



**Huron
Health**
SYSTEM

2024/25

Annual Report



Huron Health
SYSTEM

ABOUT US

Situated in Huron County, Huron Health System (HHS) consists of two hospitals – Alexandra Marine and General Hospital in Goderich and South Huron Hospital in Exeter – and provides regional healthcare services catering to our rural population's unique needs. Our healthcare professionals are not just providers; they are your neighbours, friends, and dedicated individuals who share a commitment to the well-being of everyone in Huron County and surrounding municipalities. With a team of highly skilled professionals and our commitment to quality care, Huron Health System is committed to enhancing the health and well-being of our patients.



Alexandra Marine and General Hospital
120 Napier Street, Goderich, ON, N7A 1W5



South Huron Hospital
24 Huron Street W., Exeter, ON, N0M 1S2



447
Employees



47
Physicians



173
Nurses



133
Volunteers

Our Mission

Partnering to provide excellent person-centred care.

Our Vision

A quality-driven healthcare system focused on the changing needs of our communities.

Our Values

Inclusive

Fostering a culture where differences are valued and collaboration is embraced.

Compassionate

Demonstrating empathy and kindness towards everyone.

Accountable

Following through on our commitments and taking responsibility for the outcomes of our actions.

Respectful

Treating others with thoughtfulness, understanding, and professionalism.

Equitable

Recognizing and working to remove barriers that limit individuals from receiving the care they need.

Strategic Priorities

- Innovating through partnership
- Partnering with Patients/Families
- Ensuring operational excellence
- Empowering our people

Common Board of Directors

We are grateful to the Huron Health System Common Board of Directors, composed of passionate community volunteers. Their oversight ensures that our hospital affairs are conducted with honesty and integrity, keeping the best interests of both hospitals at heart. They play a crucial role in helping us achieve our mission and uphold our responsibilities to our communities.



Glen McNeil
Chair



Brian Heagle
1st Vice Chair



Jane Sager
2nd Vice Chair



Steve Ireland
Treasurer



Christie MacGregor
Director



David Atkinson
Director



Heather Hern
Director



Jared Petteplace
Director



Nonie Brennan
Director



Susan Reis
Director



Tara Oke
Director



Sowing the Future: A Path to Growth

As we step into a new year, Huron Health System (HHS) reflects on a year of resilience and meaningful achievements, laying the groundwork for the future. With the dedication of our team and the strength of our strategic partnerships, we have tilled the soil of progress, nurturing a healthcare environment ready to grow and adapt. Our efforts have not only enhanced patient care but have also begun planting the seeds of a legacy that will continue to inspire and transform health care for generations to come.

Partnerships that drive change

HHS is collaborating with Gateway Centre of Excellence in Rural Health to advance research and development, ensuring our community remains at the forefront of medical innovation.

SHH has returned to be an active participant in the organ transplant program with Trillium Gift of Life Network. We are achieving 100% reporting of potential donors. In a short time, we have already had two ocular recoveries, helping up to 20 individuals.

Pioneering innovation and technology

The introduction of Camera Capture technology has set a new benchmark in operational efficiency, streamlining our processes. Additionally, the implementation of Voyce revolutionizes patient communication by breaking down language barriers.

These achievements, among others that you will read about in this report, reflect the collective efforts and expertise of our healthcare professionals, staff, and partners. Together, we have made significant strides in improving healthcare access and outcomes for our communities.

Looking ahead, we are working on advancing our master planning to align with our communities’ evolving healthcare needs. This ensures quality care today and builds a solid foundation for tomorrow. This plan is crucial, and during the Early Planning phase, we look forward to continuing to engage with our communities.

We express our deepest gratitude to everyone who contributes to making our hospitals a beacon of hope. To our staff, volunteers, generous donors, and supporters, your commitment is the foundation of our hospitals, ensuring exceptional care for every patient.

To our patients, thank you for your trust. Your well-being remains our core mission as we continue this journey towards a healthier future.

What exists now was crafted by visionary minds, and it is our time to build upon this legacy, establishing deep roots that will ensure access to exceptional care for generations to come, just as those before us did.



