

**Huron  
Health**  
SYSTEM

2025

**Centred on Patients,  
Powered by People.**

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# Together, we're creating a more inclusive healthcare experience for everyone.

## Land Acknowledgement

We acknowledge that our hospitals are located on the traditional territories of the Anishinaabe, Haudenosaunee, and Neutral Peoples. We recognize the long history and continued stewardship of the land and water by Indigenous Peoples. This territory was subject to the Dish with One Spoon Wampum, under which multiple nations agreed to care for the land resources by the Great Lakes in peace.

We also acknowledge and recognize the Treaties signed regarding this land, which include Treaty No. 29 and Treaty No. 45½, and our roles and responsibilities as treaty people committed to moving forward in the spirit of reconciliation, gratitude, and respect with all Indigenous Peoples. We will continue to honour this place.

## Building a More Inclusive Future


Through our ongoing EIDA-R work and membership with the **Canadian Centre for Diversity and Inclusion**, we continue to advance inclusive and equitable practices across our hospitals. By strengthening awareness, education, and accountability, we are building a greater sense of belonging and ensuring the care we provide reflects the diverse communities we serve.



We also recognize the contributions of our **EIDA-R Committee**, which has been in place for several years and continues to champion this important work. Through its leadership and ongoing initiatives, the committee helps foster a culture of belonging, respect, and inclusion for patients, families, staff, physicians, and volunteers.



 **South Huron Hospital**  
Exeter

 **Alexandra Marine and General Hospital**  
Goderich

# Huron Health System

Situated in Huron County, Huron Health System consists of two hospitals: Alexandra Marine and General Hospital in Goderich and South Huron Hospital in Exeter. Huron Health System provides regional healthcare services that cater to the unique needs of our rural population.

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 a commitment to quality care, Huron Health System is dedicated to enhancing the health and well-being of our patients.



## Our Mission

To provide excellent person-centred care.



## Our Vision

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



**465**

Employees



**51**

Physicians



**179**

Nurses



**82**

Volunteers

# Common Board of Directors



**Brian Heagle**  
Chair



**Jane Sager**  
1st Vice Chair



**Nonie Brennan**  
2nd Vice Chair



**Steve Ireland**  
Treasurer



**Christie MacGregor**  
Director



**David Atkinson**  
Director



**Glen McNeil**  
Director



**Heather Hern**  
Director



**Jared Petteplace**  
Director



**Susan Reis**  
Director



**Tara Oke**  
Director

Our Common Board is responsible for overseeing all hospital affairs, ensuring integrity, accountability, and that decisions are always made in the best interests of our patients and communities. Their support is essential in helping us deliver on our mission and fulfill our responsibilities.

## Leadership



**Jimmy Trieu**  
President & CEO



**Lynn Higgs**  
VP of Clinical Care  
Services & Chief  
Nursing Executive



**Rob Lovecky**  
VP of Finance &  
Chief Financial Officer



**Dr. Sean Ryan**  
Chief of Staff



**Dr. Shannon Natuik**  
Chief of Staff

# A Message From Our Board Chair and CEO

Centred on Patients, Powered by People

To our patients, families, and neighbours,

If this past year has taught us anything, it is that Huron Health System (HHS) is so much more than just buildings or a set of services. It is a collection of people showing up for one another in challenging times, and at times of need. The theme for this year's annual report, "Centred on Patients, Powered by People," isn't just a slogan, it is the reality we live every day.

## A Roadmap for the Unknown

We know the road ahead in healthcare is uncertain. To ensure we stay on the right track, we have launched our refreshed and refined Strategic Plan. This plan is our North Star. It is designed to guide our hospitals through these turbulent times by focusing on what matters most. It gives us a clear sense of direction, ensuring that even when the landscape changes, our commitment to safety, quality, and local access remains unshakable.



