hospital made a monumental addition to the Labour and Delivery program through the recruitment of a permanent obstetrician-gynecologist – Dr. Rupanjali Kundu (Rupa). In addition to providing obstetrical care, Dr. Kundu also offers specialized gynecological care to women in the community, increasing consistent access to this important service.

Enhancing Maternal Services Access

Norfolk General Hospital's Maternal Newborn Clinic has grown significantly, offering extended services like round-the-clock breastfeeding support, post-partum and newborn follow-up, prenatal care, bereavement support, and tours. We've introduced a pre-admission clinic for expectant mothers to meet with a nurse or midwife before labor, aiding preparation and providing important information in advance.

To further enhance our programs for young families, we established the Norfolk Perinatal Newborn Care Partners group. This collaboration with community partners has brought together a dedicated team comprising 12 full-time nurses, a hospital midwife, two midwife practices, four OB family medicine doctors, one OB, and two volunteers. Our focus on breastfeeding education has led to a 76.8% rate of exclusively breastfed infants, surpassing the Ontario average of 59.1%.

Since reopening in 2023, we've had 263 births and 952 clinic visits. To further improve services, the Maternal Newborn Clinic was relocated on May 6, 2024.



NGH Enhances Emergency Care with Pediatric Tele-Resuscitation Program

NGH is proud to partner with McMaster Children's Hospital (MCH) in the Pediatric Tele-Resuscitation Program. This program connects MCH's emergency department with community hospitals using two-way, hands-free videoconferencing. Through video chat, MCH experts provide resuscitation support while observing the patient and NGH's emergency health care providers. This partnership ensures that NGH has immediate access to pediatric experts when children need it most, enhancing the quality of emergency care for our youngest patients.

Improving Patient Flow and Reducing Gridlock

We are excited to share how we've made big improvements in patient flow and reduced hospital gridlock over the past year. We've increased our capacity, which means fewer patients are waiting for beds in the emergency department, and we've sped up the triage process. We've also cut the time it takes to get patients to an inpatient bed by 6.4 hours. Our success comes from better handling of patient moves, using fewer EMS resources for local transport, prioritizing discharge lists, coordinating with housekeeping, and planning ahead for discharges. These changes ensure better care and a smoother experience for our patients.



Priority area #2 RECRUITMENT AND RETENTION

Recruitment Initiatives

Norfolk General Hospital’s Human Resources team continued its proactive and innovative approach to recruitment over the past year, to recruit healthcare professionals to our hospital and nursing home. This year, we introduced a series of short videos and social media campaigns about our hospital to showcase our excellent staff and the benefits of working in a rural hospital, which assisted us to successfully recruit nurses for our medical/surgical units.

in 2023-24, the NGH Talent Acquisition team hired 38 Registered Nurses (RN) and 32 Registered Practical Nurses (RPN) in all areas and specialties. While some positions require experience, there are exciting opportunities available for new graduates of NP, RN, RPN, MLT and MRT programs, and we encourage students to apply. We also offer excellent placement opportunities to students studying for careers in healthcare. NGH has made job offers to 95% of students participating in placements at our Hospital over the last year and we give priority to our students over external candidates.

At Norfolk General Hospital (NGH), we know that excellence in patient care is achieved through talented and dedicated employees. We take pride in our teams and are committed to providing safe and healthy work environments to support, inspire and develop our employees.



Join our team today!

Whether you are a physician, a nurse or a professional in another field, or a resident or a student, NGH will provide you with the opportunity to make a positive difference in the lives of the patients we serve by working for an organization that you can feel proud of.

Interested? Please email nghhr@ngh.on.ca with your contact information, and we will be happy to schedule a time to chat about this opportunity, incentives, and the advantages of living and working in Norfolk County!

Inclusion, Diversity, Equity and Anti-Racism (IDEA)

We believe it's important that everyone who enters our facilities feels valued, safe, and cared for. We strive to treat one another with dignity, respect, and compassion, reflecting our commitment to equity, diversity, inclusion, and safety. This aligns with our Inclusion, Diversity, Equity, and Anti-Racism (IDEA) initiative, proudly introduced in December 2023.





Priority area #2 RECRUITMENT AND RETENTION

The IDEA initiative shows our dedication to honouring and embracing the unique perspectives and contributions of every individual. With a diverse team, we believe in creating an inclusive and welcoming work environment where everyone feels valued and respected.

Our efforts include providing training and education, implementing policies, and ensuring everyone feels heard and understood. As part of this commitment, we have also become an employer partner of the Canadian Centre for Diversity and Inclusion (CCDI), a national charity dedicated to building a more inclusive Canada.

Inspire, Hire, Train, Retain (IHTR) Initiative

We are participating with a small group of hospitals, in a pilot project, entitled “Inspire, Hire, Train, Retain (IHTR): We are co-designing resources with and for Ontario healthcare organizations to create equitable opportunities in the labour market in a sector experiencing labour shortages (healthcare) to increase employment of individuals with disabilities. The goal is to prepare healthcare managers to hire, engage and retain workers with disabilities by increasing knowledge on accessibility and confidence for inclusion. This initiative is being led by Holland Bloorview Kids Rehabilitation Hospital, with funding from the Government of Ontario EnAbling Change funding envelope.

Project Search

In September 2023, Norfolk General Hospital (NGH), in partnership with the Grand Erie District School Board (GEDSB) and the Norfolk Association for Community Living (NACL), launched a transformative school-to-work transition program called Project SEARCH. Through Project SEARCH, our staff works with people who have intellectual and developmental disabilities by offering training through internships and preparing them for competitive employment. This nontraditional pathway to employment can assist those who may not have the opportunity otherwise. The initial class includes seven interns.

The program runs through the school year and offers three, ten-week training periods (internships), which combines classroom instruction with hands-on task training within a host organization's environment. The initial class included four interns and we anticipate increasing the number of student participants in the 2024/2025 school year.





Priority area #2 RECRUITMENT AND RETENTION

Wellness & Wellbeing

We launched our Wellness & Wellbeing Committee in March 2023, following hosting of employee focus groups and an employee survey to determine the specific direction of the committee which was charged with promoting the health and well-being of our employees. The Committee is responsible for developing initiatives and programs that promote physical, emotional, and mental well-being in the workplace. These initiatives are tailored to the unique needs of our staff and are an integral part of our overall approach to employee wellness.

This committee, made up of staff from across the hospital and supported by our Chief Human Resources Officer, spearheaded a Wellness Week which included group walks, massages, mini ergonomic assessments, wellness information sessions hosted by Homewood Health, random acts of kindness, group walks and self care. The Committee has also established Wellness Wednesdays, which dedicates a Wednesday every month to a different wellness strategy and incorporates fun events for staff to participate in as part of that month's topic. Topics for Wellness Wednesdays have included: Hydration, Relaxation, Mental Health, Step Challenge, etc.





