

When Erik Gudbranson's two-year-old daughter Zoey woke up struggling for breath, they rushed to **South Muskoka Hospital**. He remembers the moment he understood what having the hospital close to home meant...

SEE ERIK'S STORY ON PAGE 5.



believe in tomorrow

SOUTH MUSKOKA HOSPITAL FOUNDATION
ANNUAL REPORT - 2026



Your remarkable support means a bright future for **South Muskoka Hospital.**

We work hard to inspire support for South Muskoka Hospital and put every gift to work where it's needed most. But ultimately it is you, our donors, who make better care possible.

And this year exceeded even our best expectations! Together, we raised over \$13.5 million, a new record for the Foundation. We're deeply grateful and more optimistic than ever.

This phenomenal support tells us that you continue to value the excellent local care available today, and believe in building an even better healthcare system for tomorrow.

That belief is grounded in what people experience here. When Erik and Sarah rushed their daughter to emerge, they found a skilled team ready when they needed help most (pg. 5). Emergency physician Dr. Heather Sawula provides that help every day. Her confidence in the knowledge, judgement and compassion of her colleagues reinforces the trust our community places in South Muskoka Hospital (pg. 4). Robert West's extraordinary legacy gift shows how generosity today can help ensure skilled local care is there for generations to come (pg. 10).

To our Foundation Board and team, thank you for the leadership, care and hard work behind another extraordinary year. Most of all, thank you to every donor. Your generosity strengthens the care available now and helps shape the healthcare system South Muskoka will depend on for generations to come.

Because of you, **we believe in tomorrow.**



Dan Brooks
Board Chair



Leah Walker
CEO



YOUR SOUTH MUSKOKA HOSPITAL FOUNDATION TEAM

Leah Walker *Foundation CEO*
Kathryn Devlin *Director of Philanthropy*
Amy Bedard *Database & Stewardship Coordinator*
Tammy Selkirk *Community Giving Coordinator*
Jennifer Dart *Governance Coordinator / Executive Assistant*

Raise Muskoka: Why it matters to all of us.



I've lived here my entire life. I was born at South Muskoka Hospital, raised in Milford Bay and built my businesses here. So when I talk about the future of our hospital, it's personal.

That's why I am proud to chair our Foundation's Raise Muskoka campaign to build one healthcare system, two new hospitals and one phenomenal future.

For me, it's about my family and the generations that will come after us. It's about my employees and their families. Really, it's about everyone here being able to count on strong local health care when they need it.

Through Raise Muskoka, our Foundation will help bring a new South Muskoka Hospital to life as part of one integrated healthcare system. This will give our community the space, technology and capacity to support excellent care as Muskoka grows.

We're not losing our hospital, we're getting a better one.

I'd be proud to have you join me in making that happen.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Arnie Coulson'.

Arnie Coulson,
Campaign Chair and Donor
South Muskoka Hospital Foundation



Scan the QR code to learn what is planned and why it matters to Muskoka, or visit **raisemuskoka.ca**

BELIEVE IN THE TEAM

Ready when it matters.

No one plans to need emergency care. But when the unexpected happens, patients need people who can make sound decisions, work together and act quickly.

As an emergency physician at South Muskoka Hospital, Dr. Heather Sawula has absolute confidence in her team's ability to do just that.

Dr. Sawula moved to Muskoka with her family eight years ago and loves the community she serves. She knows the ability to stabilize or resuscitate patients close to home makes this hospital vital to the wellbeing of her community.

For her, having the right people, equipment and training in place is what creates good outcomes in any emergency situation.

Dr. Sawula is also looking ahead to the improvements to emergency care the new hospital will bring. "I'm really excited about the new build. With more capacity, greater privacy and up-to-date resources, we'll be in an even better position to help those in need when it counts most."

The people and expertise are already here. Our new hospital will help ensure we have what we need for whatever tomorrow brings.



"I completely trust the people I work with because I see their knowledge, wisdom and experience in action every day."

