



STEVENSON MEMORIAL HOSPITAL

ANNUAL REPORT 2015-16





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Vision

We champion your care... every step of the way. Our vision is to ensure that Stevenson is viewed as a valued part of the community, so that our supporters continue to support our Foundation, seek volunteer opportunities here and recommend Stevenson as the place to receive care.

Mission

We are a key partner in the healthcare system; working with other health service providers to help residents in our communities 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 be treated with respect and compassion. When it's time for them to go home or to an alternate setting, we play an active role in supporting the smooth transition of their care.

Values

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

GOALS



Goal 1: Safe, Quality Care

Stevenson will provide our patients with access to safe, quality health care services



Goal 2: Building the Best

Stevenson will plan for, build and equip modern facilities for the safety and comfort of our patients and our People.



Goal 3: Financial Health

Stevenson will responsibly manage its business affairs within available resources and plan for future needs.



Goal 4: Power in Partnerships

Stevenson will build powerful partnership with government officials, the Central LHIN, Southlake Regional Health Centre and other health service providers to ensure that area residents have access to safe, quality care in the right place, at the right time.



Goal 5: Our People — Champions of Care

Stevenson will provide a safe, healthy work environment to attract and retain highly skilled people, who are dedicated to the delivery of excellence every step of the way.



WHO WE ARE

Stevenson Memorial Hospital (SMH) is a vibrant, fully-accredited hospital located in the Town of New Tecumseth, serving the South Simcoe region. We endeavor to ensure that the residents of our communities can access safe, quality care where and when they need it.

SMH is a progressive, acute care, community-based hospital that offers 38 inpatient beds and a range of outpatient diagnostic and treatment services, inclusive of cataract, general surgery, maternal childcare and dialysis, as well as an Emergency Department with 24/7 coverage. SMH is accredited with Exemplary standing, the highest possible designation from Accreditation Canada. To ensure access to high-quality health care, closer to home, SMH maintains and builds partnerships with providers like the Central Community Care Access Centre (C CCAC) and Southlake Regional Health System (Southlake) along with many local health and community

stakeholders. SMH is home to a wide variety of family practice and medical practitioners, as well as specialists in a range of health care areas.

Please visit www.stevensonhospital.ca for more information.

Stevenson Memorial Hospital Foundation (SMHF) is dedicated to raising funds in support of Stevenson Memorial Hospital, consistent with donor interests and enabling the Hospital to deliver excellent health care to our community.

It is because of the generous donations from the community that we are able to maintain our current level of care. With your support, we can equip an inspiring hospital that will continue to respond to emergencies, save lives, and provide excellent and compassionate care for years to come.

Please visit www.smhfdn.ca for more information.

BY THE NUMBERS

Activity	2014–15	2015–16	
Inpatient Days	10,416	11,220	↑
Hospital Occupancy Rate	72%	79%	↑
Births	350	369	↑
Emergency Visits	33,424	35,662	↑
Outpatient Clinic Visits	20,387	21,320	↑
Dialysis Treatments	3,423	3,623	↑
Surgical Procedures	3,898	3,953	↑
Diagnostic Imaging: X-ray	23,559	23,218	↓
Diagnostic Imaging: Computer Tomography	4,648	5,637	↑
Diagnostic Imaging: Ultrasound	8,256	7,756	↓
Diagnostic Imaging: Mammography	3,437	2,934	↓
Non-Invasive Cardiology Exams	7,694	7,974	↑

Our People	2014–15	2015–16	
Employees	262	297	↑
Medical / Dental / Midwives	117	127	↑
Auxiliary Membership	189	159	↓
Active Volunteers	127	118	↓
Number of Volunteer Hours	15,047	14,901	↓





MESSAGE FROM THE PRESIDENT AND THE BOARD CHAIR



369

babies born, the highest birthrate in 9 years



21

recruited professional staff



600

page Stage 1 Capital submission to the Ministry of Health and Long Term Care (MOHLTC)



2

nocospray units to help mitigate and reduce the bio-burden from various infectious diseases

Our number one priority and goal is always *safe, quality care*. It's who we are. It's what we endeavour to do. The entire team at Stevenson Memorial Hospital (SMH) works to deliver safe, quality care with compassion, while placing patients and their families at the centre of all that we do.