Priority area #3 **COMMUNITY ENGAGEMENT AND PATIENT EXPERIENCE INITIATIVES**



Transforming health care through innovation

The healthcare environment is continuously evolving, and at Norfolk General Hospital, we are proactive in adapting to these changes to enhance the care we provide to our patients, clients, and their families.

As a dedicated local health organization, we are integrating cutting-edge technologies and forward-thinking strategies to elevate patient outcomes, expand access to healthcare, and increase operational efficiencies.

Innovation stands at the core of our strategy to overcome the challenges facing our healthcare system. We employ advanced technology to refine employee training, enhance surgical techniques, and optimize the flow of patient care. Furthermore, we are actively developing new methods to engage our staff and to attract top-tier professionals and physicians.

Embracing innovation is crucial as we focus on our key priorities. We remain steadfast in our commitment to expand upon our existing initiatives and to explore innovative solutions that will continue to advance and reshape our healthcare services.

Advancing Information Technology Enhancements

At Norfolk General Hospital, we've made great strides in updating our old IT systems. By investing in new technology, we're improving every part of patient care and hospital operations. This means better patient safety and higher quality care.

We're also very committed to cybersecurity. We've added stronger controls, provided cyber awareness training, improved asset management, detected data leaks, and increased vulnerability scanning and prevention efforts. These advancements help ensure our patients receive the best care possible in a safe and secure environment.

Transforming Diagnostic Imaging Services

We have formed a partnership with Hamilton Health Sciences, St. Joseph's Hamilton, and West Haldimand General Hospital to integrate into the Citywide Picture Archive Communication System (PACS), scheduled for launch in the fall of 2024. This collaborative system empowers our radiologists to access imaging from interconnected sites, streamlining the retrieval of past images and alleviating the burden on our administrative staff. This advancement will lead to expedited report completions and enable radiologists to provide remote assistance during mammography exams, reducing the volume of exams requiring interpretation on breast assessment days.





Priority area #3 COMMUNITY ENGAGEMENT AND PATIENT EXPERIENCE INITIATIVES

Our Journey Towards a New Electronic Health Record (EHR) System

At Norfolk General Hospital, we are in the planning stages of implementing a new, comprehensive electronic health record (EHR) system to enhance patient care and safety. This modern system will replace multiple old systems, putting all patient information in one place.

With the new EHR, patients won't need to repeat their health history at each visit. Their information will be recorded once and updated as needed, giving all care team members instant access to the same data. This will help us make safe and informed care decisions quickly.

Know your health care options boosts awareness of non-urgent care choices

Originally launched in 2021, Norfolk General Hospital's Know your health care options, initiative has seen tangible success as an effective informational tool to help minimize overcrowding in our emergency department, as more people in Norfolk County are informed about other resources to access the health care services they need for non-urgent care. The initiative shares information and helpful resources, directing patients toward options such as www.urgentcareontario.ca after-hours clinics, pharmacies, and Health 811. Integrated communications campaigns and tactics are used to share information about the most appropriate care for patients and their health care needs.



Engaging with our communities

Collaborating with our communities, we aim to tackle challenges together and involve the residents of Norfolk County in the healthcare decisions that affect them the most. This involves exploring innovative approaches to foster meaningful conversations with our patients, clients, and communities.

Working together with our Foundation and Volunteers

We take great pride in partnering with our foundation and more than 260 dedicated volunteers who play a vital role in improving care and services for our patients, clients, and families. Additionally, their support extends to promoting the health and well-being of our healthcare workers at NGH. This collaboration is crucial for advancing NGH's healthcare system.



NGH 2023-2024 Accomplishments



In January, Norfolk General Hospital and the Norfolk Hospital Nursing Home unveiled bold plans to construct two new state-of-the-art facilities on a greenfield site to address the rising demand for healthcare services. We are calling on the community to help us find a suitable 40-acre plot to create a comprehensive campus of care that seamlessly integrates the hospital and nursing home with additional allied health services. Construction of the new nursing home is set to begin in late 2024/early 2025, with the Ministry of Long-Term Care already approving additional long-term care beds



In June, NGH was named an official assessment site for the Ontario Breast Screening Program. OBSP breast assessment sites provide timely, high-quality diagnosis and follow-up for women with abnormal screens. They also provide the information and emotional support screening participants need.



In September, NGH, in partnership with the Grand Erie District School Board (GEDSB) and the Norfolk Association for Community Living (NACL), launched Project SEARCH. This innovative program helps local high school students with intellectual disabilities gain work experience, marking Norfolk as one of ten locations in Ontario to offer this program.



NGH and Fanshawe College’s Simcoe/Norfolk Regional Campus formed a partnership to address the healthcare professional shortage. This collaboration offers nursing and PSW students job opportunities at NGH and NHHN, helping them stay and work locally.



Norfolk General Hospital (NGH) partnered with Second Harvest's Food Rescue program to address food insecurity by distributing nearly 11,500 pounds of nutritious food to local food banks. This initiative aims to reduce food waste and support community health, reflecting NGH's commitment to environmental responsibility.



Norfolk General Hospital (NGH) upgraded its nurse call system to enhance patient and staff safety and communication with a new, advanced system from Baxter. This upgrade includes two-way communication capabilities in every patient room, efficient call management, pillow speakers, and improved workflow integration, funded by a \$2-million grant from the Ontario government. The installation began in November, 2023.



NGH 2023-2024 Accomplishments



The hospital's senior leadership team once again held several staff appreciation lunches to recognize staff and physicians for their efforts to keep our patients, their families and the community safe over the past year. NGH and the NHH also hosted several Wellness and Wellbeing programs, initiatives and events that support a healthy lifestyle and create a healthy environment in which we live and work.



NGH partnered with 17 other Community and Hospital Physician Recruitment Specialists to establish (SOPRA) in 2023. SOPRA reaches a broader network of international medical students, residents, and physicians across countries like the US, UK, and Australia. 40% of medical learners studying overseas are Canadians. Last year, NGH welcomed ten new physicians to the team, including an obstetrician-gynecologist, two locum anesthetists, two emergency department physicians, a surgeon, and a family physician. The partnership with SOPRA remains crucial for securing talent and expertise to address healthcare challenges in our community.



NGH and the NHH are dedicated to fostering an environment where every individual finds their place, feels a sense of belonging and experiences inclusion. To advance these goals, NGH and the NHH have established a Inclusion, Diversity, Equity, and Anti-Racism (IDEA) strategy and framework. During 2024-2025, we will focus on initiatives around training and mentorship. Staff members will actively participate in mandatory IDEA training, educational events, employee resource groups and awareness programs.