Jimmy Trieu

Jimmy Trieu
President & CEO



Glen McNeil

Glen McNeil
Board Chair



Nurturing Progress: Our Path Forward

As we reflect on the past year, we want to express our sincere gratitude for the dedication and resilience demonstrated by everyone across our hospitals. This report highlights our key achievements, ongoing challenges, and areas of focus as we continue to serve our communities with excellence.

Although the provision of health care this past year has continued to supply its fair share of challenges, our most noticeable success is having once again, kept our emergency departments open and operational 24/7.

At AMGH, we are proud to report a few key achievements: We have successfully recruited mid-career Psychiatrists and regular locums, and anticipate the arrival of two new Family Medicine graduates in the fall. Our implementation of a hospitalist model is progressing well, and we are excited to announce our designation as a future MRI site.

One of our major priorities this year at SHH has been securing approval for a new CT scanner to enhance our diagnostic capabilities. We remain actively engaged with the regulatory bodies and funding agencies, awaiting final approval. While this process has taken longer than anticipated, we are optimistic that the addition of this critical equipment will greatly improve patient care and reduce diagnostic wait times once implemented.

As much as we celebrate these successes, it would be unjust and unfair to not also allow space for some of the experienced frustrations and disappointments. At AMGH, we recognize the need for a more resilient OB/OR nursing staff to prevent planned, temporary closures. Additionally, we have experienced setbacks such as the loss of the Western horizontal residency site in Goderich, attributed to the imbalance between administrative demands and the availability of preceptors.

We faced disappointment this year in South Huron with the temporary pause in the launch of our new medical clinic. The delay, due to logistical challenges, has slowed our plans to expand outpatient services and improve access for our community. Rest assured, we are revisiting strategies to overcome these obstacles and anticipate resuming progress in the near future.

In addition to these high priority, patient-care related items, we remain focused on our goals at both hospitals, including moving forward with an updated electronic medical record (EMR)/hospital information system (HIS), more streamlined recruitment and retention processes and considerations of organized joint medical staff mixers to develop and further relationships and comradery, if the eventual goal is to have a single medical staff.

Physician recruitment remains a significant challenge in our region and nationally. Despite active efforts—including outreach, competitive incentives, and partnerships with medical schools—we have struggled to fill several critical vacancies. This shortage impacts workload and patient access, and it continues to be a top strategic focus for leadership as we explore innovative recruitment and retention solutions.

As we enter into summer, often some of the busiest times at our hospitals, we would like to pause and convey our gratitude firstly to the front-line healthcare providers who continue to deliver unsurpassable care to those coming to us in their time of need. This, however, would not be possible without all the supporting services that contribute indirectly to patient care. Often taken for granted, you do not get the recognition justly due. A sincere thank you to all of you in non-clinical roles.

Hospitals are cornerstones to those communities fortunate enough to have them. They are a 24-hour beacon to people in some of their direst times and we look forward to working with staff, hospital leadership and the Huron Health System (HHS) Common Board of Directors to strengthen and improve resiliency in our hospitals, to ultimately service the goal of best possible patient-focused care.

We want to extend our deepest thanks to the HHS Common Board of Directors for their ongoing guidance and support, and to every physician whose tireless efforts sustain the high standard of care our patients deserve. Your dedication in navigating a complex and evolving healthcare environment is truly inspiring.

As we look ahead, we are confident that together we will overcome current challenges and continue to advance our hospitals' mission of delivering exceptional health services to all.

