

Stevenson Memorial Hospital
Report of the President & CEO to the Annual General Meeting
June 18, 2013

Welcome to Stevenson Memorial Hospital.

This is my second annual report as President and CEO, and I am pleased to highlight some of the achievements of the 2012/13 fiscal year.

We are driven, every day, by our Vision: *We champion your care . . . every step of the way.* I am therefore delighted to share that we completed an exciting and bold five-year strategic plan to guide our steps and enable us to deliver on our vision. It is through our strategic plan that we will lead Ontario's community hospitals with highly trained and dedicated people, service excellence, financial health, sustainable infrastructure and powerful partnerships with our community and other healthcare organizations.

Financial Health

We finished the last fiscal year with a slight surplus of \$12,000. This success is a real credit to the entire team at Stevenson, and I offer sincere thanks to everyone for rising to the challenge and finding efficiencies and savings.

In light of reduced provincial funding, we will feel significant pressure to continue moving more procedures to an outpatient basis and to reduce the length of stay for admitted patients. Since operating costs will continue to rise by 2 to 4 per cent per year due to inflation, we will need to continue to find efficiencies in order to balance our budget.

Safe Quality Care

- Our Hospital earned Accreditation with Commendation from Accreditation Canada, a not-for-profit organization that provides national and international healthcare organizations with an external peer review. What a tremendous and proud accomplishment to score 98 per cent. Similarly, our Laboratory department achieved 97.3 per cent on the Ontario Lab Accreditation.
- Since 2007, we have seen a 5.7 per cent improvement in overall organizational patient satisfaction scores, which are now at 93.1 per cent.
- Medical/Surgical Inpatient Unit patient satisfaction sits at 97.4 per cent.
- Obstetrics program consistently rated as one of the highest in the province at 100 per cent patient satisfaction.
- We are fifth out of 74 participating hospitals in the province for emergency department (ER) wait times. I am proud to recognize that the hard work of our staff, physicians and volunteers skyrocketed Stevenson's ranking from 15 in 2011.

- Our Hospitalist program expanded to a three-physician model after a review that confirmed the success since its introduction in 2009. This program helped us achieve positive patient outcomes and staff satisfaction and this expansion sets Stevenson apart as we strive to be the best small community hospital in Ontario.
- Outpatient visits increased by 12 per cent last year. We continue to partner and work with our community to ensure timely access to diagnostic and physician specialist services and clinics close to home. New outpatient services to Stevenson in the past year include:
 - Sleep lab - 307 visits
 - Digital Mammography Unit - over 3,500 visits to our new Digital Mammography machine. In the coming year, we will be exploring opportunities to increase our access by providing more weekend and evening coverage for some of our outpatient services.

With support from our community partners including the Central Community Care Access Centre (CCAC), we have realized a 98 per cent reduction in the number of patients waiting to be transferred to a long term care facility. This was important, because many patients were waiting on our Medical/Surgical Inpatient unit -- some for months and even years -- for a discharge to a long-term care facility.

Building the Best

- The Energy Retrofit project, with the installation of our rooftop solar panels, has realized savings that have been reinvested back into patient care and services.
- An electronic patient records system was introduced. Staff and physicians are now able to view patient charts from any computer within Stevenson.
- Our next project will be the introduction of Physician Portal. This will enable our physicians to have quick access to valuable patient information from anywhere an Internet connection is available.
- Our Operation Room campaign project added high tech equipment to help ensure that Stevenson provides first rate services with first rate innovative technology.

We know that Emergency Services are our most essential service at Stevenson. Therefore, the number one need identified for this community is the expansion of our Emergency Department and adjacent Operating Rooms, Diagnostic Imaging and Laboratory departments.

We struggle to meet the community's emergency needs with our capacity limited to 12 stretchers. This department was built to serve 7,000 visits back in 1964 and this year we experienced close to 30,000 visits.

Planning for an expansion is a long-term process that needs approval from the Central Local Health Integration Network (LHIN) and the Ontario Ministry of Health and Long-Term Care. To make it happen, we will rely on the support of our local residents, as we continue to modernize our facility and open new, advanced screening and treatment programs in this community.

Power in Partnerships

Small community hospitals across Ontario struggle to deliver efficient services in an increasingly technological and complex health system. As a result of this changing reality and the effects of fast-paced population growth, Stevenson must adapt in order to continue our proud role as a cornerstone of our community.

A great example of how partnerships make great things happen is a protocol followed for patients with hip fractures. Three of our partner hospitals work with us to ensure patients receive surgery as soon as possible. Impressively, the majority of patients receive surgery within 16 hours, whereas they may have waited up to six days in the past. Individuals are transferred back to Stevenson within three days following surgery to continue receiving care close to home as they recover. What a difference a partnership makes. By working together, we will continue to provide access to safe, quality care for our patients.

Our People, Champions of Care

First of all, I would like to thank our Board of Directors for their unwavering support and commitment to Stevenson.

Also, thank you to the Stevenson Memorial Hospital Foundation for the passion and dedication that inspires hundreds to give generously to the Hospital year-after-year. Under the leadership of Glenn Rae, the Foundation has continued to surpass everyone's expectations.

Finally, my sincere thanks to our dedicated team of staff, physicians, and Auxiliary volunteers who, every day, give tirelessly in support of this organization. Your dedication to providing compassionate, quality care does not go unnoticed.

I encourage you to browse our website to learn more about Stevenson. Follow us on Twitter @Stevenson_News and I encourage you to visit and "like" our page on Facebook.

Respectfully submitted,



Annette Jones
President & CEO, Stevenson Memorial Hospital