NGH is dedicated to supporting the 95 recommendations of the Truth and Reconciliation Commission of Canada. A key priority for us is fostering a culturally safe and informed organization, providing appropriate care, and building strong relationships with Indigenous Peoples and Communities we serve. As a healthcare organization, we pledge to increase cultural responsiveness and cultural safety training opportunities for all our staff.



Enhancements in Security. We updated on-site security measures to ensure a safer environment.



Norfolk General Hospital introduced Palliative Butterfly Signs to ensure a peaceful environment for patients receiving palliative care. These laminated signs, placed outside patient rooms, alert staff to provide specialized attention and maintain a considerate atmosphere. This initiative enhances our commitment to compassionate care by making all hospital staff aware of patients receiving palliative care.

In a patient's own words

"I delivered my first baby at NGH in July of 2023. Words cannot describe how thankful I was for the staff in Labour and Delivery. They are truly one of a kind, down to earth and really take the time to check in. My whole process was about 36 hours in and out of the unit before admission. Every single nurse was amazing. I cannot thank the entire staffing unit enough. On the day of my delivery, I had the most kind, compassionate, patient, and sweet nurse- Rebecca. She is a name I'll truly remember forever- she walked me through an incredible moment in my life- one I will cherish forever. She came on shift- while I was getting an epidural, slid right in, held my hand, and talked me through the pain. Didn't even know me or have any idea who I was, what I looked like... and she slid right in... like a mom! She was calm, so kind and funny!

She made me feel like I mattered. We talked about life, being a mom, the process of delivery, and many other things. She really made the entire day, the best of my life. I'll never be able to thank her enough. Along with her CONSTANT encouragement. It was absolutely amazing.

Bernadette- the life of the room.... Came in on her day off to help.... She is from the same place my fiancé is from and allowed my fiance to feel like he was at home through the whole thing too. She laughed with us, she sat and kept us company during the long hours of the night, she taught us some tricks on newborn life and she consistently checked in on me, as well as our newborn and my fiancé. You want to smile, you want to be heard, she's your girl!

I believe the entire team would have done the same if they were assigned to me. The Dr's....Simply amazing. They get to know you, they talk to you, they listen to you. Dr. Buller answered every single question I had during delivery, and was so honest, receptive, and transparent... for someone with anxiety and complete worry about delivering- it was the most exciting moment of my life... because she allowed me to worry, ask questions, and talked me through everything. Even answered my 10 billion questions after the delivery while she just continued to work away! If it was Dr. Austen in the room (my OB through pregnancy) I am glad it was Dr. Buller!

Dr. Austen for being the most supportive OB and always checking in, following up, and ensuring me, as a patient was constantly cared for! For a healthcare system that is overrun and overwhelmed- the staff at NGH in labour and delivery made it seem seamless and amazing. Anyone in doubt- or worried due to past closures- don't be. You want one of the best moments of your life to be in the hands of amazing people- NGH staff did just that. Thank you!

And.... Everyone else involved afterward, the manager of the unit... Robin who showed up to help out and made my discharge as easy as anything! She stepped in when they couldn't fill a shift- to help her staff. And was the nicest soul to us! We had a couple of follow-up visits after being discharged- with the Wanita.... And every time she remembered us!

Every single other nurse.... My memory isn't great with names prior as it was all a blur! But moments I'll remember forever!" - Nicole



OUR VOLUNTEERS

In the past year, volunteers have proven to be the heartbeat of our patient and resident services, supporting individuals through their care experience with compassion and dedication. Their contributions touched areas throughout Norfolk General Hospital and the Norfolk Hospital Nursing Home, from patient support to fundraising efforts and community connections.

We are delighted to announce the addition of 32 new volunteers to our team, bringing our corps of volunteers to over 260, each bringing unique skills and a shared commitment to making a difference. Together, they provided an astounding 17,000 hours of volunteer service, enriching the lives of patients and residents alike.

Through their efforts, our volunteers helped raise over \$75,000 for the hospital and nursing home, from onsite businesses such as the gift shop, coffee kiosk, and lottery and numerous community fundraising events. Their unwavering support has been instrumental in supporting the purchase of needed equipment and the celebrations of holidays.

We have resumed in-person memorial services, offering solace to families and friends mourning the loss of a loved one. Additionally, we now provide a hybrid online/in-person service quarterly, ensuring accessibility to all who seek comfort and closure.

Furthermore, we are thrilled to welcome two new faith leaders who will provide invaluable spiritual support to our patients and residents. Their presence enriches our holistic approach to care, nurturing the spiritual well-being of those we serve.

As we reflect on the past year, we extend our deepest gratitude to our volunteers, whose selfless dedication inspires us all. Together, we look forward to another year of compassion, service, and community empowerment.





The Norfolk Hospital Nursing Home

 The Norfolk Hospital Nursing Home

Corporate Profile

The Norfolk Hospital Nursing Home (NHNH) is a 56-bed facility co-located with Norfolk General Hospital (NGH) and has been serving the community since 1975. As a non-profit organization, NHNH employs about 90 staff members and is guided by a dedicated volunteer Board of Trustees and a group of on-site medical professionals. Accredited by Accreditation Canada, NHNH is committed to enriching lives with dignity, care, and compassion.

With an operating budget of \$5.7 million, NHNH also benefits from the support of 12 dedicated volunteers. For nearly 50 years, NHNH has been committed to providing high-quality care to its residents.



80+

Employees

12

Volunteers



Our Mission:

Enriching lives with dignity, care and compassion



Our Vision:

To exceed expectations of our residents and their families



Our Values:

Compassion, Accountability, Respect, Excellence

THE NORFOLK HOSPITAL NURSING HOME

In 2023/2024, the Norfolk Hospital Nursing Home (NHNH) embarked on a journey filled with new initiatives and challenges. The year was marked by uncertainty surrounding the ongoing COVID-19 variants and the tireless efforts of our dedicated staff who faced staffing shortages and long shifts. Despite these hurdles, what stood out the most were the qualities of determination, commitment, and compassion that our team displayed every day. Their unwavering efforts to protect our residents and uphold our mission of "Enriching lives with dignity, care, and compassion" were truly commendable.

Long Term Care Home Redevelopment:

One of the most exciting developments has been the expansion and new build of NHNH. In collaboration with the Ministry of Long Term Care, we have made significant strides in our capital planning process. While the government announced plans for a 128-bed long-term care facility to replace the 1975 Norfolk Hospital Nursing Home, we have applied for approval to expand to 160 beds. This reflects the growing needs of seniors in Ontario's long-term care homes, who are older and frailer than ever before. Big changes in home design and service delivery are necessary to meet these needs.