## Rising to the Challenge

It is no secret that healthcare is on a difficult path right now. At HHS, we have navigated tight budgets and lean resources, but what those "fiscal restraints" cannot account for is the sheer heart of our team. To our staff and physicians, we have watched you adapt, persevere, and keep your focus exactly where it belongs—on the person in front of you. Your resilience and dedication are the reason we are still moving forward, and we are deeply proud to work alongside you.

## Building a Better Experience

Even in a year of watching our pennies, HHS has made significant strides to make care better and more consistent:

### Alexandra Marine and General Hospital (AMGH):

- We launched our new Hospitalist Program, which means more consistent, dedicated physician coverage for patients staying in the hospital.
- We also finished the Mental Health unit renovation, creating a space that is much more welcoming and supportive for those who need it most, while enhancing safety for our staff.

### At South Huron Hospital (SHH):

- We have continued to support and grow the Hospitalist Program, ensuring that our community in South Huron can count on reliable, high-quality care close to home.
- We have brought much-needed mental health services into the hospital improving access for patients.
- We completed our One Chart Phase II project, which moved from paper-based care to completely digital charting for improved patient care.
- And SHH was nominated for Business of the Year by the South Huron Chamber of Commerce.

As well, HHS created a new Collaborative Leadership Roundtable to allow for direct dialogue between governance and operations at both hospitals. This group consists of AMGH and SHH Chiefs of Staff, AMGH and SHH Presidents of the Medical Staff, Board representative on the Medical Advisory Committee, HHS Board Chair, and HHS President & CEO. It has been an invaluable and beneficial initiative.

Our sincere thanks go to our Board of Directors for their steady hand and to our Foundations, whose supporters literally provide the tools we need to save lives. We also remain grateful for our strong, ongoing partnership with Ontario Health and the Ministry of Health. These relationships ensure that our regional care stays connected to the bigger provincial picture.

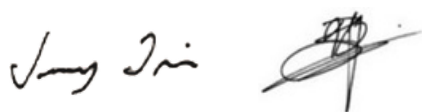
### Looking Towards the Horizon

We are not slowing down. We have some exciting things landing on our doorstep in the coming year:

- **Bringing MRI to AMGH:** This is a game-changer. No more long drives for vital imaging; it is coming right here to our community.
- **A potential CT Scanner for SHH:** We are working hard on a CT scanner at South Huron to further improve our local diagnostic power.
- **Working Together:** We are continuing to build a Regional Clinical Services Plan with our hospitals and other partners. The goal is simple: make sure all of our local hospitals work together as a united and seamless system.

To our HHS team, our amazing donors, and our patients, thank you for your trust. We are here because of you, and we are here for you.

With tremendous heart and gratitude,



**Jimmy Trieu**  
President & CEO, HHS

**Brian Heagle**  
Board Chair, HHS



We extend our sincere thanks to the students of Goderich Public School, St. Mary's Catholic Elementary School, and Exeter Elementary School for the artwork and thoughtful notes shared with our teams. They serve as a reminder of the strong connections we share with the communities we serve.

# The Strength Behind Everything We Do



Every day, our hospitals face challenges that test our infrastructure, our workflows, and our resources. Some days those challenges are expected; many days they are not. Through it all, our teams continue to show up with unmatched professionalism and compassion for our patients and one another.

The challenges are real. Unpredictable patient volumes, increasing patient acuity, scheduling pressures that make advanced calculus look simple, and limited resources can make even the best-planned day feel overwhelming. There are moments when it seems like there are more needs than hours in the day. Yet what stands out most to me is not the challenges themselves, but the way our teams consistently respond to them with collaboration and adaptability, and a shared commitment to ensuring every patient receives the care they need.

We have seen this firsthand during some of the busiest periods in our Emergency Departments, when staff across departments came together to coordinate care, support patient flow, and ensure patients received the attention they needed. We have watched colleagues step into unfamiliar roles, adjust priorities, pick up extra responsibilities, and support one another through some of our most demanding days. These moments remind us that while healthcare is complex, we are never facing those challenges alone.