Dr. Heather Sawula
Emergency Physician, South Muskoka Hospital

South Muskoka Hospital care by the numbers

The care your support made possible this past year:

22,618 Emergency Visits

4,878 Surgeries & Endoscopies

37,628 CT Scans & Ultrasounds

3,577 Mammography & Breast Cancer Screening Exams

2,204 Infusion & Diabetes Clinics

believe in care

*"Our little girl received skilled care
when we really, really needed it."*

Erik Gudbranson
Professional Athlete & Donor

When their daughter woke up struggling to breathe in the middle of the night, Erik and Sarah Gudbranson knew there was only one thing to do.

"We'd seen the symptoms before, but this time she was really struggling. We knew we had to go right to emerge."

As an NHLer, Erik is no stranger to hospitals. But rushing in from their Port Carling home to South Muskoka Hospital, he realized being the parent was far harder than being the patient. They were going to have to trust people they didn't know with the life of their precious child.

The emergency team began treatment immediately. A nurse brought Zoey a little stuffed pink pig to comfort her. When the danger had passed, the doctor walked them through a plan in case the symptoms returned. The experience was a lightbulb moment for Erik and Sarah.

"Everyone was incredible, very capable and calming. They made a difficult night much easier. It opened our eyes to how much impact a rural hospital can have. If that place isn't there, you're in serious trouble. Plain and simple."

For Erik and Sarah, giving to the South Muskoka Hospital helps ensure that care is ready when the next family needs it.

Learning today for better care tomorrow.

The care our community will rely on tomorrow starts with people who keep learning today. With thanks to our donors, this year's education awards are helping a local student and two South Muskoka Hospital staff members continue their studies and take the next steps in their careers.



STUDENT:

Lola Mahon is a Bracebridge resident pursuing a degree in kinesiology at Laurentian University. She has already contributed more than 170 volunteer hours to South Muskoka Hospital. Living with Type 1 diabetes, Lola knows firsthand how much high-quality care close to home matters.

STAFF:

Lindsay Bishop, manager of the surgical department, is pursuing a Bachelor of Healthcare Administration at Toronto Metropolitan University.

"This program of study will directly enhance my contributions to MAHC by strengthening my leadership, strategic planning and health-system management skills."



STAFF:

Pamela Sobil, a registered nurse in the emergency department, is pursuing a Primary Health Care Nurse Practitioner Diploma at Laurentian University. She hopes to return to the emergency department, building on her passion for emergency medicine and her own experience of relying on local care.

"I want to contribute to the health of our community while also helping create opportunities and a strong future for my children here."

Specialized care, closer to home.



"This is a meaningful step forward for our program. With enhanced technology and additional physician support, we are better positioned to provide timely, high-quality care for patients across Muskoka."

Dr. Jonathan Rhee
Urologist, South Muskoka Hospital

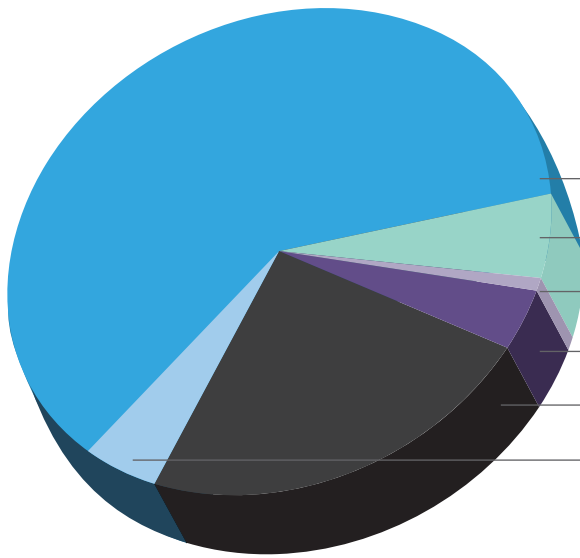
When our loved ones in Muskoka need a specialized procedure, it can mean adding the inconvenience of travelling outside the region to an already stressful situation. A new donor-funded surgical project is helping change that.

This past year community donors funded the full \$700,000 cost of a new specialized surgical/urology table and the extensive renovations required to bring it into service at South Muskoka Hospital. The technology gives our surgeons the clear, real-time images they need during procedures. It also supports minimally invasive operations and rapid cancer detection—all while decreasing infection and trauma risk.

And for patients there is another obvious benefit: more of the care they need can be provided right here in Muskoka.