Sincerely,



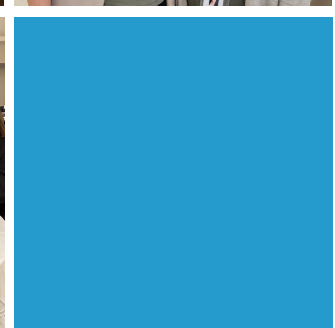
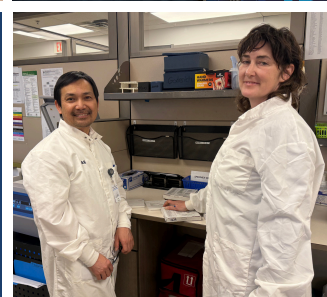
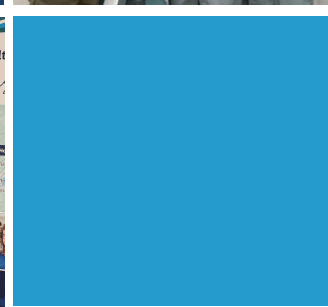
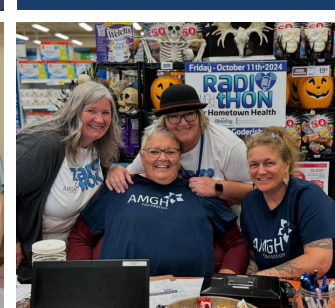
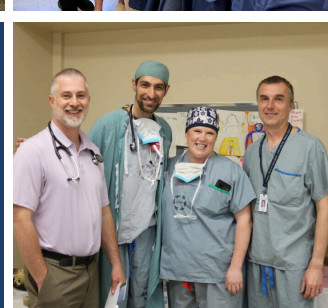
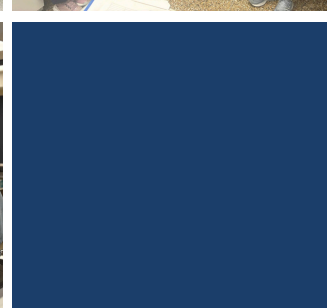
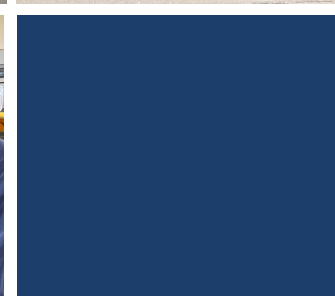
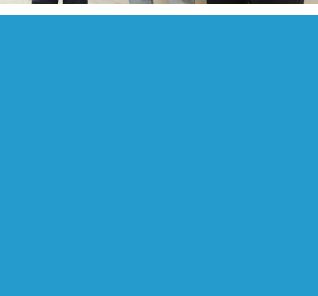
Dr. Ryan

Dr. Sean Ryan, MD, CCFP (EM)
SHH Chief of Staff



Dr. Natuik

Dr. Shannon Natuik, MSc, MD, CCFP (EM)
AMGH Chief of Staff



AMGH's Commitment in Action



1,754

Admitted Patients



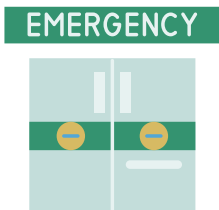
4,119

Xrays



1,539

Surgical Cases



16,684

Emergency
Department Visits



84

Births



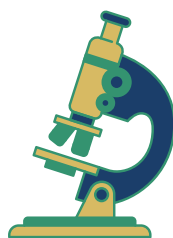
3,540

CT Exams



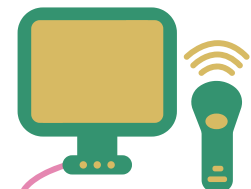
11,759

Ambulatory Care
Visits



141,645

Lab Procedures



3,455

Ultrasounds

Achievements at AMGH



Facility Enhancements

Mental Health Unit Renovation: The transformation of our mental health facilities at AMGH is more than just a structural upgrade—it is a commitment to enhancing patient care and experience. This renovation will be done in three phases, with the first phase having commenced earlier this year. Enhancements include the nursing station, medication room, patient areas, dining and group rooms, and the creation of a second observation room to improve care capabilities.

Renovations that were completed in the last fiscal year include:

- Upgrade of the patient shower room creating a safe and accessible environment.
- Transformation of a decommissioned shower room into a supply and store room, and upgrading the secure room to meet safety standards.

Roof Replacement: Replaced the roof over our emergency department and medical imaging department.