While the challenges are significant, so are the rewards. Every day, our staff make a difference in the lives of patients and families. Whether providing direct patient care, preparing medications, coordinating services, maintaining our facilities, managing schedules, answering questions, or offering support behind the scenes, every role plays an important part in the care we provide.

We often celebrate major achievements and milestones, but it is the everyday acts of dedication that truly define our hospitals. It is the colleagues

who step in to help when a unit is stretched thin, quietly solve problems before anyone else knows they exist, and bring encouragement, humour, and calm when they are needed most.

To every member of our hospital teams, thank you. Thank you for your resilience during difficult days and your commitment during the good ones. Thank you for supporting one another, adapting to constant change, and continuing to put patients and families at the centre of everything you do.

Thank you to our Hospital Foundations raising funds to support patient care, medical equipment, facility improvements, staff education, and community health initiatives. You are an integral part of our hospitals and very much appreciated. Your generosity and hard work have a lasting impact on the quality of care we provide and the lives of our patients and families. We are truly thankful for everything you do to help our hospitals thrive.

Thank you as well to our leaders, whose guidance, support, and vision help our teams navigate both challenges and opportunities. Your commitment to creating a positive and supportive environment allows our people to do their best work.

Most importantly, thank you for choosing to bring your talent and your heart to our hospitals. Together, you make a difference every single day, and our communities are stronger because of you.

You are valued, appreciated, and truly the strength behind everything we do.

**Lynn Higgs**

VP of Clinical Care Services &  
Chief Nursing Executive

# A message from our Chiefs of Staff



As Chiefs of Staff for Alexandra Marine and General Hospital (AMGH) and South Huron Hospital (SHH), we know that access to local healthcare cannot be taken for granted. That is why we are proud that both hospitals maintained uninterrupted 24/7 emergency services throughout the year, despite healthcare challenges being experienced across Ontario.

Keeping our Emergency Departments open around the clock required difficult decisions, careful planning, and the willingness of physicians, nurses, and staff to continually adapt to changing circumstances. It was not always easy, but it meant that patients and families in our communities could continue to rely on local care when they needed it most.

One of those decisions was the closure of the weekend Walk-In Clinic at the South Huron Medical Centre. While this change was not made lightly, it reflects the ongoing physician shortages and staffing pressures affecting healthcare systems throughout the province. Our priority remains the safe and sustainable delivery of emergency and inpatient services, and we continue to work closely with healthcare partners to identify long-term solutions that strengthen access to care in our region.

At AMGH, we continue to experience some temporary Operating Room closures. Despite this challenge, our teams have worked together to minimize impacts on patients and maintain essential surgical services whenever possible. We continue to actively recruit nursing staff and invest in workforce development, including supporting nurses who wish to pursue specialized perioperative training.

Even with these pressures, we have continued to expand local services. At SHH, access to mental health supports, surgical consults, and diagnostic imaging has grown over the past year. Improvements in mental healthcare delivery, including faster psychiatric consultations and closer collaboration with community providers, have helped reduce wait times and improve coordination of care.

While meeting today's needs remains our primary focus, we are also investing time and energy in the people who will shape healthcare in the years ahead. We continue to welcome medical students into our hospitals, offering exposure to rural practice and the opportunities it presents. These experiences highlight both the strength of our clinical teams and the appeal of this region as a place to live and practise medicine. This commitment recently reached an important milestone with SHH's approval as an Elective Rotation Site for postgraduate residents through Western University's Schulich School of Medicine & Dentistry.

Since launching the Hospitalist Program at AMGH last year, we have seen many positive outcomes from this new approach to inpatient care. Throughout the past year, hospitalists have provided consistent daytime coverage on the unit, helping to improve coordination and continuity of care. It has been wonderful having Hannah Carr join the team in her talent acquisition role for ongoing physician/locum recruitment and coordination at our hospitals to aid with this.

We would also like to acknowledge the important role locum physicians have played this past year. Their flexibility and expertise have been essential in maintaining safe emergency and inpatient coverage, providing relief to our teams and supporting continuity across both hospitals.