The investment comes as the hospital's urology program is growing. Dr. Bruce MacDonald has joined Dr. Jonathan Rhee, strengthening the team's ability to respond to demand across Muskoka.

Because of you, we raised over **\$13.5 million** this past year.



This year, because of your generosity, we raised over \$13.5 million. We set a new record and it reaffirmed our belief in our community. Thank you.

\$8,703,364	 PLANNED GIVING
\$723,409	 ANNUAL GIVING
\$101,589	 TRIBUTE
\$490,969	 SPECIAL EVENTS
\$3,050,734	 MAJOR GIVING
\$524,419	 OTHER INCOME



Scan the QR code to download South Muskoka Hospital Foundation's full audited financial statements for 2026.

Sapphire Soirée: Celebrating 45 years of the Foundation

In 2025, South Muskoka Hospital Foundation marked its 45th anniversary with a Sapphire Soirée, presented by RBC.

Along with raising \$68,000 for patient care, the evening celebrated the Foundation's historical achievements, while honouring the donors, sponsors and community members who have made them possible.

Our sincere thanks to RBC and to every guest and sponsor whose support made this milestone celebration possible and continues to strengthen health care in South Muskoka.



With heartfelt thanks to our Business Partners

We are proud to recognize every Business Partner who supported South Muskoka Hospital Foundation this year. Your generosity helps strengthen the local care that employees, customers, families and neighbours across our community rely on. Your support means the world to us, and we are truly grateful to have you behind our hospital.

- All Ontario Recycling
- Bracebridge Machine & Welding
- Camping in Muskoka
- Casey Contracting
- Castle Peak Retirement Residence
- Cavalcade Ford Muskoka
- Coulson Bros. Scow Service
- Daleman & Westcott Professional Corporation
- de Koning Group
- Fowler Construction
- Greavette Chevrolet Buick
- Heat-Line
- JSW Manufacturing
- Kubota North
- Lakeland Networks
- Leon's Muskoka
- Mazenga Building Group Ltd.
- Mica Sport Canada
- Modern Home Carpet One
- Muskoka Chrysler
- Muskoka Highlands
- Muskoka Window and Door Centre
- Propeller Fine Home Builders
- Rockscape
- Russel Metals
- Subaru of Muskoka
- Tamarack North Ltd.
- Tim Hortons Bracebridge
- Water Depot Bracebridge
- Wes Finch & Sons Ltd.

Thank you, the Friends on the Muskoka Lakes

For the 5th year in a row, the Friends on the Muskoka Lakes are making donations go twice as far by matching donations up to \$150,000. This inspirational group of seasonal residents has helped raise over \$1,000,000 (and counting) and we are deeply grateful for their generosity and continued belief in local health care.

The largest estate gift in our history, inspired by a lifetime of care.

Among the many acts of generosity that shaped the life of Robert (Bob) George West was one final gift: \$8 million to South Muskoka Hospital Foundation, the largest donation in our Foundation's history.

It was a gift inspired by a lifetime spent working in healthcare, and a deep love for Muskoka.

Born in Hamilton in 1932 to humble beginnings, he lost his father at an early age and was raised by his widowed mother. With determination and an entrepreneurial spirit, he built a life that took him around the world, eventually growing one of Canada's leading medical supply companies, Medical Mart. It was built on a simple philosophy: being the 'We Care' Company. Bob and his family worked alongside hospitals and physicians for decades, so he came to understand that exceptional care depends not only on extraordinary people, but on giving them the tools and facilities they need to succeed.

"He knew what world-class healthcare looked like, and he wanted Muskoka to have it," his son, Rob West says.

Bob loved Muskoka. After years of taking little more than an annual family trip to Bangor Lodge on Lake Muskoka, he spent one week at his son Rob's rented cottage on Lake Rosseau that changed everything. He returned home, bought a cottage within weeks, and from then on, spent every summer here with his longtime love Lou.

Bob believed in Muskoka. He believed in its communities, its future, and its hospital. Through his extraordinary gift, that belief will help shape the future of healthcare here, for generations to come.



LEAVING A LEGACY

Bob's family hopes his example will inspire others to consider how their own values and gratitude might be carried forward through a gift in their Will or estate planning.

