

## ***A Day Away with Jory Pritchard-Kerr and Craig Hayman***

Alison Smith: Welcome to *A Day Away* where we chat about the planning, building, and funding of South Georgian Bay's Hospital of Tomorrow. My name is Alison Smith and I am the Director of Communications for the CGMH Foundation.

Hosting a podcast is a new endeavour for the Foundation and one that we have chosen for its ability to provide deeper conversations and learning.

We are exploring topics centred around CGMH's innovation, collaborative spirit, and the importance of medicine in a resource limited setting.

Our hope is that we can inform our community on the impact of your support and how you play such a vital role in the future of healthcare.

Today I am speaking with CGMH Foundation President and CEO, Jory Pritchard-Kerr and Foundation supporter and Campaign Ambassador, Craig Hayman on our big, audacious fundraising goal for Tomorrow's Hospital. We are going to dive into some of our foundation basics, as well as chat about the vital role our small, but generous, community will play in the future of healthcare.

Jory has led the CGMH Foundation since 1988 and sits as a member of the CGMH Senior Leadership Team. She has volunteered extensively with the Association for Healthcare Philanthropy, serving on the board of this international organisation for 10 years, including two years as Chair. She is a frequent speaker on the topic of healthcare philanthropy, having presented on multiple occasions for the AHP in Canada, the US, and Germany, as well as the Ontario Hospital Association and the Association of Fundraising Professionals. Jory was the 15th Canadian to be awarded the Fellow's professional designation and was awarded AHP's prestigious Si Semour award, for her extensive commitment to healthcare philanthropy globally and advancing philanthropy in her local community.

A seasoned governance and finance professional, Craig Hayman has extensive experience in leadership roles within the regulatory and investment sectors. As a former Board member and Commissioner at the Ontario Securities Commission, he successfully chaired the Governance and Nominating Committee and played a pivotal role in restructuring the organisation.

His tenure at Edward Jones Investment spanned various senior positions where he focused on talent management, client experience enhancement, and strategic growth across multiple divisions.

Additionally, Craig served on the Board of the Ombudsman for Financial Services and Banking, overseeing dispute resolution processes. With a strong background in financial oversight, marketing, and leadership development, Craig brings a wealth of expertise in driving organisational success and governance excellence. We are so pleased to have him as one of our campaign ambassadors.

Our campaign ambassadors are a small and engaged group of prominent community leaders and volunteers who support fundraising efforts from a broad range of networks across South Georgian Bay. Complimenting the work of the CGMH Foundation, Board of Directors and Campaign Cabinet, our ambassadors endeavour to inspire and engage their networks and communities.

And lastly, a little bit about our hospital. CGMH is an 84-bed hospital located in Collingwood, Ontario. We serve more than 73,000 permanent residents and 3.5 million annual visitors to the communities of Wasaga Beach, Collingwood, Clearview, the Blue Mountains, and parts of Grey Highlands.

Craig, Jory, thank you both for sitting down with me today.

I like to start off these sessions by asking a bit about your connection to South Georgian Bay. So, Jory, maybe we can start with you? What brought you to the area?

Jory Pritchard-Kerr:

A boy brought me to the area, who I ended up marrying over 40 years ago. I knew as soon as I started coming up here that it was a community where individuals were important, but that the group worked together to make the community better. I came here in the years where the shipyard was still functioning and I've seen the transition from a manufacturing town into a tourist town and now into one that really is a welcoming place for entrepreneurs. But overall, I think what keeps me here is the generosity of spirit in the community.

Alison Smith:

That's great. And how about you, Craig? What brought you to the area?

Craig Hayman

Well, frankly, in 2016, we bought a place thinking we would ski and I knew I was closing in on retirement and realised when we closed on the house in the summer, that we liked it better here in the summer than we do in the winter.

As we've spent time and built a new home, and brought our family up here, we decided to move full-time and realised that for me, this is like Whistler or Vail in Ontario. It's a world-class destination for four-season lifestyle and everything that's great about a smaller town and having the outreach to Toronto if need be.