Looking ahead, several key capital priorities continue to advance. At AMGH, work continues to secure an MRI for the region, expanding access to advanced diagnostic services. We are encouraged by the early momentum behind this effort, with the AMGH Foundation already halfway to its \$6.5 million fundraising goal. AMGH has also completed renovations to its Mental Health unit, creating a renewed space designed to support healing, well-being, and recovery. SHH remains focused on bringing a CT scanner to South Huron. A local CT scanner means we can provide life-saving diagnostics right here, minutes away from home. It means faster intervention, reduced wait times, and most importantly, peace of mind for our patients and their families when every second counts.

At its core, healthcare is about people caring for people. Every day, we see colleagues covering an extra shift, answering a late-night call, mentoring a student, or taking a few extra minutes with a patient or family member who needs reassurance. These moments rarely appear in reports or statistics, but they are what keep our hospitals running.

It is a privilege to be part of this work, alongside so many who care deeply about our communities. On behalf of the medical staff at AMGH and SHH, we thank our colleagues, hospital teams, volunteers, foundations, donors, partners, and community leaders for the role each has played this past year. Our hospitals are stronger because of the people who stand behind them, and the progress we make is possible because so many people continue to invest their time, energy, and trust in our hospitals.

Looking ahead, we remain committed to strengthening a healthcare system that our communities can rely on—one that is sustainable, accessible, and built for the future. By working together, we will continue to advance care close to home and ensure that those we serve receive the support they need, when they need it most.