Emergency Department Upgrades: Upgraded the cabinets and sinks in our emergency department exam rooms to meet infection control standards, installed overhead surgical lights in both the emergency department and operating room, and replaced the waiting room chairs.

Security: New contract for security guard services at AMGH to provide 24/7 coverage from 12-hour coverage.

Digital Advancements

Submission of Level 3 Coding Data to the Ministry within 10 days of the end of the month with Level 1 Data:

Level 3 Data about our emergency department visits includes detailed information beyond the basic visit details collected for funding, compliance, decision-making and resource efficiency. Our hospitals used to submit this data a month or more beyond the end of the month. Level 1 Data for the emergency department Pay-for-Results Program contains information to help monitor and improve the performance of our emergency department. Since Level 1 Data is due to be reported within 10 days of the last day of the month, we have implemented efficiencies to submit both at the same time in both hospitals.

Employee Portal: We replaced DocuShare with SharePoint to enhance usability and efficiency. It is now a place where staff can find documents, as well as stay updated on what is happening at AMGH.



SHH's Commitment in Action



687

Admitted Patients



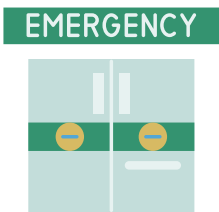
11,186

Xrays



1,021

Bone Mineral
Density



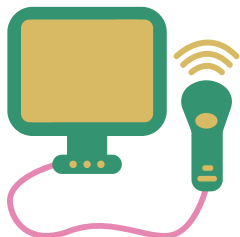
12,695

Emergency
Department Visits



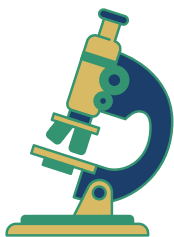
1,311

Ambulatory Care
Visits



3,547

Ultrasounds



148,372

Lab Procedures



Achievements at SHH



Facility Enhancements

Reusable Sharps Containers Initiative: In our ongoing commitment to sustainability and reducing environmental impact, SHH implemented the transition from disposable sharps containers to reusable ones. This initiative not only minimizes waste but also enhances operational efficiency, aligning with our broader sustainability goals and setting a standard for responsible healthcare practices.

Electrical Update: The electrical system has undergone a significant upgrade. Modernizing the electrical infrastructure ensures that our hospital can support the latest medical technologies, providing better care for our patients.

Door Replacement: All doors in the inpatient area now automatically close during a fire alarm, as per regulation. The medication room door's glass window was also replaced with a steel plate.

Digital Advancements

PocketHeath: SHH entered a new partnership with PocketHeath, a secure online medical image sharing platform designed to make it easier for our team to share patient imaging records. We are thrilled to announce the successful launch of the project's first phase—provider sharing—this past month.

Physician Electronic Documentation and Dragon Medical One: More than 80% of all emergency department and inpatient physician notes are being done electronically, leading to better dissemination of information and clarity. Notes are instantly available for review by external providers with no delays for transcription.

Streamlining Emergency Department Documentation: The second emergency department in the London instance of Oracle Health to stop printing facesheets and triage forms; leading to a reduction in paper costs.

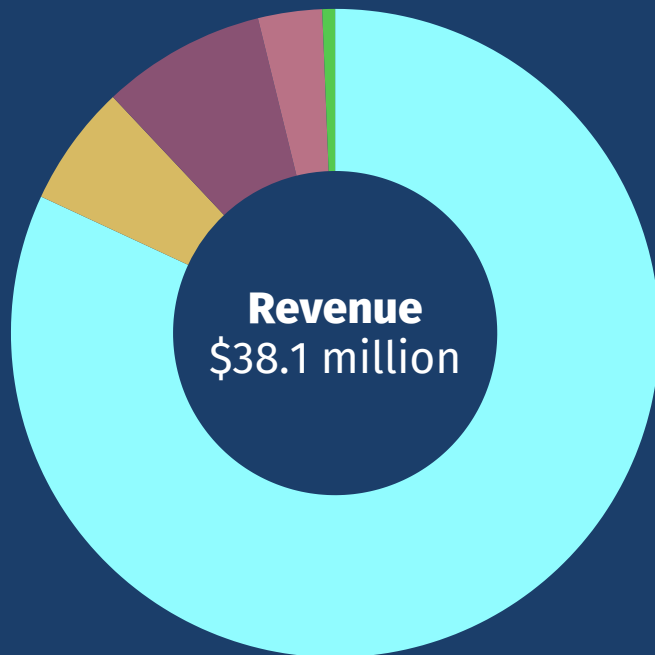
Health Records Scanning: Our health records department began using Advanced Capture which allows the patient care documents to be scanned directly into their electronic record. As the first site to begin using this functionality, the team demonstrated resilience and adaptation to change.