Alison Smith:

Yeah, it's pretty special and unique. I feel with my role in Communications, sometimes I'm trying to define what South Georgian Bay is and it's really hard to because it is so unique and special and such a proud place to call home.

One thing, when we talk about healthcare, we think of Canada and how it provides free healthcare for all. To many, I think that means that the government pays for everything related to healthcare, salaries, medicine, equipment, and facilities. Jory, would you say that's true?

Jory Pritchard-Kerr:

No, it is in fact not true. Certainly, the government provides the funding necessary to staff hospitals and to make sure they have the supplies they need. About 75% to 78% of every hospital budget is made up of human resources salaries and that is covered by the Government.

What has happened over the years is that hospitals have continued to grow and the budgets don't always grow in the same way that the hospitals are going. I think CGMH is a really good example of this, where 30 years ago we had a budget and then the population exploded and it didn't always keep up.

For the last 30 years, this hospital has been fully dependent on community support to basically cover more than 90% of all equipment, technology and facility renovations. There is some small funding that comes from the government which is called Health Infrastructure Renewal Funding (HERF) which is granted every year, but you never know exactly how much is going to come. We like it because now we don't have to pay for the roof to be repaired any longer. That's what the HERF funding is for. But it's really a misnomer for people to think that the entire healthcare system is funded by the government. A huge portion of it is funded by the community.

Alison Smith: I remember being really surprised by that when I learned about that and I'm sure Craig you were as well when you first found that out.

Craig Hayman: Absolutely. In fact, we hosted an event at our house a year ago and brought friends from our golf course together to talk about the Hospital, and I was amazed that they were just like I was a few years prior, not understanding that we all pay for healthcare. We thought it was through taxes only, but it's not. It's about coming together as a community.

Alison Smith: We say time and time again how fortunate we are to have such a generous community that really understands the need and steps up to support.

Jory, how does the Hospital Administration determine what equipment gets funded? Is it just we fund everything that's needed or what is that process like?

Jory Pritchard-Kerr: No, it's really a grassroots process that starts at the department level where the staff within the department, the leadership in the department, and importantly, the physicians who work in the department, get together to determine what investments in capital they need for the coming year. Then all of those department, I don't want to say wish lists, because they're not wish lists, in a lot of cases it's something that's absolutely critical that has come to the end of its life. In other cases, brand new technology that we're the first in the province or in Canada to have, but all of those are put together and the Foundation is able to say to the hospital, with certainty in advance, how much money we can fund.

Last year our goal was to fund \$5 million in equipment. The teams get together, represented by the manager in each department, and we talk about, as a group, what are the most important pieces to purchase in this year. A lot of it has to do with patient safety. It has to do with the fact that, you know, is this something that is at end of life and if it breaks down, we can't offer the care that we need to offer? Others, as I said, are ways that we can improve the care by having new technology. But it goes through a very lengthy process of negotiations amongst all departments at the hospital, all of which have the same voting power. The maintenance department has the same weight as the operating room, because if the

maintenance department can't keep the building running, we're going to be in big trouble.

So that is negotiated and then it goes through basically the MAC, so the Medical Advisory Committee, and to the hospital board. They approve it and once that is all done, which takes about 6 months, that list then comes to the Foundation and those are the priorities that we need to raise money for.

Alison Smith:

I think last year you mentioned our fundraising goal. We were fundraising for the MRI machine, and I think that's something that a lot of our community can understand the need for. However, we often have equipment that maybe is difficult to understand. You mentioned maybe maintenance or IT and they're really the unsung heroes of this hospital and how they keep it functioning and operating.

When we're out in the community, we talk a lot about patient outcomes and I think the equipment is the vital resource that's needed, but it's really what that equipment can do. I think step one is equipping our teams with the tools they need to provide the care and then ultimately, allowing our patients to get back out in the community and really enjoy this beautiful community of South Georgian Bay.

Craig, I'd like to ask you, as someone that's been a supporter for us, how do you feel, what is the benefit that you get from being a donor and being able to help provide that equipment?