We know how important having a quality and sustainable local healthcare system is to you and how much our community needs us to deliver that care.

SMH has an incredible team of talented, knowledgeable, dedicated, and truly caring people. Our staff, physicians, volunteers and our patient family advisors all share a common vision... *to champion your care... every step of the way.*

While our hospital is committed to being a top performer, we're forever mindful not to get lost in the numbers. We know that every number represents a person, either a patient, family member, or a member of the SMH team.

With this annual report, we're sharing key stories of how we continue to work to ensure the highest quality of care for our community in a safe, accessible and sustainable manner for generations to come. We will address

the budget, the *C. difficile* outbreak, the success of our Patient and Family Advisory Council (PFAC), and our redevelopment progress.

SMH is the best place to be if you're ill and need access to safe, quality care in the Southern Simcoe region. We have an exceptionally generous community, without which we would not be able to invest in state-of-the-art lifesaving medical technology. We want to thank them for helping us to deliver high quality care and optimal outcomes for patients and their families.

We're excited for the future and opportunities to continue our push forward on our journey to bring redevelopment and ultimately, a new hospital, for this deserving community.

All of this is only possible due to the vital partnership we have with our community and we're committed and proud to build upon this already solid foundation.

Respectfully,

Jody Joseph Levac (Ph D, CHE, RSW)
President and CEO

Alan Dresser
Hospital Board Chair



HOSPITAL OCCUPANCY



ADDITIONAL SQ. FT. NEEDED FOR NEW HOSPITAL



DIAGNOSTIC IMAGING: X-RAY



REPORT FROM THE CEO

I am honored and privileged to present my third annual report as the President and CEO of Stevenson Memorial Hospital after arriving here in early January 2014. This past year, our hospital occupancy rate improved and we saw increased activity in our ambulatory and speciality clinics. Our Emergency visits also saw a 10% increase to 36,662 visits.

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 has 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

The 2015–16 year was a very successful one for capital projects. Thanks to the dedication of our Foundation and our donors, SMH was able to invest close to 1.3 million in equipment and technology and infrastructure. The most notable items purchased were:

- State-of-the-art Chemistry Analyzer—\$152,474
- New Technology “green” hot water tank and water softener system—\$111,619
- Continuing our “refurbish a room” campaign—to revitalize our patient rooms with new window treatments, beds and tables
- 2 nocospray units to help mitigate and reduce the bio-burden from various infectious diseases, such as C. diff

10%  35,662 emergency visits

Redevelopment

On June 22, 2015, Stevenson Memorial Hospital submitted a 600-page Stage 1 Capital submission to the Ministry of Health and Long Term Care (MOHLTC). This substantial submission is the second step on the long, 6-year journey towards revitalizing and expanding SMH. The MOHLTC lays out a 6-stage submission process for redevelopment within the province of Ontario, beginning with a pre-capital application and going through 5 capital submission steps, ultimately ending when shovels hit the ground.

As we await the approval of our Stage 1 submission, the hospital has been actively engaging our community in the process. We have two goals in mind. Our first goal is to make sure that we do our best to keep our community informed and updated. Our second goal is to get the community excited about the project through community engagement and, ultimately, to secure community empowerment.

On December 24, 2015, SMH received follow up questions on our stage 1 refresh and we provided detailed answers to these questions at the end of February, 2016.



Quality patient care is at the forefront of our minds at all times. It is with patient care in mind that we look at our current building and come to the conclusion that it isn't enough given the demographic realities of our community. This is confirmed by the Ministry of Finance through its population projections, as we need a facility that is more than two times SMH's current size of 71,925 gross square feet.

The best answer to these eventualities is a new hospital with modern infrastructure and services. These services would include a new Emergency Department, OR facilities, Diagnostic Imaging and Lab, and refreshed outpatient clinics. These upgraded facilities would help Stevenson serve our growing community well into the future. You, our community, play a vital role as we plan for the future. We need you behind us to show the Government of Ontario how important a thriving community hospital is for the South Simcoe region. We will only be successful in implementing our vision through you—our community. This is why we implemented a robust engagement plan to reach all of our stakeholder groups.