This is an important and exciting time for NHNH. Guided by our vision to exceed the expectations of our residents and their families, we are beginning a transformational journey to revitalize and rebuild the NHNH site. We are poised to take a significant leap forward as an integral part of the community for the past 49 years. In 2023/24, we identified the need for a greenfield site to accommodate a compelling vision for a campus of care. Our commitment is to provide state-of-the-art care and comfort in a modern and safe environment. The new long-term care home, expected to open in 2027, will deliver more beds, meet new provincial design standards, and improve services for residents in the area. We hope to start construction in 2025.



A New Focus on Employee Wellness

Employee wellness emerged as a top priority, stemming from the challenges of the pandemic. Various wellness initiatives were introduced to support the holistic health of our staff, recognizing that wellness encompasses physical, mental, emotional, and social well-being. We aim to foster a workplace where individuals can grow, create, and make a difference in the lives of our residents.

Inclusion, Diversity, Equity and Anti-Racism (IDEA)

This past year, NHNH, in collaboration with Norfolk General Hospital and West Haldimand General Hospital, launched the IDEA (Inclusion, Diversity, Equity, and Anti-Racism) initiative. This initiative reflects our unwavering commitment to fostering a workplace that celebrates and embraces the unique perspectives and contributions of every individual. We deeply value the diverse backgrounds, cultures, and beliefs of our staff, physicians, volunteers, patients, and their families. The IDEA Initiative is a comprehensive and ongoing effort to promote diversity, equity, and inclusion at all levels of our organization.

Our Commitment to Truth and Reconciliation

In partnership with Norfolk General Hospital and West Haldimand General Hospital, we recognize the imperative of engaging in a journey of learning and reconciliation with Indigenous peoples. Our goal is to address the Truth and Reconciliation Commission of Canada's Calls to Action, particularly those pertaining to health, while enhancing our organizational capacity to deliver culturally safe services and cultivate equitable relationships with Indigenous partners. We are embarking on developing a multi-year Indigenous Reconciliation Action Plan.

Proud partnership with Fanshawe College

We were delighted to announce a new and innovative partnership with Fanshawe College to tackle the shortage of healthcare professionals in our community. This collaboration aims to provide enhanced educational opportunities, enabling nursing and personal support worker (PSW) students to complete their studies and secure employment close to home. Graduates from Fanshawe College's PSW and Registered Practical Nurse (RPN) programs will have the opportunity to access placements and job opportunities at both NGH and NHH.

Survey results show 100% recommendation rate for NHH

We are also pleased to report that the results from our Annual Resident and Family Survey were overwhelmingly positive. Impressively, 100% of respondents stated they would recommend NHH. This feedback is a testament to our commitment to providing exceptional care and service.

Employee of the Year:

The Norfolk Hospital Nursing Home's Employee of the year award is reserved for a very special individual who not only cares for the Residents, but one who is seen to go above and beyond the expectations of their job description by their colleagues. To work in a nursing home demands a unique kind of sensitivity, patience, respect and dedication. This year our Employee of the Year is Breanna Stone, PSW. Congratulations on receiving the Employee of the year award.



Enhancing resident care with innovation:

We continue to make technological improvements for better care. NHH uses Point Click Care for electronic resident records and introduced new modules for secure conversations and infection control. We also improved medication management by implementing Pharmapod, an electronic medication error reporting platform, and Scriberly, an electronic system for order transcription.

Additionally, we launched a board portal to enhance our governance and communication practices. This secure, user-friendly platform has streamlined our processes, providing directors with convenient access to meeting materials, important documents, and policies.

Project SEARCH

In September 2023, NHH, in partnership with Norfolk General Hospital, the Grand Erie District School Board (GEDSB), and the Norfolk Association for Community Living (NACL), launched Project SEARCH. This transformative school-to-work transition program provides local high school students with intellectual disabilities the opportunity to gain valuable work experience and skills for a successful transition into the working world. Project SEARCH is the first program of its kind in Norfolk County and one of only ten in Ontario.

Residents Council Report:

The Residents Council has a very active voice within the Nursing Home and community. We were able to hold our annual Christmas Bazaar for the first-time post COVID. The bazaar was a huge success raising \$3200.00 for The Resident's Council. Thanks to the Resident's Council for their hard work and dedication, and for advocating the best quality of life for all Residents who call NHH home, your hard work is acknowledged and appreciated.