Craig Hayman:

Wow, that's a big question. I'll try and keep the answer concise. I guess it starts with the fact that very few healthy, abled people, plan to be in the hospital. It's an acute care situation and everyone in this community will be touched by or be at this hospital at some point. I know my family's been here twice this year.

When I sit back and think about the community that I want to live in, it naturally causes me to look forward and say, 'What can I impact?' and 'How do I make it better?' One of the key elements to that is ensuring that it's a world-class place to live. I think Canada, Ontario certainly, are that. I think Collingwood and the surrounding area are growing so quickly. The demographic is changing rapidly and many of the people, including myself, that are immigrating and moving here, have lived in larger communities where access to health care; there were many hospitals, many specialists,

many doctors. We're in a market where the word rural gets used now and then, which is an extension of those health care systems. I think the more we can do to ensure that we have world-class health care here, which I believe we do now, but needs to continue to evolve as this community grows. I think it's important to be part of that and not sit back and assume it will happen but understand that it's our responsibility to make it happen.

Alison Smith: So true. And how about you Jory? While I know you are also our President and CEO, you are also a donor here at the Foundation. How does it feel for you to be a donor?

Jory Pritchard-Kerr: You know, there's two sides to it. One is that, you know, I've been here for over 35 years, and I've been able to see the impact, the difference that the equipment makes, but I think most importantly for me and my family, is that it's personal.

As Craig said, you know, he's had some instances here. In 2005, my son had a very serious accident and I was able to see a very, kind of strange, piece of equipment in action. We had just raised money for what we call a picture archiving and communication system, which basically takes all of our diagnostic imaging and allows them to be read remotely. So, if we don't have someone on site, someone else can read it. And because we had invested in that technology, they could diagnose my son with a severe head injury, very quickly, and do what needed to be done.

Today he's thriving. He's got a family. He's working. I think back to that day often and I think about the physicians who were there and all of the work that they did. But if those physicians hadn't had that technology available to them, the outcomes may have been very different. There are so many stories like that out there. But I think, you know, as Craig said, we want to have a community that has good health care but having the advantage of being able to see the impact every day of donations, I think is something that is so motivating and so gratifying at the same time.

Alison Smith: I think it's so interesting, like you said, we don't think about the hospital until we need it, truthfully. And I know I've had times where I've been here and now working at the Foundation, I understand when I have to come in that I'm benefiting from generosity of the people before me and it's really powerful to think about it that way.

So, let's talk about the new hospital. It's very exciting. The projected total cost to build a new state-of-the-art hospital is now over one billion dollars. The provincial government will cover up to 90% of those construction costs, which really leaves us with 10% of those construction costs, and this is known as the local share.

Jory, can you tell us a bit more about what the local share is and why it exists?

Jory Pritchard-Kerr:

I think the local share from the Government's point of view, is a way of ensuring that the community has buy-in to the project. This project will end up being over a billion dollars by the time we get it built. Really, I think the Government is saying to the people of the community, you're benefiting from this, you need to have some skin in the game. You need to show us that this is something that you really need.

We also have, as part of the local share, 100% of the equipment and furnishings that will go into the building. That is also kind of an amazing goal. Our goal is one hundred million dollars and we're almost at fifty million dollars right now, so we're excited about that. But the local share is really important. It sends that message to the government that this community believes in and supports its hospital.

Alison Smith:

Yeah, certainly is a big goal, but like you said, we feel pretty confident in getting to that goal with the help of our community.

Craig, I know you just sort of touched a little bit on this, one thing we'll often say is we're really at an inflection point in our health care system. Our population is growing at an unprecedented rate. The needs of our community are evolving and what we are hearing from our healthcare teams is that they are seeing more complexity than ever before.

Just going to walk you through a few quick stats here that I've got on our community. So, from 2016 to 2021, Wasaga Beach grew over 20%. And just to give you some perspective on that, the provincial average is about 5.8%. It's a bit staggering. Collingwood's population is set to double in size over the next 20 years and The Blue Mountains is the fifth fastest growing community in Canada. How do you think that is impacting the care we receive now and into the future? I don't know Craig if you want to touch upon that?