Financial Health

We are pleased to announce that the 2015–16 year ended with a surplus of \$63,598 (\$203,960 Surplus in

2014–15). This incredible success reflects the tireless work and dedication of our staff and physicians to drive innovative fiscal management. Our front line staff, management and physicians work determinedly to innovate and find financial and clinical efficiencies while maintaining our commitment to high-quality, safe care. I can assure you this is no easy task. Our Innovative Mitigation Plan shows that when we work together, we can find ways to improve and be leading edge. Our physicians have examined how they can help impact the bottom line, through more efficient bookings, drug usage and supply innovation. I would like to thank the innovative planning, execution and dedication of our leadership and physician group for their role in ensuring this balanced position in the face of immense fiscal challenges.

Our People

This has been another stellar year for our people, who champion quality patient care and 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:

- Families welcomed 369 babies in our birthing unit



REPORT FROM THE CEO

- achieving the highest birth rate since the unit reopened 9 years ago.
- We just recruited a new Chief of Surgery, Dr. Syndie Singer, who brings extensive clinical experience. Dr. Singer has been an invaluable member of the SMH team since 2013.
- We have successfully recruited an excellent Obstetrician, Dr. J. Scheeres, who will help drive our future birthing volumes and who joined us in January, 2016.
- We also recruited Dr. Lauren O'Malley, a highly skilled General Surgeon.
- All inter-professional team members across the hospital worked together to improve patient flow and put Stevenson at #2 for shortest Emergency wait times out of 74 medium to high-volume Ontario hospitals. While that ranking has seen a minor slip in recent months, the team is committed to continuous improvement with wait times.

Safe Quality Care

This past year saw us face challenges with *C. difficile*. We have worked diligently on our audits and internal processes to deliver safe, quality care. This is a continuous journey, and I can confidently state that our Environmental Services, Infection and Prevention Control teams, physicians and staff, and patients and family members, are working collectively to measure and manage the challenge in a sustainable manner. I will take this opportunity to stress the importance hand hygiene plays in the delivery of safe quality care.

We have added 2 new nocospray units and hand washing stations to help mitigate and reduce the bio-burden in our fight against infectious diseases such as *C. diff.*

SMH's Pharmacy department was pleased to roll out new Automated Dispensing Units (Acudose) this past year. These automated medication cabinets resulted in a massive change in the way we dispense medications. Now, subsequent to a physician order, a nurse can remove medication safely, whereas prior to this system, the pharmacy department was manually responsible for all dispensing of medication. Medications are barcoded and must be scanned at the time of restocking cabinets, thereby ensuring that the right drug is stocked in the right drawer. We have now streamlined our dispensing process, with failsafe mechanisms and a dramatic increase in efficiency, thereby positively affecting patient outcomes. Ultimately we feel that this technology has resulted in enhanced accountability and patient safety.

By the numbers, Diagnostic Imaging services and non-invasive cardiology saw a slight decrease in volumes. All other areas saw increased activity.

Power in Partnerships

Southlake Regional Health Centre (Southlake) and SMH have a well-established relationship and partnership, with independent Boards, that involves the provision of leadership services (CEO) and leadership development that helps enhance quality and overall patient experience for the patients in the SMH catchment. The Management Services Agreement (MSA) speaks to the 5-year overall partnership, while service agreements delivered are in place for purchase of specific services. The current MSA ends in 2019 and will be up for renewal.

The relationship leverages financial opportunities and contributes to overall health system efficiencies for both parties. For SRHC it allows cost recovery, while for SMH it allows broader services at a reasonable cost.

Patient experience is enhanced by the access to specialized tertiary services at SRHC, and shared physician appointments between the two facilities.

SMH is able to access regional lab services and pharmacy coverage that would not be sustainable without the ability to partner with SRHC. The benefits of this lab partnership were evidenced in our quicker turnaround times on *C. difficile* cases this past year.