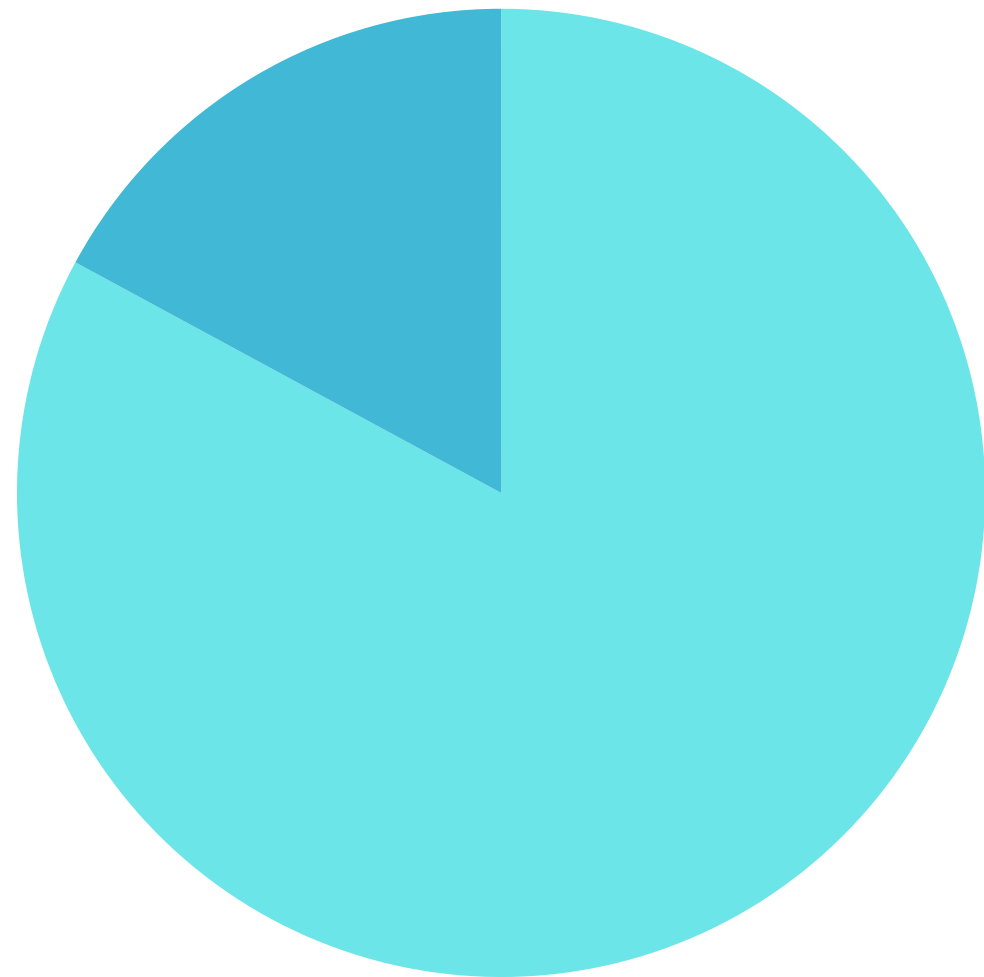


THE NORFOLK HOSPITAL NURSING HOME STATEMENT OF OPERATIONS

Revenue (Thousands) \$7,512

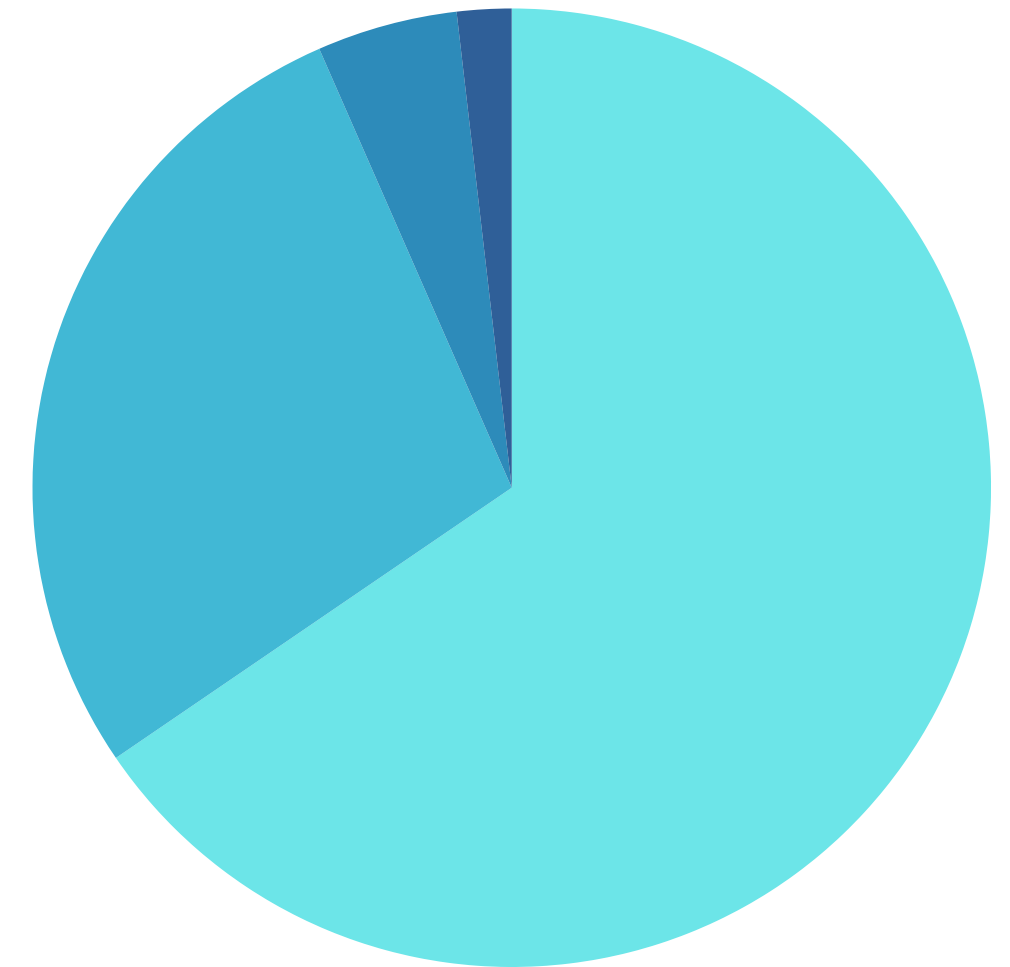
The Nursing Home ended 2023/2024 with a \$2,959 operating surplus. The breakdown of revenues and expenses is illustrated below:

- Ministry of Health and Long-Term Care | \$6,244
- Resident Co-payment and Other | \$1,288



Expenses (Thousands) \$7,509

- Nursing and Personal Care | \$4,916
- Food and Accommodation | \$2,099
- Program and Support | \$356
- Other | \$138





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 equipment.





A message from Emma and Beth



Emma Rogers, NGH Foundation CEO & Beth Snowden, NGH Foundation Board Chair

Dear friends and supporters,

As we reflect on the past year, we are filled with immense gratitude for your unwavering support and generosity towards the Norfolk General Hospital Foundation. Your contributions have played a vital role in advancing care and providing exceptional healthcare to our Norfolk Community.

Last year, thanks to your meaningful contributions we were able to achieve significant milestones.

Your gifts enabled us to procure **new state-of-the-art vital sign monitors for our Emergency Department**, ensuring real-time, precise health tracking for patients in critical conditions. Additionally, your generous donations facilitated the acquisition of a **transportable ventilator**, providing a lifeline of respiratory assistance wherever it is needed most. This vital equipment has been instrumental in saving lives and delivering critical care to those in need. Furthermore, your support empowered us to acquire a **platelet incubator**, enhancing the storage and availability of crucial blood components for individuals undergoing medical treatments. This investment has improved our capacity to provide essential treatments and therapies to patients, contributing to their overall well-being and covering the vital equipment needs that the government does not.

Together, through your kindness and generosity, we are making a lasting impact on the health and well-being of our community. Your support continues to inspire and drive our efforts to provide exceptional healthcare close to home for Norfolk County.

As we embark on another year of service and commitment, we extend our heartfelt thanks to each and every one of you. Your dedication to our cause is truly commendable, and we are honored to have you as valued members of our foundation family.

Yours in generosity,

Beth Snowden
NGH Foundation Board Chair

Emma Rogers
CEO NGH Foundation



Annual impact report

PROJECTS

OUTCOME

Emergency Department Vital Sign Monitors

Creating real-time, transportable, precise health tracking for patients in critical conditions. in our Emergency Department.

Platelet incubator:

Enhancing the storage and availability of crucial blood components for individuals undergoing medical treatments.

Patients Mattresses, Laparoscopic Instruments, Ceiling Lifts, transport ventilators and more:

This equipment is pivotal in enhancing comfort, surgical precision, mobility assistance, and accessibility, synergistically contributing to optimized healthcare delivery, fostering better patient outcomes and therapeutic environments within NGH.



**Thank you
Norfolk
County!**



We extend our heartfelt gratitude to our donors and supporters for their unwavering dedication and generosity over the past year! Your contributions make a profound difference in enhancing healthcare in Norfolk County and we are deeply grateful for everything you do!