To learn more about legacy giving, please contact Foundation CEO Leah Walker at leah.walker@mahc.ca.

Clearer images for better breast care.



A **multi-year fundraising campaign** is underway to raise the \$800,000 needed to replace South Muskoka Hospital's aging mammography unit.

The new technology is designed to produce clearer, more detailed images to support the detection and diagnosis of breast lesions. It will also improve comfort for patients and provide a more ergonomic working environment for technologists.

The investment will support the continued availability of modern mammography close to home. It will also move MAHC closer to its longer-term goal of expanding women's health services in South Muskoka, including a breast screening and biopsy diagnostic centre.

It is an exciting example of how investing in the right technology can strengthen the care available now and in the future.

3,577

Mammography and breast cancer screening exams conducted at South Muskoka Hospital last year.

89

Women in Canada are expected to be diagnosed with breast cancer every day in 2026

SOME OF SOUTH MUSKOKA HOSPITAL'S CURRENT AND FUTURE NEEDS

Patient Beds & Stretchers	\$18,000 each x 19
Surgical Scope Fleet (Endoscopes, Urology, Laparoscopes)	\$175,000
Surgical Tables	\$60,000 each x 2
Pain Pump Replacement	\$10,000 each x 4
Hematology Analyzer	\$60,000 each x 2
ER Ice Machine	\$10,000
ER Cast Saw and Vacuum.	\$20,000
Mammography Unit.	\$800,000
Ventilator	\$80,000

BOB AND LYNN JACOB



*Bob Jacob pictured with
Foundation CEO Leah Walker*

Investing in what matters.

When Bob Jacob talks about giving, he doesn't call it charity. He calls it an investment in his community.

Over the past year, Bob made not one, but two incredibly generous gifts of publicly traded securities to South Muskoka Hospital Foundation. Together, those gifts bring his total support of the Foundation to over \$2.2 million.

Bob believes kindness is something you put into action. Inspired by the idea that we're "Kinder, Braver, Together," he sees supporting South Muskoka Hospital as one of the most meaningful ways to invest in the place he cares so deeply for.

His gifts also shine a light on an increasingly popular way to give. By donating appreciated publicly traded securities, Bob was able to maximize the impact of his gift while taking advantage of important tax benefits, ensuring more of his investment went directly toward advancing healthcare in this region.

Every community needs people like Bob who believe enough to lead. His generosity is helping shape the future of healthcare in Muskoka, and inspiring others to invest in the community they love.

If you're interested in learning more about giving through securities, visit healthmuskoka.ca/gift-of-securities or contact Foundation CEO Leah Walker at leah.walker@mahc.ca.

Our vision

"Inspired philanthropy that advances outstanding integrated healthcare in Muskoka."

Our mission

"To inspire generosity that builds healthcare excellence in Muskoka – Today, Tomorrow, Together."

Our core values

Think Ahead – Care Deeply.

COMPASSION

Prioritize compassion and empathy in every decision and action.

INNOVATION

Embrace change with forward-thinking strategies. Invest wisely. Own every outcome.

ACCOUNTABILITY

Ensure every dollar is transparently tracked, audited, and used exactly as promised.

INTEGRITY

Make prudent, impactful decisions that align with our Donors' philanthropy. Be the example. Elevate our knowledge.

RESPECT

Build a workplace that's inclusive, respectful, equitable and enjoyable.

COMPETENCY

Equip our Board, Staff and Volunteers with the skills needed to meet our future.

Local leaders committed to exceptional healthcare in South Muskoka.



DAN J. BROOKS, Chair

Serving on the Board since 2021, Dan Brooks is a past Vice-President of Dura Automotive. He has held executive positions in automotive parts manufacturing overseeing global seat systems operations, and later in post-

secondary education in both academics and administration. Dan has also consulted extensively in private practice for industry and governments on operational, employment and training initiatives. Dan obtained his undergraduate degree from McMaster University, and holds a master's degree in Operations Management from Kettering University. He is a Certified Human Resource Leader (CHRL Ret.). He has held key elected, appointed and voluntary positions on a variety of councils, boards and commissions in the federal, municipal, health care, environmental and academic research fields. Dan and his wife enjoy spending time with their two daughters and their families in both Muskoka and the Ottawa region.