eFAX (Work Queue Management): Our registration team and other staff members began Work Queue Management. This is an eFax solution which allows us to receive faxes electronically within Oracle Health and manage them without printing (posting to the patient chart, forwarding to clinicians or to the correct department). This is currently for inbound clinical faxes but will expand over time to allow outbound and will dovetail into our referral management system.

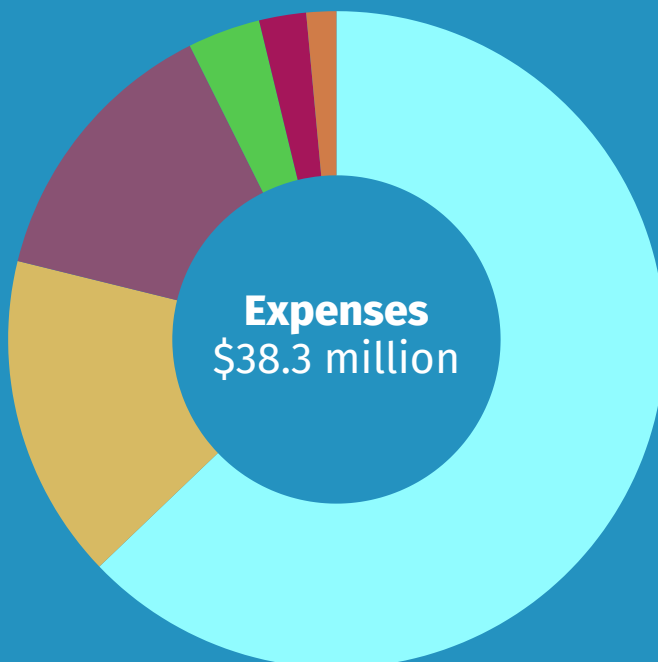
Ambulatory Clinical Documentation: Over the last two years, our staff have embraced electronic documentation in the inpatient world. Now, they are beginning to do the same with their outpatients. This will allow them to direct their notes electronically to providers and ensure their notes are on the patient chart for easy review.

Submission of Level 3 Coding Data to the Ministry within 10 days of the end of the month with Level 1 Data: See page 10 for more information about this achievement.