Our Mission in 2024: A new **MAMMOGRAM** machine

Meet Jean,

Jean found herself facing a battle she never thought she would have to fight, **not once but twice.**

Fate dealt Jean a cruel hand, when she also had to fight her own battle against breast cancer, NGH's mammogram machine, that is coming to end of life, caught her cancer, again, not once but twice.

The statistics loom ominously 15 women, every single day, succumb to breast cancer and with the screening age dropping from 50 to 40 this fall, we must act now to have the critical tools our hospital staff need to help protect the women of our community. Jean knows she beat those statistics because of the timely intervention and care she received at Norfolk General Hospital, not once but twice. Her story is not one of despair; it is a call for change and hope, a testament to the strength and resilience of the women who call Norfolk County home.



We recognize the vital role that women play in every aspect of our lives, from motherhood to the unwavering dedication of wives and daughters - This is a call to action for Norfolk County! It is a request for help, a plea to ensure that no woman will face breast cancer without access to early detection and the ability to combat it. With unwavering determination, the community rallied behind Jean and countless others like her, when we raised the funds for our first mammogram machine over 13 years ago. We understand that investing in advanced technology isn't just a matter of upgrading equipment—it is a gesture of solidarity, a reaffirmation of the commitment to the well-being of every woman in Norfolk County. And so, as the Spring air promises renewal let us help Norfolk General Hospital welcome a new addition: a state-of-the-art mammogram machine, a beacon of hope for women across the county.

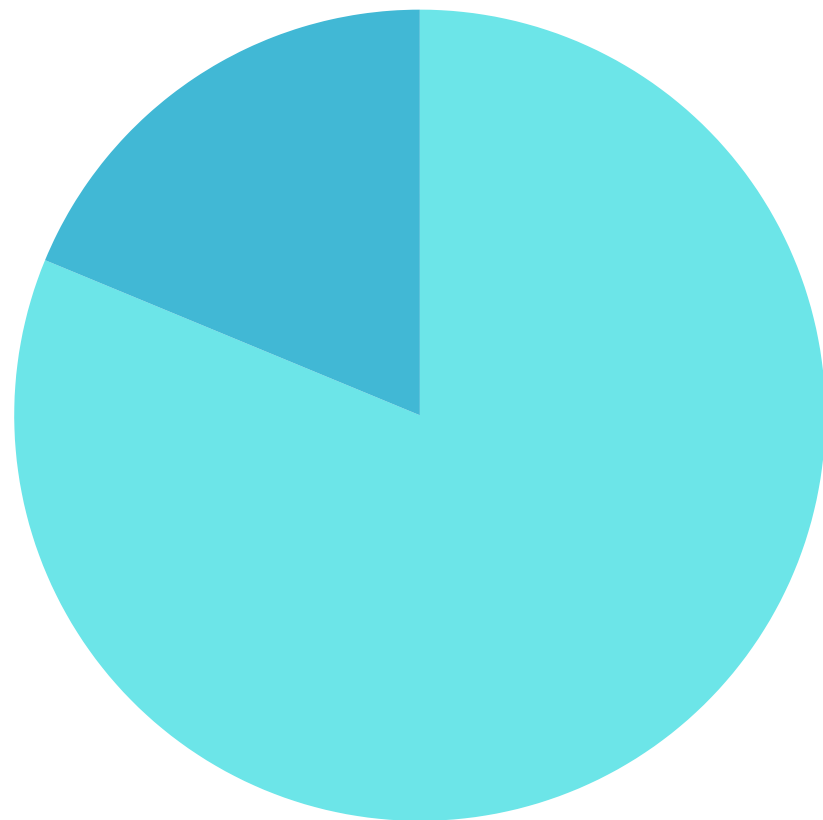
Donate today and be part of our journey: <https://www.canadahelps.org/en/dn/51013>

NGH FOUNDATION STATEMENT OF OPERATIONS

Revenue (Thousands) \$1,304,046

The foundation ended the 2023/2024 fiscal year with an excess of revenues over expenses (prior to disbursements) amounting to \$996,388. We disbursed \$664,000 to Norfolk General Hospital for charitable purposes.

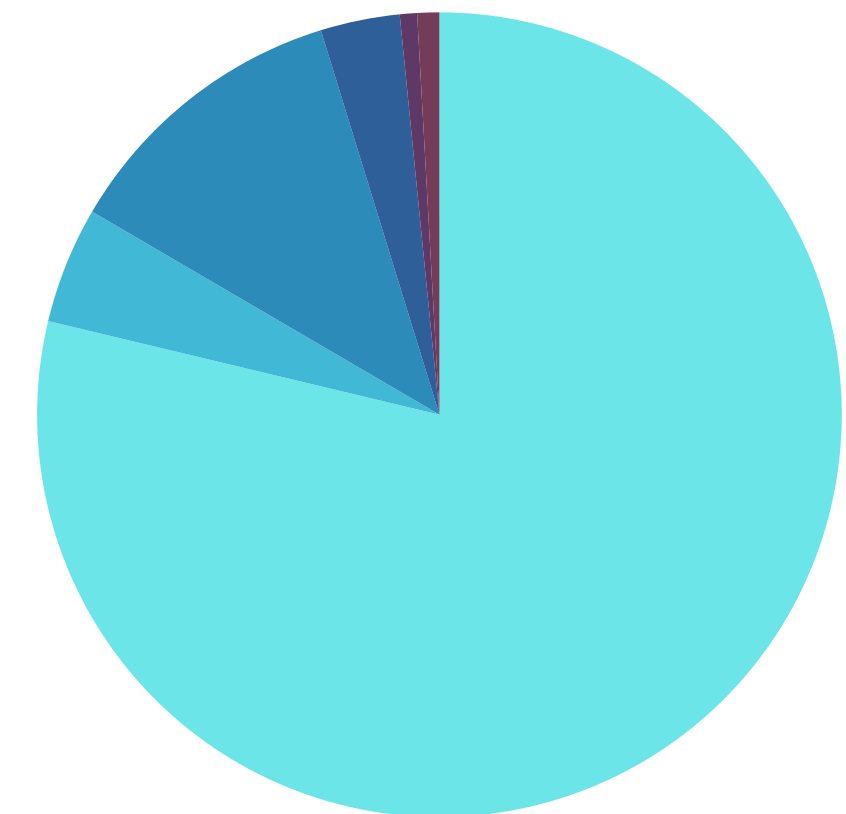
- Donations | \$1,059,475
- Investment income | \$244,571



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

Expenses (Thousands) \$307,658

- Salaries & Benefits | \$242,250
- Appeal & fundraising \$14,395
- Office | \$36,362
- Professional fees | 9,803
- Advertising & PR | \$2,125
- Amortization | \$2,723



Holmes House





HOLMES HOUSE

Holmes House is situated in Simcoe, Ontario, near Norfolk General Hospital, its overseeing agency. Holmes House offers a range of programs, including non-medical residential withdrawal management, a 21-day residential treatment program, and an outpatient treatment program. Various supportive and psychoeducational groups are available for alumni, past clients, and family and friends of those dealing with substance abuse. These groups include a Family Support Group, Aftercare, and two Community Recovery groups, all held weekly. Additionally, Holmes House provides counseling, support, and groups for the Addiction Supportive Housing Program, which is available to individuals post-treatment, contingent on meeting eligibility requirements. Holmes House continues to overcome various challenges to provide exceptional care and addiction-focused support to those in need in a post-pandemic landscape. The staff collaborates closely with each other and community partners to deliver high-quality, much-needed programming. Given the increasing demand for addiction treatment services in Ontario and the rise in opioid-related deaths, Holmes House's role in ensuring access to services is vital.