*Dr. Shannon Natuik*

*Dr. Sean Ryan*



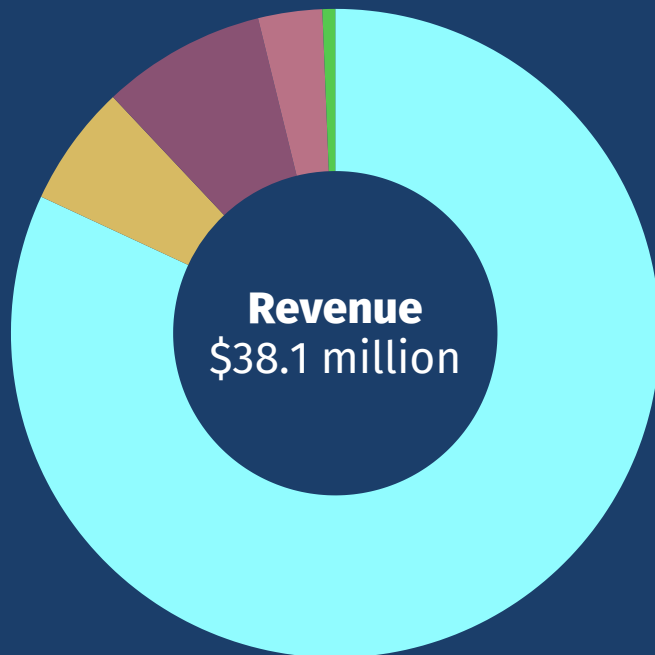
**Jimmy Trieu**  
President & CEO, HHS

**Dr. Shannon Natuik**  
Chief of Staff, AMGH

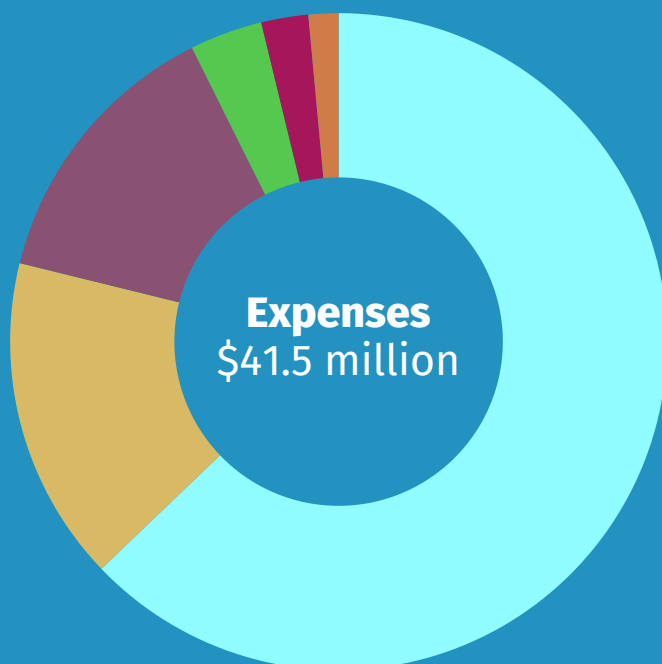
**Brian Heagle**  
Board Chair, HHS

**Dr. Sean Ryan**  
Chief of Staff, SHH


# Alexandra Marine and General Hospital



- **Ministry of Health**  
\$30,773,848
- **OHIP and Patient Revenue**  
\$2,699,167
- **Recoveries and Miscellaneous**  
\$2,798,279
- **Amortization of Grants and Donations**  
\$1,073,540
- **Differential and Co-Payment**  
\$159,890



- **Salaries and Benefits**  
\$24,669,261
- **Medical Staff Compensation**  
\$6,909,686
- **Supplies and Other Expenses**  
\$5,022,677
- **Depreciation on Equipment**  
\$1,351,811
- **Medical and Surgical Supplies**  
\$867,806
- **Drugs and Medical Gases**  
\$586,808