Craig Hayman:

Sure, thanks for the question. Well, one, not even related to health care more broadly, we have a shortage of family doctors and that creates difficulty in people that move up here finding appropriate ongoing care. I think the hospital, part of what I witnessed when my son was here and frankly the emergency department saved my son's life. He was prescribed the wrong medication for an ailment and the fact that there was not just emergency medicine, but this hospital saw the need and put a general practitioner in the emergency department that was there to visit with patients.

One, to me is the hospital is stepping up and realizing things are changing and the health care system is stretched in this market. We need to do what we can to solve that. I think as I've got a chance to get to know the Hospital staff and the Foundation staff and tour the hospital, I see that kind of innovation happening all over.

As a community member, I sit back and think, 'Okay, what's the path? How do we improve? How do we grow?' A big part of that is the community coming together and saying, if we want to solve these problems and give the medical staff the tools that are needed, the facilities that are needed, and ultimately get the staffing that's required, the community needs to step up. Jory, you talked about the community share. I don't think it's about building a hospital. I love the new tagline, 'Tomorrow Is Built Today', because it's about constantly looking forward and funding what's on the horizon.

I think what, has sort of become the aha moment for me, is that it's not about the next piece of equipment. It's not about the next building. It's about the fact that we constantly need to be improving and upgrading, and as you say, it's getting more complicated.

Well, that means new equipment, new ways of diagnosing. We don't want to be waiting to receive that stuff. We want to be in front of that. And that requires the work of the Foundation being the focal point for the community and funding those needs.

Alison Smith:

It's so true. I think we are always having to look forward, and sort of like what I said before about the fact that we benefit now from the generosity before. So, we always have to be thinking towards the future and



understand that sometimes we can get stuff immediately and we're pretty nimble around here, which is nice to be able to take on equipment needs in that way. But really it is planning for the future always, always evolving. I don't know Jory if there's anything you wanted to add there.

Jory Pritchard-Kerr:

I think one of the advantages of the growth in South Georgian Bay is that we are having medical professionals come to this area that we wouldn't have considered 15 years ago even. I think about the growth in our Internal Medicine Department. We started with one physician that was recruited right at the beginning of COVID and now we have four Internal Medicine Specialists who are serving the area and they're growing the practice, but they're also allowing us to keep more people here.

They have the knowledge and the expertise to diagnose and care for people that, you know, 10, 15 years ago we would have been sending out of their community. Their support system is not there. It's, you know, the whole family traveling down to Toronto. So, as we grow, we also attract really amazing professionals, not just in the medical area but all the entrepreneurs that we talk about, and they build this community together. They build the fabric of the community, and I think they come here because they recognise that we have this special fabric, and they want to be part of it.

Alison Smith:

We talk a lot about that sort of entrepreneurial spirit which can mean so many things and one thing I always like to think about it is, not even just someone starting a business, but someone that is willing to take a constraint as a challenge and use imagination and creativity. I see that even our doctors have that entrepreneurial spirit, and I think that's why people support this Hospital, because we are like-minded in that way. We did have the opportunity to sit down with Dr. Jesse Guscott to talk to him about his simulation training program, and what you will hear from him is just about the fact that we are resource limited.

Craig, like in your situation with your son, being able to identify those moments and maybe not right now having those specialists, but being able to identify, stabilise that patient and bring in or connect the medical professionals and get the care that they really need. I think there's a lot that is happening right now to try to work through those constraints of resources.

Craig Hayman:

Well, and I should say, that I think building infrastructure, building a new hospital and being able to portray an image of growth when I think about to medical professionals, that's where you get attraction.

I was part of another Hospital Foundation in Ontario, and we built a new hospital, and it was amazing the attraction that created. It shouldn't come down to that only, that it's infrastructure, but I think it's all the things that you've already mentioned and that I've witnessed in the hospital. There's less bureaucracy, it's a smaller hospital. People are able to be friendly. It's just a really nice place to be and I think if we can do that and be growing at the same time, then you're going to attract lots of talent that want to come and practice here, and I see that happening already. I think the hospital as a part of that vision simply continues that and improves that situation.