Withdrawal Management

Holmes House offers residential, non-medical withdrawal management services for individuals aged 16 and older on a voluntary basis. We accept individuals who are currently intoxicated and/or experiencing withdrawal from various substances. Withdrawal symptoms are managed with medications prescribed by a licensed medical practitioner. Clients self-administer these medications under staff supervision. Our close proximity to Norfolk General Hospital Emergency Department ensures quick access if needed. Trained staff are available 24/7, 365 days a year to monitor, evaluate, and assist clients.



Addiction Supportive Housing (ASH)

The Addiction Supportive Housing Program is a collaborative initiative between Holmes House, the Canadian Mental Health Association Brant Haldimand Norfolk Branch, and local landlords. This program provides up to one year of intensive support within a subsidized rental unit. It is built on the principles of belonging, responsibility, and accountability, both within the program and the broader community. Holmes House believes these elements are crucial for a healthy recovery from substance dependency. Eligibility for the program includes recent completion of a residential treatment program, a commitment to recovery and recovery-focused activities, and individuals who are experiencing homelessness or at risk of. An application process is required for participation in this program.



HOLMES HOUSE

Community Recovery Groups

Holmes House provides two weekly community recovery groups, off-site, for any individual seeking to improve lifestyle changes related to addiction and concurrent disorders. These groups aim to help participants gain a deeper understanding of underlying themes influencing their behavior and to develop or enhance self-awareness. The supportive environment encourages personal growth and peer connections, fostering a community of shared experiences and mutual support. Prior registration is not required, making it easy for anyone interested to join and benefit from the sessions. Participants can attend as needed, ensuring accessibility and flexibility for those in various stages of recovery.

Aftercare

Holmes House encourages graduates of its treatment program, as well as those from other programs, to engage in our weekly aftercare program for continued support and assistance in their ongoing recovery. Aftercare clients meet with a Holmes House treatment counselor in a supportive group setting, where they can discuss their progress, difficulties, and other topics relevant to their continued success. The group setting fosters a sense of community and mutual encouragement, which is vital for sustained recovery. Prior registration is required to ensure a structured and effective support system. Participants can benefit from shared experiences and tailored guidance, promoting long-term recovery.

Family Group

The Family Group is offered weekly to family members, friends, and other individuals who know or support someone struggling with substance use dependency. Participants meet with a Holmes House treatment counselor in a supportive group setting, which provides both support and psychoeducation on various topics related to their own challenges and maintaining healthy boundaries. The group setting fosters a sense of community and mutual understanding, enabling participants to share experiences and strategies. Prior registration is required to ensure a structured and effective support environment. This group aims to empower participants with knowledge and skills to better support their loved ones while taking care of their own well-being.





We would like to bring you a powerful story of strength and perseverance! Meet David Baker, a 58-year-old from Waterford, who recently reached a monumental milestone - 40 months of sobriety. His inspiring journey from addiction to recovery is a story of resilience, determination, and the incredible impact of community support. Discover David's transformative journey in our latest article as we celebrate stories that inspire hope and resilience!

[Click here to read David's story.](#)