**167,152**  
Internal Test Volumes



**14,437**  
Ambulatory Care Visits





**16,016**  
ED Visits




**1,593**  
Surgical Cases

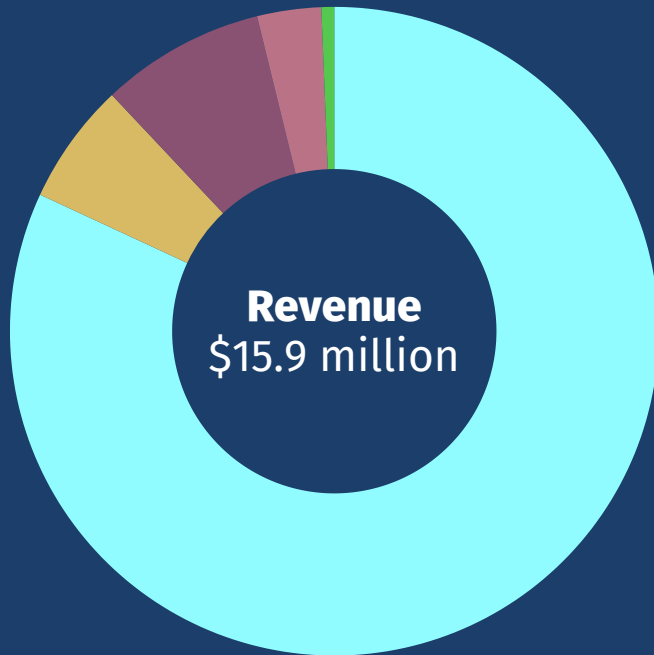



**8,121**  
CT Volumes

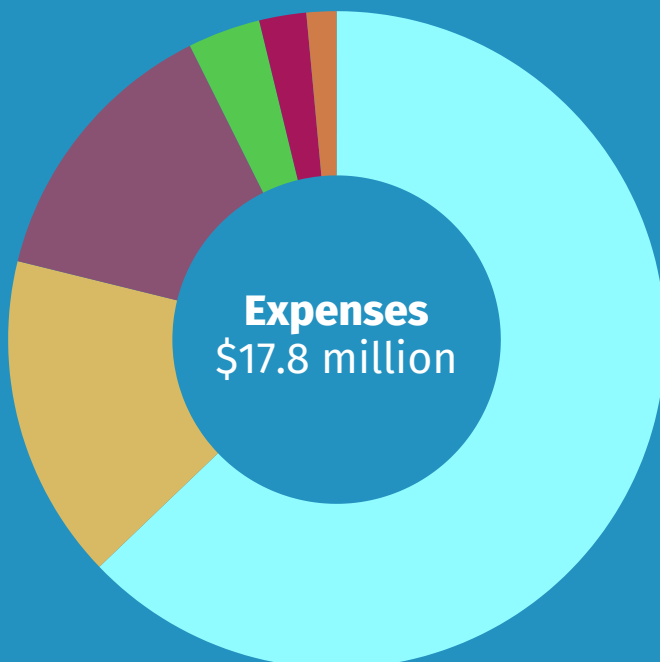



**74**  
Births

# South Huron Hospital



- Ministry of Health**  
\$11,849,122
- OHIP and Patient Revenue**  
\$3,840,587
- Recoveries and Miscellaneous**  
\$582,661
- Amortization of Grants and Donations**  
\$510,925
- Differential and Co-Payment**  
\$218,112



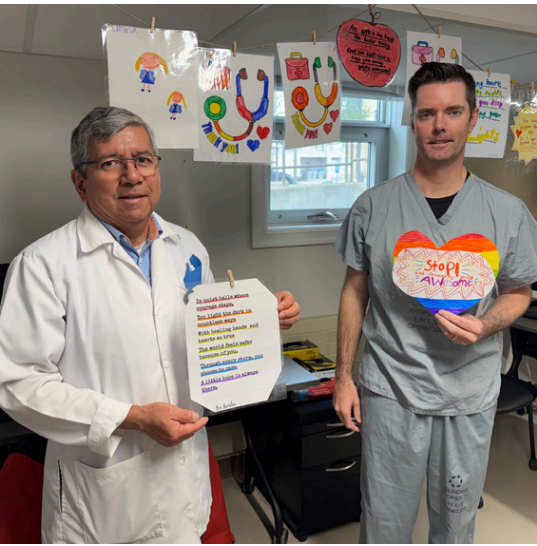
- Salaries and Benefits**  
\$10,553,460
- Medical Staff Compensation**  
\$3,343,996
- Supplies and Other Expenses**  
\$2,923,562
- Depreciation on Equipment**  
\$534,292
- Medical and Surgical Supplies**  
\$239,757
- Drugs and Medical Gases**  
\$175,675



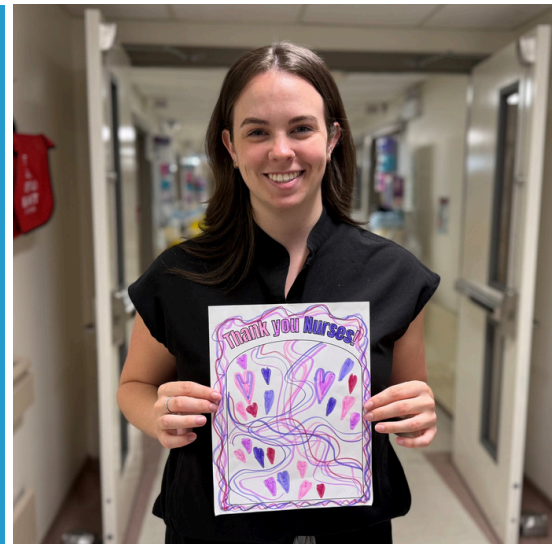

11,220  
X-rays



3,647  
Ultrasounds




12,983  
ED Visits

88,066  
Internal Test Volumes




862  
Ambulatory Care Visits




1,139  
Bone Mineral Density



**6,500,000**

SEEMS LIKE A BIG GOAL.

AND IT IS.