Our Patient and Family Advisory Council recently celebrated its one-year anniversary and has been instrumental in driving positive change at SMH. The Council was instrumental in the creation and implementation of the hospital's Way Finding system, which has received excellent feedback from patients, as well as assisting in process improvements in several areas of the hospital, including medication reconciliation on discharge, Infection Control, and the Fracture Clinic. The Council has championed the cause of the 24-hour Family Presence and continues to work on a patient-family centered care visitation model, while continuing to offer valuable insight and advice as Stevenson works to provide quality medical care at its aging facility.

SMH is expanding its Ethics Committee to include community partners from Matthew's House and other primary care

\$63,598 Surplus in
2015–16

stakeholders, to help guide us on ethical matters as we look to holistically implement our ethical framework. SMH also partnered with PhysioMed to bring an outpatient physiotherapy clinic to the New Tecumseth community.

Final Thoughts

I am also particularly appreciative of the Board, which continues to provide solid stewardship and leadership through new personnel additions and transitions. I would be remiss if I did not acknowledge the tremendous work and contributions of the Board Chair, Al Dresser, who has championed good governance, accountability and has managed the Board effectively through his tenure. I have learned a great deal from Al and want to thank him for his guidance and experience. Al has provided this community with a stellar example of volunteerism and what it means to truly care for a community. I know this community is eternally grateful.

I see an exciting year ahead, and look forward to my work with the Board, the Foundation, our physicians and staff, and our numerous community partners. I am honoured and privileged to be the CEO at Stevenson Memorial Hospital.

Respectfully submitted,

Jody Joseph Levac (Ph D, CHE, RSW)
President and CEO



REPORT FROM THE BOARD CHAIR

This past year has been a busy and productive one aimed at maintaining our solid reputation for high-quality care.

“ We have worked on improving the quality and number of our services, while planning and participating in the process of getting a new hospital to wrap around our existing building. ”

This activity is always guided by one overriding concern – the provision of high-quality medical care to the citizens of our catchment area. Stevenson Memorial Hospital (SMH) receives over 95% of our visits from Simcoe County! SMH provides great service within our scope

from dedicated and skilled staff and physicians. We retained our ophthalmology service for another year. We will lose our cataract surgeries soon yet we have been assured that we will still be providing pre- and post-procedure care at SMH.

We lost our second-best wait time status this winter due to a breakout of *Clostridium difficile* (*C. diff*). The staff learned many lessons in treating this outbreak. First, that every staff member has to do their job to the absolute best of their ability. Nobody can consider their job inconsequential to patient care. Second, we learned that the families of patients have to be educated about infectious diseases as much as staff and patients. Protective equipment may keep pathogens off your skin but the outer surfaces are covered with disease-spreading bugs and should not be worn around the hospital to infect others.

As always in a large organization there is personnel change. We congratulate Ms. Shannon Landry on her success in being appointed the Chief Nursing Officer at

Bluewater Health in Sarnia. We miss her and wish her well. Her position was filled on an interim basis by Ms. Kathy Stevenson. The Board of Directors greatly appreciates Kathy's assistance in stepping up to accept that responsibility in addition to her key role in management. She fulfilled her added responsibilities admirably.

I also welcome Ms. Carrie Jeffreys to SMH as our new Chief Nursing Officer. She comes to us from the South West Local Health Integration Network and brings new direction, fire, and wisdom to the position, and will be a great asset to continue SMH's growth in service and excellence. She will commence her duties in July.

The Board of Directors lost one member this year. Mr. Harry Cassie resigned after he accepted a position in the Northwest Territories. He was replaced by Mr. Mike MacEachern.

Going forward, the Board of Directors is revisiting our Mission and Strategy as we move forward on the redevelopment of a new hospital. As well, SMH is getting ready for another round of accreditation in the fall. This will put an

extra level of concentration on all of the staff and the Board. As I wrote last year, the community will need to generate over 30 million dollars as our share to pay for furniture, fixtures and equipment. We have not yet received approval for Stage One! Until we complete and have Stage Two approved by the Ministry of Health, our costs for planning and consultants have to be raised locally. All of this is on top of the \$1.5 million that is necessary EVERY YEAR to keep this great hospital open.