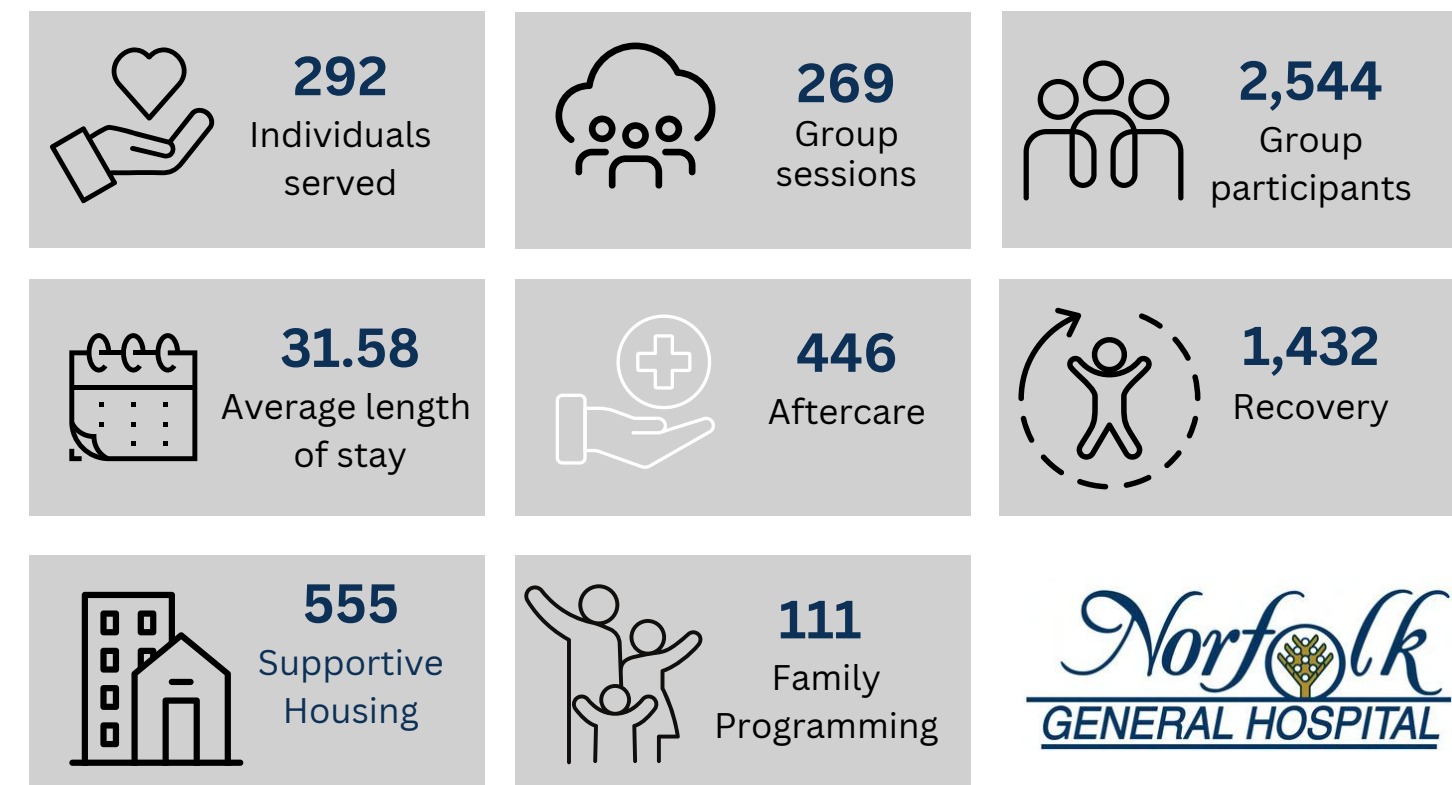


We're thrilled to introduce you to Jenna Little, a remarkable individual from Simcoe whose journey from addiction to recovery has been nothing short of inspiring. At 30 years old, Jenna's story serves as a beacon of hope and courage for those seeking a way out of the depths of addiction.

Join us on a deep dive into Jenna's story - her triumphs, struggles, and the incredible support system that played a pivotal role in her transformation. Let's honour Jenna's resilience and celebrate her milestone of three-plus years of sobriety.

[You can read Jenna's story here.](#)

Our impact 2023-2024 Statistics

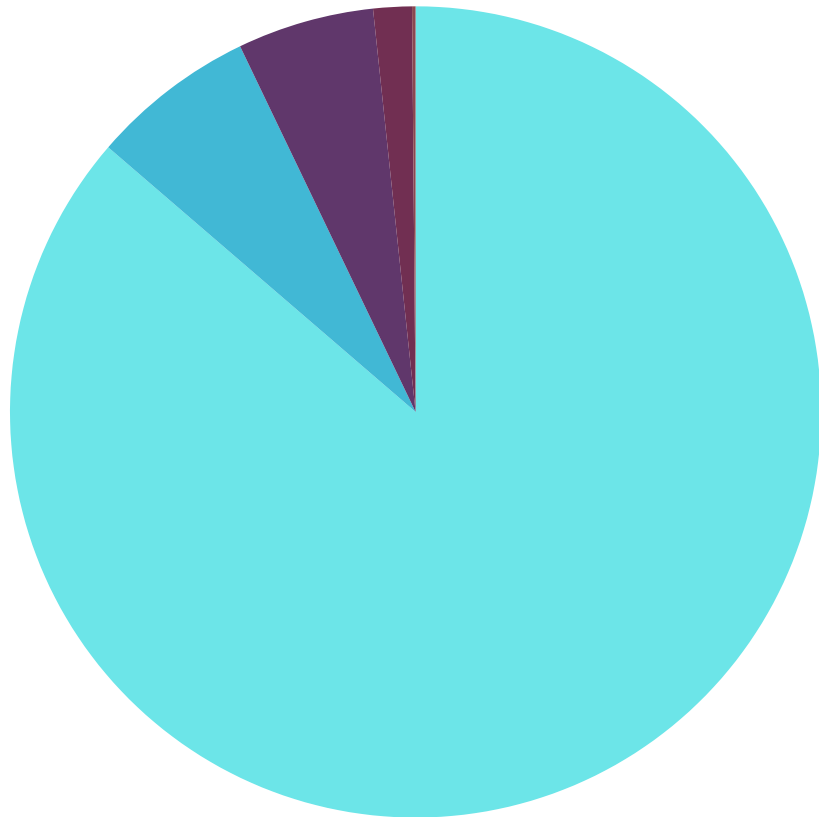


NORFOLK GENERAL HOSPITAL STATEMENT OF OPERATIONS

Revenue (Millions) \$71.6

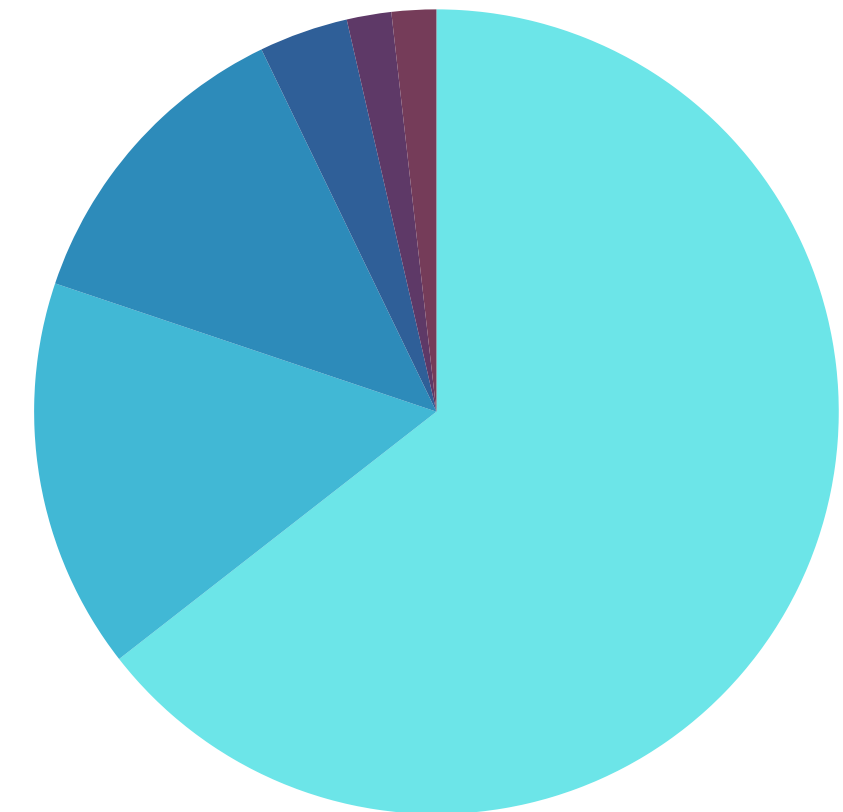
NGH ended 2023/24 with a \$1,251k operating deficit. The breakdown of revenues and expenses is illustrated below:

- Ministry of Health | \$61.8
- OHIP and Patient Services | \$4.7
- Recoveries and Other | \$3.9
- Amortization of Donations & Grants | \$1.1
- Differential and Co-payment | \$0.1



Expenses (Millions) \$72.9

- Salaries, Wages, and Benefits | \$46.8
- Other Supplies and Expenses | \$11.4
- Medical Staff Remuneration | \$9.2
- Medical and Surgical Supplies | \$2.6
- Drugs | \$1.3
- Amortization | \$1.3



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 “relieve illness and suffering, and to help people live healthier lives” 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.

Norfolk General Hospital

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