ROBINSON CLARK, Vice-Chair

Serving on the Board since 2017, Robinson Clark is an Investment & Wealth Advisor with RBC Dominion Securities in Muskoka. Previously, Robinson was a Partner and Vice President of Institutional Equity Sales

at brokerage houses in Toronto. Robinson earned his Bachelor of Commerce Cooperative Degree with a strength in finance and an international focus from Dalhousie University and Copenhagen Business School. Robinson enjoys spending time on land and water with his wife, two daughters, and dog.



CHRISTINE LARKIN, Treasurer

Serving on the Board since 2023, Christine Larkin is a retired partner at Gilbert & Larkin LLP with over thirty years of combined public practice experience in accounting, tax and valuation services across Canada.

Christine is a graduate of McMaster University and holds CPA, CA and CBV designations. With particular expertise in health care practices, she has lectured at various medical and dental conferences across Canada and has been a guest speaker for the YWCA for women starting in business. Christine and her husband Marc enjoy spending their time between their family home in Muskoka and cottage in Seguin Township.



ARNIE COULSON, Director & Raise Muskoka Campaign Chair

Serving on the Board since 2021, Arnie Coulson is the co-owner and founding member of Muskoka Rock Company and owner of Coulson Bros Scow Service and its subsidiary companies: Muskoka

Disposal Services, Coulson Brothers Arboriculture, and Coulson Bros Steel Docks. Arnie has been recognized across many industries throughout the region for his success in managing some of the most challenging topography and construction engineering challenges in Muskoka. Arnie has been a private pilot for nearly 30 years and spends many summer weekends enjoying family time with wife Lauri and kids Holly and Kyler at the family's fly-in fishing camp in Quebec.



DR. KEITH CROSS, Associate Director

Serving on the Board since 2016, Dr. Keith Cross is a family practitioner and holds leadership roles with the Cottage Country Family Health Team and the Muskoka and Area Ontario Health

Team. Dr. Cross earned his doctorate of medicine from the University of Toronto, specializing in family medicine. In his career he has provided comprehensive care in family practice, ER, obstetrics, and long-term care. Dr. Cross served as the Quality Lead on the Medical Advisory Committee of Muskoka Algonquin Healthcare where he drove improvements in patient care and safety by developing, implementing and overseeing quality management programs.



SUSAN GIBAUT, Director

Serving on the Board since 2026, Susan Gibaut has over 30 years of compliance and corporate governance experience spanning Canada and the UK, including as Chief Compliance Officer in trust and fiduciary organizations and, until

recently, as a Senior Compliance Manager for an insurance company with worldwide reach. Susan is a Fellow of the Chartered Governance Institute and holds a master's in Corporate Governance from Bournemouth University in the UK. Susan serves on the Governance Committee. Susan and her husband enjoy spending time with their daughter, son and two grandchildren, as well as playing golf and taking long walks with friends in beautiful Muskoka.



CHERYL HARRISON
Ex Officio MAHC CEO, Director

Serving on the Board since 2021, Cheryl Harrison is the President & CEO of Muskoka Algonquin Healthcare. Her clinical leadership and experience have been largely in medium-sized, rural community hospitals in Ontario. Cheryl obtained an undergraduate degree in Health Sciences from York University and her Master's degree in Health Policy, Evaluation & Management from the University of Toronto. Cheryl and her husband live in Severn Bridge, where they enjoy family time with their three daughters and three delightful grandchildren.



JONATHAN MILLER, Director

Serving on the Board since 2025, Jonathan Miller is a lawyer with Hoos Law Professional Corporation. Previously, Jonathan was a partner with Shibley Righton LLP with a focus on litigation including construction, commercial, estates, condominium, municipal liability and professional negligence claims. Jonathan earned his Bachelor of Science from the University of Toronto, and completed law school at both Windsor Law and the University of Detroit. Jonathan enjoys spending time outdoors, playing hockey and cycling, and takes pride in being "Coach Dad" to his daughter.