Alexandra Marine and General Hospital

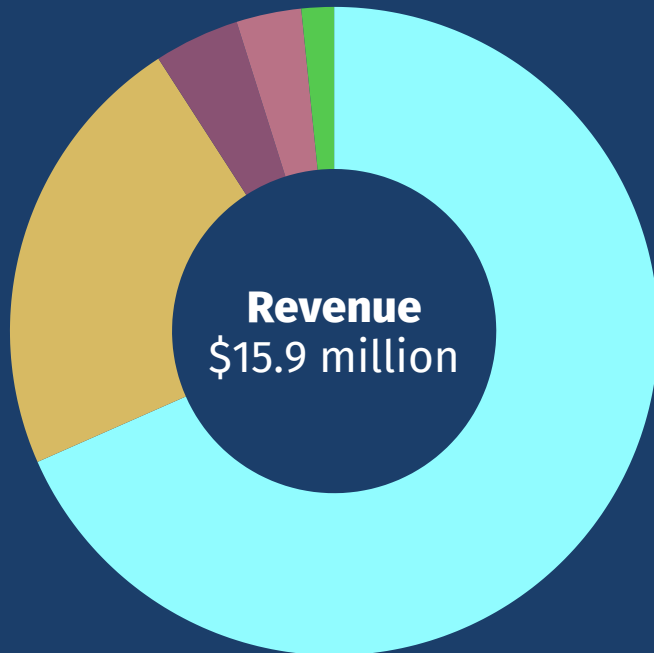


- Ministry of Health**
\$29,381,471
- OHIP and Patient Revenue**
\$2,186,236
- Recoveries and Miscellaneous**
\$2,925,870
- Amortization of Grants and Donations**
\$1,130,216
- Differential and Co-Payment**
\$211,343

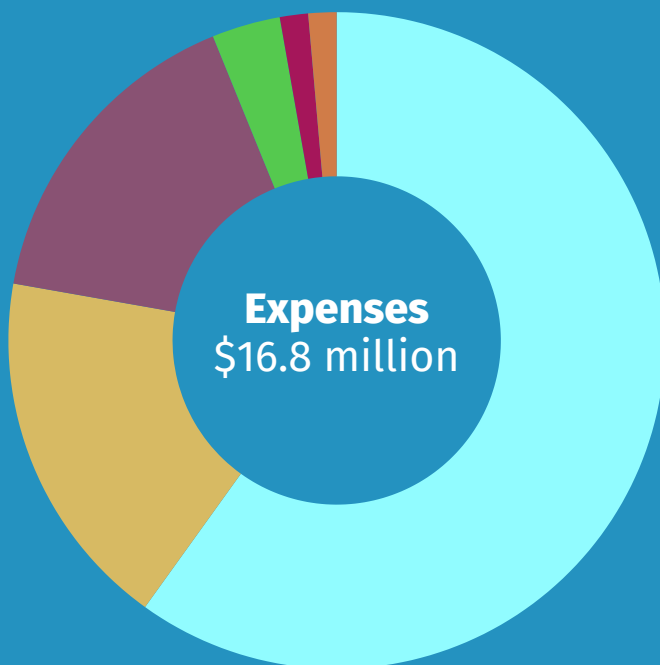


- Salaries and Benefits**
\$22,999,338
- Medical Staff Compensation**
\$5,829,759
- Supplies and Other Expenses**
\$4,993,297
- Depreciation on Equipment**
\$1,318,730
- Medical and Surgical Supplies**
\$827,637
- Drugs and Medical Gases**
\$531,152

South Huron Hospital



- Ministry of Health**
\$10,744,661
- OHIP and Patient Revenue**
\$3,528,944
- Recoveries and Miscellaneous**
\$670,808
- Amortization of Grants and Donations**
\$506,280
- Differential and Co-Payment**
\$256,952



- Salaries and Benefits**
\$10,177,399
- Medical Staff Compensation**
\$3,024,547
- Supplies and Other Expenses**
\$2,730,011
- Depreciation on Equipment**
\$449,873
- Medical and Surgical Supplies**
\$236,390
- Drugs and Medical Gases**
\$196,921



1,572 generous donors to the AMGH Foundation

- Total fundraising dollars: **\$1,090,481*** *Unconfirmed audit*
- Total allocated to AMGH: **\$671,910**



Projects AMGHF was proud to fulfill:

- Panda Warmer (obstetrics): **\$42,000**
- Ultrasound (DI): **\$135,144**
- Operating Room Lights: **\$62,611**
- Hematology Analyzer: **\$46,977**
- Mental Health Beds: **\$28,234**



South Huron HOSPITAL FOUNDATION



1,673 generous donors to the SHH Foundation

- Total fundraising dollars: **\$2,031,613**
- Total allocated to SHH: **\$551,160**
- Funds directed to SHHF Future Fund: **\$554,000**



Projects SHHF was proud to fulfill:

- A new ultrasound machine and suite: **\$179,940**
- Electrocardiogram Carts: **\$50,130**
- Portable Ultrasound Machine: **\$65,980**
- Hematology Analyzer and Blood Smear Morphology: **\$79,650**