

Stevenson Memorial Hospital

Report of the President & CEO to the Annual General Meeting

June 17th, 2014

The Hospital

Stevenson Memorial Hospital (SMH) is a progressive community based hospital that offers 38 inpatient beds and a range of outpatient diagnostic and treatment services, inclusive of cataract, general surgery, maternal child care and dialysis. I am honored and privileged to present my first annual report as the President and CEO of Stevenson Memorial Hospital after arriving here in early January 2014. I replaced Annette Jones, who returned to Southlake after a two year term as the CEO of Stevenson. This past year, we increased specialty clinics like urology and a fracture clinic, to serve the growing needs of our community.

Vision

We champion your care...every step of the way.

SMH is viewed as a valued part of the community, so that our supporters continue to contribute through the Foundation, seek volunteer opportunities, and recommend SMH as the place to receive care.

Our *Mission* is as a key partner in the healthcare system, working with other health service providers to help residents in our community access safe, quality care where and when they need it. Whether our patients spend an hour or a number of days with us, they will always be treated with respect and compassion. When it is time for the patient to return home or to move to an alternative setting, we play an active role in supporting the smooth transition of their care.

Our *Values* influence how we make decisions and guide the way we work each day with each other and with our patients and their families. With the help of our community, SMH also developed a Patient Declaration of Values that reminds us of what is most important to the people who depend on us for safe, high quality health care services.

Building the Best

In 2013-14, SMH invested close to \$1.8 million in equipment, technology, and infrastructure. This is only possible with the salient efforts of our Foundation. The year's accomplishments included the following:

- Orthopaedic instruments and equipment, a urology surgical table, cystoscopes, and obstetrical gynaecological instruments.
- Energy Retrofit Project was completed, highlighting our commitment to environmental stewardship, reducing greenhouse gases and improving efficiencies. A solar panel system also helps reduce energy costs.
- Haemodialysis received eight (8) new machines and strengthened our partnership with the Simcoe Regional Renal Program.

- New Digital X Ray Equipment and Renovation Project replaced 32-year-old equipment, and enables the hospital to keep up with demands of emergency and outpatient care.
- SMH's Emergency Department has maintained a standing of 2nd lowest wait time of the 74 high volume hospitals.
- SMH joined the Ontario Laboratory Information System (OLIS) through the connecting Great Toronto Area project, which connects hospitals, community laboratories, public health laboratories and practitioners to facilitate secure electronic exchange of lab tests and results.
- SMH successfully submitted a Pre Capital submission (Part A and B) to the Ministry of Health & Long Term Care (MOHLTC), Capital Investment Branch after gaining support for the submission from the Central Local Health Integration Network (CLHIN).

Financial Health

SMH managed to end the fiscal year with a small surplus of \$106,104, a tremendous accomplishment. This success is a real credit to the entire team at SMH, 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 continue to feel significant pressure to continue to find efficiencies in order to balance our budget.

Our People

This has been another stellar year for our people, who champion care and provide a safe, healthy work environment. We strive to attract and retain highly skilled staff and physicians who are dedicated to the delivery of excellence every step of the way. Here are just a few of many personal accomplishments:

- Pharmacy technicians attained status as Registered Pharmacy Technicians under the Ontario College of Pharmacists. They will continue working this year to implement medication reconciliation initiatives.
- All inter-professional team members across the hospital worked together to improve patient flow and put Stevenson at #2 for shortest ER wait times out of 74 high volume Ontario hospitals. As a result, we received over \$1 million in Pay for Results funding from the province.
- Dr. Ramirez this past year became Chief of Staff and was awarded The Fellowship of Rural and Remote Medicine. This award is designed to recognize expertise in the practice of rural medicine in Canada.
- Families welcomed 352 babies in our birthing unit – the highest birth rate since the unit reopened 7 years ago.
- The successful Hospitalist program was implemented last year and has resulted in shorter stays and more consistent care for inpatients.

Safe Quality Care

SMH is currently ranked second out of 74 high volume hospitals in the province for ED wait times. This ranking has been consistent for the past 9 months:

- ER arrival to in-patient bed time moved from an average 29 hours in 2011 to 10.4 hours today. 90% of the patients are in their in-patient bed within 4 hours after the decision to admit. A significant improvement from 13.3 hours in 2012/13 and the result of great efforts from the Medical-Surgical team to accommodate the patient as soon as the bed is available.
- Length of stay for non-admitted complex patients (including individuals we transfer to larger hospitals after stabilization) has improved to 5.1 hours from the 5.9 hours in 2012/13.
- Total length of stay for minor non-admitted patients is 3.1 hours, a significant improvement over the 3.7 hours in 2012/13.
- Physician Initial Assessment time (PIA) from 3.3 hours in 2012/13 to 2.6 hours currently.

Improvements related to patients seen in the Emergency Department and not admitted can be attributed to enhanced physician coverage, additional nursing resources paid for through “Pay for Results” funding, and changes to patient flow within the department.

Exclusive to inpatient days, all activities of the hospital have seen an increase from 2012-13.

Activity	2013-14	2012-13
Inpatient Days	9,655	12,424 *
Hospital Occupancy Rate	66%	87%
Births	353	329
Emergency Visits	30,760	29,488
Outpatient Clinic Visits	19,304	18,890
Dialysis Treatments	3,468	3,550
Surgical Procedures	4,004	3,822
Diagnostic Imaging – X-ray	21,338	21,135
Diagnostic Imaging – Computed Tomography	5,035	4,416
Diagnostic Imaging – Ultrasound	9,212	8,198
Diagnostic Imaging – Mammography	2,895	3,478
Non-Invasive Cardiology Exams	7,495	6,829

* The inpatient day decrease arises from improved lengths of stay and the impact of our hospitalist model. Implementation of the third Hospitalist has resulted in patient discharge efficiencies and a hospital wide effort on moving Alternate Level of Care (ALC) patients to the correct care path. These improvements create additional capacity for future admissions

Power in Partnerships

This past year, SMH focused on strengthening its partnership with Southlake Regional Health Centre (SRHC) by renewing the Management Services Agreement between the organizations for an additional five (5) years. Partnerships are critical to maintain our vision and build an efficient, high quality and safe healthcare system.

Along with a new full-time CEO and a new Chief of Staff, Stevenson has also added a dedicated Chief Financial Officer position. I must acknowledge the dedication of our Chief Nursing Officer, Shannon Landry, who provided consistent leadership for staff during times of considerable change.

I am also particularly appreciative of the Executive of the Board for successfully managing the transition of these roles. I would be remiss if I did not acknowledge the tremendous work and contributions of the Board Chair, John Swinden, who has championed the transitions, and guided all. Thank-you John, you are a stellar member of this community, and I wish you all the best as you step down after years of dedicated service to Stevenson Memorial Hospital.

I see an exciting year ahead, and look forward to my work with the Board, the Foundation, our physicians and staff, and our numerous external stakeholders. I am honored and privileged to be the CEO at Stevenson.

Respectfully submitted,



Jody Joseph Levac (DHA, CCHL, MSW, RSW)
President & CEO