As I finish my term as Chair of the Board of Directors I thank the Staff and Physicians for the quality, care, and spirit of their work, the Volunteers for their heart and dedication, and the Board of Directors, for their guidance and wisdom.

Respectfully,

Alan Dresser
Hospital Board Chair



MESSAGE FROM THE CHIEF OF STAFF



Quality, patient-centred care has always been the cornerstone for Stevenson Memorial Hospital. Our dedicated team of physicians, nurses and allied health professionals is highly motivated to continuously improve patient care, and this is reflected in some of the innovative quality programs undertaken in 2015–16.

Chief of Surgery

We are excited to announce Dr. Syndie Singer as the new Chief of Surgery. Dr. Singer has been an invaluable member of Stevenson Memorial Hospital since July 2013. We look forward to the continuation of her services to the members of this community in addition to her new physician leadership role.

Dr. Singer is a passionate champion for Patient- and Family-Centered Care at SMH and has a track record of putting patients first and delivering safe, quality care.

Credentialing Physicians

Recruiting highly skilled professional staff to deliver the highest quality care for our patients is a focus for Stevenson Memorial and this community. Over the past year we have successfully recruited professional staff in the following specialties:

OBS/GYN	1
Internal Medicine	1
General Surgery	1
Anaesthesia	2
Hospitalist	10
Emergency	5
Midwifery	1



Medical Advisory Committee (MAC) changes

We are pleased to welcome the following members to the MAC this year:

- Dr. James Lo - *Chief of Anaesthesia*
- Dr. Syndie Singer - *Chief of Surgery*

Thank you to all members of the MAC for your dedicated service and commitment to Stevenson and our patients.

C. difficile

Two outbreaks of *C. difficile* within the last year have been remarkably handled by staff and administration. We look forward to the increased support from Dr. Downey, Antibiotic Stewardship and Infection Control in preventing future outbreaks.

Professional Staff Association (PSA) Update

The Professional Staff completed their revised Bylaws this year. Thank you to all who participated in this process. Dr. Shazia Ambreen was welcomed as the new PSA President and we once again thank Dr. Tomini for his years of service in this role. The PSA continues to show their support for the hospital and the community through programs such as the Banting High School annual bursaries as well as their participation in various meetings and discussions surrounding redevelopment planning for the hospital. Input from the Professional Staff has been an integral part of the redevelopment process as we continue to work through the various stages of this project.

Operating Theatres and Peri-Operative

We would like to take this opportunity to thank Dr. Morrie Liquornik for his dedication to the Peri-operative program. He has been an integral part of the team since June 2013 and has contributed to many positive advancements within the program. We wish him all the best in his new role as Chief of Surgery at Southlake.

Obstetrics and Gynaecology

The addition of Dr. J. Scheeres in January of this year has augmented our OB/GYN services. We would also like to thank Dr. R. Simms for his continued support as well as our Locum Tenens OBS physicians for providing safe, quality care to our patients.

Emergency Medicine

Overall the ED has experienced a 10% increase in volume year over year affecting the wait times slightly. The impact of the *C. difficile* outbreak was felt mostly by the time patients waited to be admitted to a bed on the floor. This year we expect to return to baseline wait as we improve in-

fection control practices. The department has streamlined many of its processes under Dr. Matthew Myatt's care, improving safety and quality of care for our patients.

Family Medicine

The Chief of Family Medicine, Dr. Shazia Ambreen, has worked closely with Dr. Myatt over the past year to streamline admissions from the ED and improve patient safety and quality within her department. Dr. Ambreen also played an integral role in ending the *C. difficile* outbreak.

Paediatrics

We are very grateful for Dr. Hunt's continued support and mentorship as we continue to work towards the successful recruitment of a U.S. certified Paediatrician committed to maintaining the current exceptional patient care standards delivered by Dr. Hunt.

Recruitment and Retention

Active recruitment and retention of physicians for this community and Stevenson Memorial Hospital has continued over the past year with the assistance of the Alliston and Area Physician Recruitment Committee. Promoting this hospital and the Alliston area will remain a priority over the next year so as to ensure community members have the services they require close to home.