Jory Pritchard-Kerr:

I think when we do have a new building, and we have purpose-built space for the types of programs that our physicians and our medical teams are bringing forward today. They're making do today, but they're doing a fabulous job. I think about the Simulation Program, for example, instead of having it shoved into a meeting room, you know having two fully equipped simulation labs, where people can really learn those skills that are required in outlying communities, the smaller community hospitals, that are so important to know. Even just the respite, we have had two doctor's lounges that we have upgraded in the last year. The change in the feeling of being able to go into a room that is designed for you to come and just take a breath and maybe think about that really difficult case, knowing that there's another difficult case coming along. But to have that space designed so that people can have privacy, they can have respite, they can have some calming moments. It's very hard to feel in this building.

Alison Smith:

Absolutely. So just talking a little bit about South Georgian Bay, and I know we've already touched on this, but I'd love to just go back to it and spend a few moments.

It is such a unique place. And as we said, it's really hard to fit into any sort of classification. For many, it's a really exciting tourist destination, and then for others, it's proudly home, and for some it's been a bit of both.

It's small enough to be rural, but sometimes that word doesn't feel right. We sometimes talk about it as a 'badge of honour' because our health care professionals will look at it and say 'I'm in this small community. I'm

resource limited, but I can do so many things because I have to, because of constraint.' But really it offers this lifestyle, like you said Craig, it really feels world-class, and it has such a rich history. It's ever changing and evolving. And so, whatever it is and however we choose to enjoy it, I think the one thing that really anchors us altogether is this need for a new hospital. It's really our one shared thing, out of anything in this community, no matter who you are, this is where you have to come and it impacts all of us.

Jory, this is maybe a big question, but how do you see this community coming together to support this common goal, this big audacious goal?

Jory Pritchard-Kerr:

We are already seeing the community come together. We have had years of outstanding financial support and volunteers who step forward with so many different skill sets to help us, not only day-to-day in the hospital, but on our Boards.

I think what is changing is that new people who are moving to the community are very excited to know that there is going to be a new hospital, and they are coming forward, identifying themselves and really saying, "I want to invest in this. This is something I believe in."

You know, we serve five communities with very varying degrees of financial ability. The important thing is that we will need everybody in the community to play some type of role in helping us reach this goal.

Alison Smith:

Absolutely. This hospital project is really unprecedented, and I think it will require extraordinary efforts, leadership and commitment to fund. I can say personally, I feel really proud to be a part of this and a part of it moving forward.

Craig, in your opinion, what do you think people can do to get involved and support the project?

Craig Hayman:

Well, first of all, it's a podcast like this to help educate people that there's a need, so I think that's great that you're doing this. There are many ways to get involved and I think Jory and your Foundation team would be happy to speak to all those that are interested.

But as Jory said, it can start from a very small commitment of time and/or resources. I think the community has been very good in being part of that

and helping. My mind turns to all the new folks that are moving in from the greater Toronto area, the greater Guelph, Cambridge, Kitchener area, that are bringing families up. They are building nice homes and maybe aren't as connected yet. I think there's a real opportunity to engage those individuals.

I know myself, what I'm trying to do is engage with a number of those people through my wife's social network to say, "Hey, yeah, you think you still live in Guelph and that's where you were, or Toronto or Oakville or wherever you're from, but you're spending most of your time here and when stuff happens, you're here. So, we need to make sure we're committed to here."

I think as someone who wasn't born and raised here, I guess my perspective is mostly from that lens, but I see lots of opportunity for the Hospital Foundation. When you say it's a big audacious goal, I don't think it's a big audacious goal. I think it's an important goal and one that we need to position with people, that is an evergreen goal.

Okay. It's hundred million to get to the hospital being built, but then it's the funding that follows after that continues to ensure that we have the right equipment and capabilities. I think it's really tying people to say whatever you can do, whether it be hosting an event, whether it be making a monthly contribution, whether it being asking how you can volunteer. I think it starts with small gifts of kindness, and as Jory said, those that have the ability to make them larger gifts, that's fine, too.