REBECCA PENWELL, Director

Serving on the Board since 2023, Rebecca Penwell previously owned and operated an award-winning Muskoka restaurant and continues to enjoy a career in real estate as a Broker with Forest Hill Real Estate Inc. Brokerage, Port Carling. Rebecca attained her Certified International Property Specialist (CIPS) designation from the National Association of Realtors. Rebecca is an avid health enthusiast who has been a travelling Canfit Pro Certified Fitness Instructor.



JEFF WATSON, Director

Serving on the Board since 2026, Jeff Watson is the former owner and operator of both Gravenhurst Tim Hortons locations for 32 years. He also served three terms on Gravenhurst Council including as Deputy Mayor. Jeff has extensive governance experience serving on the Boards of Gravenhurst Hydro, Gravenhurst Chamber of Commerce, Muskoka Tourism, Windermere Golf Club and Muskoka Bay Club. Jeff is a graduate of the Ontario Fire College and served eight years with the Gravenhurst Fire Department as firefighter, captain and training officer. Jeff enjoys staying active playing softball and golf, and competing in obstacle-course races. His biggest joy is spending time with his daughters, granddaughters and golden retriever Kulla.



DR. ALEX WEBB, Director

Serving on the Board since 2026, Dr. Alex Webb is a physician and general surgeon at the South Muskoka Hospital – Muskoka Algonquin Healthcare. Dr. Webb provides medical expertise and advocacy within the medical community for the Foundation. She completed her General Surgery Residency at the University of Alberta and McMaster University and holds a Master of Science in Clinical Epidemiology. A previous volunteer with the local Rotaract, Dr. Webb has also volunteered internationally with Free the Children in Peru. Dr. Webb enjoys spending time mountain biking, hiking, and travelling the world.



CINDY YELLE, Director

Serving on the Board since 2022, Cindy Yelle is a senior executive leader in the philanthropic and sports-based sectors and a consulting partner with Head for Sport. Cindy has held Chief Executive roles and shaped major campaigns raising over \$1 billion for the SickKids Foundation, Toronto Rehab Foundation and the Canadian Olympic Foundation. Cindy obtained her undergraduate degree from the University of Toronto and was an NCAA Champion and record holder at the University of Florida. She is a Certified Fundraising Executive (CFRE). A former member of Canada's 1984 Olympic swim team, Cindy also captained Canada's 1986 Commonwealth and World Championship teams. Cindy divides her time between Toronto and Muskoka.

With gratitude for their service

We thank the following Directors for their time, leadership and commitment to South Muskoka Hospital Foundation and our community.

- **Paul Hammond** *Rest in Peace, 1946–2026*
- **Kevin Smith**
- **Tyler Stevens**
- **Leslie Wilford**



SEE YOUR IMPACT:

Find out how community support was put to work this year. Download South Muskoka Hospital Foundation's audited financial statements using the QR code or by visiting our website at healthmuskoka.ca

Giving changes everything

Supporting your hospital is an investment in people, in your future, and in life. It's a way to make an impact in your community, today and tomorrow. There are many ways you can help:

ONE-TIME, MONTHLY & ANNUAL GIVING

Make a one-time gift or choose convenient monthly or annual giving in any amount. Donate online, by mail, by phone or in person. Monthly gifts can be adjusted or cancelled at any time.

TRIBUTE & MEMORIAL GIVING

Celebrate a special occasion, remember someone important or thank a Health Care Hero for exceptional care. We will share your warm wishes with a custom card, and recognized Health Care Heroes will receive a special token of appreciation.

PLANNED GIVING

Create a lasting legacy of care through your Will, life insurance or other estate-planning arrangements. Planned gifts can help support future generations while offering potential financial and tax benefits.

GIFTS OF SECURITIES

Donating publicly traded securities directly may allow you to make a larger impact while avoiding tax on the capital gain and receiving a charitable tax receipt for the gift's fair market value. Please consult your financial or tax advisor.

BUSINESS PARTNER PROGRAM

Join local business leaders supporting healthcare in South Muskoka. Business Partners receive valuable community exposure while demonstrating their commitment to employees, customers, families and neighbours.



**LEARN MORE ABOUT THE
GIVING OPTION THAT IS
RIGHT FOR YOU.**



South Muskoka Hospital Foundation
75 Ann St., Bracebridge,
Ontario, P1L 2E4
T: 705 645 4404 ext. 3193