BUT AT **\$105.92**

PER RESIDENT

WE CAN BRING AN MRI

TO **HURON COUNTY.**

Fund the local MRI

[www.amghfoundation.ca/magnetic-moments](http://www.amghfoundation.ca/magnetic-moments)



Charitable Registration #89060 1248 RR 0001

An update from the

# Alexandra Marine and General Hospital Foundation

One of the biggest highlights for the Foundation this year has been the launch of the Magnetic Moments Campaign to bring an MRI to AMGH. Led by the dynamic Campaign Cabinet chaired by Dr. Tiffany Kittmer, this group has proven that no challenge is too big when passionate community leaders come together. To have reached half of the \$6.5 million goal — within just six months is truly incredible and a testament to the energy, commitment, and enthusiasm of the Cabinet members and Ambassadors. It has been exciting to watch the momentum build and hear the updates from this group as they work together to help make history by bringing MRI services closer to home.

## A Year of Exceptional Growth

The Alexandra Marine and General Hospital Foundation recorded **total donation and fundraising revenue of more than \$2.2 million**. Of the total funds raised during the year, approximately \$1.5 million was designated specifically for the MRI Campaign. In addition, **donors committed \$899,248 in pledged gifts** as of March 31, 2026.

These investments directly support patient care and enhance the hospital's ability to provide timely, effective, and compassionate treatment.

During the fiscal year, the Foundation funded **\$459,685 in hospital equipment and technology**, helping ensure patients continue to receive high-quality care close to home. Examples of equipment purchases supported through donor generosity include:



### Diagnostic Imaging Electrocardiogram Carts

\$52,500



### Diagnostic Imaging Portable Ultrasound

\$52,730



### Emergency Department Procedure Room Lights

\$28,784

## Building Better Care Close to Home

Our relationship and communication with the Huron Health System Common Board of Directors continues to be strong, collaborative, and respectful. There is a high level of mutual respect between our organizations, and we sincerely appreciate their ongoing partnership and encouragement as we work toward shared goals.

An update from the

# South Huron Hospital Foundation

Our purpose remains clear: to invest in the improvement of healthcare services across the region served by South Huron Hospital. Our mission—to raise the funds needed to support access to exceptional healthcare in South Huron and surrounding area—guides every decision we make. We steward donor contributions with diligence, accountability, and deep respect, ensuring each dollar is directed toward meaningful and lasting healthcare impact.

As the South Huron Hospital Foundation proudly marks 44 years as a charitable organization, we reflect on the extraordinary impact made possible through the generosity of our donors in 2025–2026. **With \$1,112,462 raised through fundraising and donations this year**, we extend our sincere gratitude to every individual and organization whose support enables us to advance our mission.

In 2025–2026, the Foundation invested significantly in priority hospital needs.



### Pharmacy Department Enhancements

Featuring the addition of two Pyxis medication dispensing units.

\$430,000



### Equipment Purchases

New patient beds, a laboratory refrigerator, a GlideScope, a wound VAC system, and other essential tools that directly enhance patient care and clinical efficiency.

\$550,000

We congratulate the Huron Health System team of leaders and staff for their unwavering dedication to delivering high-quality care to our communities. The Foundation is proud to serve as your partner, and we look forward to building on this momentum and achieving even greater impact together.

## South Huron Hospital Auxiliary

South Huron Hospital Auxiliary volunteers are committed to fundraising for South Huron Hospital's patient care needs and supporting South Huron Hospital Foundation in its projects. Our events include the annual Spring and Fall Rummage Sales and the 12 Days of Christmas ticket sales. The Little Gift Shop "that does" is able to stay active five or six days a week, with the help of many dedicated volunteers. We have been able to **donate over \$55,000 for the 2025-2026 fiscal year to South Huron Hospital Foundation** for projects such as the Palliative Care Room and patient equipment and also to hospital staff towards Nurses Week. We appreciate the South Huron Hospital Foundation and the generous community for supporting our fundraising efforts.

Judy Grenier, President

Elaine Keller, Co-President



**Alexandra Marine and General Hospital**

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Phone: 519-524-8323

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**South Huron Hospital**

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Phone: 519-235-2700

[www.huronhealthsystem.ca](http://www.huronhealthsystem.ca)