Alison Smith:

Yeah. It's so much more than saying 'please donate'. It's really 'join our network of support', 'join our community and become invested.' For some people, being invested could be just listening to the podcast, and that would be amazing because they would have an understanding and be able to continue that conversation on our behalf.

Or we recommend people sign up for our newsletters because, again, they're getting informed and understanding the needs. There's certainly so many ways to be involved and I think we appreciate every single one of those ways, because it does build that community up together. I think you're right about that evergreen goal.

Craig Hayman:

I think the awakening piece of it is really important and whether it be the podcast or any other means. I think about my own experience living in

Oakville and great healthcare all around us and when I became aware through someone on their foundation of the local share and the fact that equipment of all types was not covered by tax dollars, that was an awakening. And you talk about the gratitude of those that came before.

What I realized was that lots of people in my community had been allowing me to have great healthcare and that I hadn't been engaging and taking my role and taking up my share which is why I'm here today. That awakening I think is important, will happen to many as they have the opportunity to connect, whether it's Ambassadors, the Cabinet, the Board or listening to podcasts like this.

Alison Smith:

Our podcast is called *A Day Away*, as we talk about tomorrow a lot around here, and we've certainly been talking a lot about tomorrow.

As a foundation, our work is always future planning and forward thinking to ensure we can provide and care for generations to come. Today, our community benefits from the generosity of those that gave before us. And now, we're embarking on our biggest and boldest mission yet.

We are steadfast on a mission to build South Georgian Bay's Hospital of Tomorrow, to expand healthcare services for our fast growing community, to improve patient safety and privacy and to help retain and recruit top health care professionals and build on our strength in rural interprofessional education and training.

Thank you, Craig, and thank you Jory for sitting down with me today to chat about the future of healthcare and how we'll impact our community of support.

We like to end our sessions with some closing thoughts of what tomorrow means to you. It doesn't have to relate to the hospital, but more about what you see for the health of our community or really just the future of South Georgian Bay.

If you want to just share some of those? Jory, maybe I'll start with you. What do you think about when you think about tomorrow?

Jory Pritchard-Kerr:

You know, it's hard, Alison, for me to think about anything other than the Hospital that we're building and what I think about with the Hospital of Tomorrow is that it's designed with everybody in mind.

It's designed with understanding that the people who are working in environmental services are just as important because they're keeping our building clean and safe for our patients, how they work and the type of environment that they work in.

It's designed for our healthcare professionals to make sure, as I said before, that they have places where they can go for respite. It's designed for all generations of the patients we see whether it's the birth of an infant or someone who is visiting a loved one at the end of their life.

We want to have light-filled rooms. We want to have vistas where people can look out and feel that calming effect. It's basically something that a lot of people have had input into and that we will continue to refine as we go through the next couple of years. But I think really, it's the hospital that is built for this community at this time.

Alison Smith: Okay. Thank you. Craig, anything you'd want to share?

Craig Hayman: Yeah, I'll take a little different angle at it. My family moved here because we're proud to be here. We love it here. We built a house that we're very proud of and completed it just the way we wanted.

So, I think we have a world-class home and we have world-class water sports and alpine sports and summer sports. I think Collingwood is a fabulous centre for the community, as is Wasaga Beach really growing into fabulous places to draw people in whether it be the Gaiety Theater or the festivals downtown here.

I think it's incumbent upon, and I hope I can speak for others that connect to this, but I look at myself and say it's my responsibility to make sure that my community is just as healthy as my home because it's connected. I want to be proud of where I live, and I am, and I think we really are a centre of excellence and it's my respite living here and part of that being the case is making sure that all parts of the yard of this home are taken care of and the hospital is part of that. It sits within that domain of my thinking that that's part of the environment that I find myself in and I want to make it as good as I can because my family deserves that, but so does yours.

Alison Smith: Oh, that's really touching. Thank you Craig and thank you both. So we hope you enjoyed our conversation.

We are working to build the new hospital that South Georgian Bay needs and deserves. With your help, our new facility will be ready to support all of us when we need it most when Tomorrow comes. Thank you.

[Music]