Respectfully submitted



Dr. Oswaldo C. Ramirez B.Sc.MD.CCFP FRRMS
Chief of Staff

OUR FINANCIAL ACCOUNTABILITY

FINANCIAL OVERVIEW

Stevenson Memorial Hospital (SMH) is pleased to announce that for the 2015–16 fiscal year ending March 31, 2016 we had a surplus of \$63,598 (\$203,961 surplus 2014–15).

SMH encountered some trying times this fiscal year, which resulted in the implementation in the last quarter of 2015–16 of an innovative yet serious financial mitigation plan. The successful completion of this plan has resulted in the year ending with a modest surplus and, more importantly, a head start on efficiencies for 2016–17.

Hospital Service Accountability Agreement (H-SAA) Performance:

As required by the Central Local Health Integration Network (CLHIN), Stevenson Memorial Hospital entered into a Hospital Service Accountability Agreement (H-SAA) that took effect April 2008 and has been extended to March 31, 2016. As an interim measure, the CLHIN asked hospitals to sign a one-year extension to March 31, 2017. There will be an impact on hospitals due to the Health Based Allocation Model (HBAM) base funding expense (BFE) reset announcement. When final funding announcements are made, hospitals will be asked to re-submit their Hospital Accountability Planning Submission. This contract with the CLHIN establishes agreed-upon volumes and performance targets including financial goals of operating at a minimum of a break-even basis (as defined below) and maintaining a current ratio of >0.8 (as defined below) for each fiscal year.

For the fiscal the year 2015–16, SMH met, exceeded, or was within the performance corridor set out in the H-SAA with the exception of one indicator. The Rate of Hospital Acquired *Clostridium difficile* (*C. diff*) Infection target is 0 days per 1,000 patient days yet SHM had a rate of 1.99 days per 1,000 patient days. SMH struggled this fiscal year with two *C. diff* outbreaks: the first in April 2015 and the second in January 2016. Action plans were developed in conjunction with the Simcoe Muskoka District Health Unit as well as the Infection Control Resource Team (ICRT) from Public Health Ontario, and identified areas for improvement. The focus was on hospital-wide environmental cleaning, hand hygiene, and the use of personal protective equipment for all patients requiring additional precautions. Early identification of patients with *C. diff* symptoms is critical to ensure these patients are isolated and placed under precautionary measures. The pharmacists and physicians are currently working together on an Antibiotic Stewardship program to establish protocols for appropriate prescribing and use of antibiotic drugs. SMH staff are working together to ensure all of the recommendations developed are maintained and our action plans sustain the gains we have made. The hospital incurred additional costs due to the two *C. diff* outbreaks. The following expense categories reported higher costs; salary, cleaning products, medical surgical supplies, specialized drugs, implementation of Nocospray machines, and replacement of patient/clinical chairs. Preferred accommodation revenue was negatively affected due to the outbreaks.



For the fiscal the year 2015–16, SMH met, exceeded, or was within the performance corridor set out in the H-SAA with the exception of one indicator.



The following outlines the detail on the H-SAA financial expectations.

Current Ratio

(Current Ratio = Current Assets ÷ Current Liabilities)

The current ratio is an indicator that measures whether or not a hospital has enough cash resources to pay its current debts. It is calculated using information from the Balance Sheet. Stevenson Memorial Hospital's current ratio is 1.086 and exceeds the performance target of 0.8 as set by the CLHIN for the current year.

Total Margin (Total Margin = Excess or deficiency of revenue over expenses before building amortization ÷ Total revenue before building amortization)

Total Margin is an indicator that measures the yearly financial operations of a hospital. It measures the net of expenses to revenues relative to revenues as a percent. It is calculated using information from the Statement of Operations and Net Assets. Stevenson Memorial Hospital's total margin is 0.055% and exceeds the performance target of zero percent as set out by the CLHIN.

Health System Funding Reform (HSFR)

SMH entered year four of the new patient-based funding model set out by the Ministry of Health and Long Term Care (MOHLTC). This new funding model moves away from current global funding towards patient-based funding whereby the funding follows the patient. Pa-

tient-based funding will be phased-in over the next three years. The two components of this new funding model are described below.

Health Based Allocation Model (HBAM)

HBAM estimates hospital health care expenses based on demographics as well as clinical data such as complexity and type of care. SMH qualified for HBAM funding effective 2014–15 fiscal year due to meeting the minimum threshold of inpatient and day surgery cases treated. SMH no longer meets this minimum threshold therefore the MOHLTC and the CLHIN have approved SMH to withdraw from HSFR funding model. The MOHLTC, CLHIN and SMH are currently negotiating the terms of this agreement.

Quality Based Procedures (QBP)

Health care providers will receive funding for the number of patients they treat for select procedures, using standard rates for each procedure. Ontario establishes funding rates for hospital services based on efficiency and best practices. SMH services affected by QBP funding include; Chronic Kidney Disease, Cataract Surgery, Chronic Obstructive Pulmonary Disease, Congestive Heart Failure, Stroke, Gastrointestinal Endoscopy, Hip Fractures, Paediatric Tonsillectomy, Neonatal Jaundice, Pneumonia, Coronary Artery Disease, Knee Arthroscopy, and Colorectal Cancer Surgery.

For the year fiscal year ending March 31, 2016 the overall financial impact of the HSFR funding model on SMH was a net decrease in funding in the amount of \$106,820.



MESSAGE FROM THE FOUNDATION BOARD CHAIR

It never ceases to amaze us how many members of our community share the same vision, genuine passion, and loyalty towards our hospital. The Stevenson Memorial Hospital Foundation is dedicated to raising funds for Stevenson Memorial Hospital with the purpose of delivering excellent health care to our community.

When we reflect on 2015–2016 and what our donors have helped to achieve by choosing Stevenson as their charity, it is truly amazing. Their investments have put into place a new cardiac monitoring system, cast cutters, phototherapy light, vital signs monitor, automated medication dispensing systems, a state-of-the-art nursing station, patient room window covers and so much more. These investments have had a tremendous impact on numerous patients and their families.

As John F. Kennedy once quoted “We must find time to stop and thank the people who make a difference in our lives”. I would like to take this opportunity to thank our generous donors, tremendous volunteers, our Hospital and Foundation Board members, and hospital staff, for your invaluable time, energy and support. The well-being of our community depends on the commitment from the excellent physicians and highly-trained, compassionate staff at Stevenson. A very special thank you to the Hospital Auxiliary! They are a phenomenal group of individuals who bring the true meaning of volunteerism to our hospital.

This past year the Foundation has seen growth in several activities. The 2015 Hospital Gala was a huge success in May and our Grateful Patient Program revealed our new elevator wraps. Third-party events organized by public supporters of the Foundation continued to grow and excite this community and our Estate Planning Seminars have led to some very valuable presentations.

The Foundation has devoted time and resources to preparing for Stevenson’s Redevelopment, as we realize the importance of this project to our community. We have created strategies for Redevelopment and they will continue to be managed as we await government approval to move on to the next stage.

The Stevenson Memorial Hospital Foundation, its Board of Directors and staff, will continue to provide for the critical needs of the hospital as we increase our community and donor relationships with passion, trust and commitment.

I love to engage community members and chat about the needs of the hospital. One of the most enjoyable pleasures of being a Foundation Board Director is the opportunity to meet new people, talk about Foundation goals and share what our donors have done for the patients at Stevenson.

Margaret Barber, Board Chair
Stevenson Memorial Hospital Foundation

“
We have worked on improving the quality and number of our services, while planning and participating in the process of getting a new hospital to wrap around our existing building.
”

MESSAGE FROM THE AUXILIARY



12

Volunteers support 12 different departments



9

staff attended two big medical conferences

The Auxiliary has experienced several years of difficulty attracting volunteers to take on leadership roles and at our meeting in September this was brought forward to the membership. The executive met with Karen Maisonneuve to discuss this problem and she approached Diane Munro, a previous auxiliary president, to see if she could help. Diane, her husband Gary, Carla Beckett and David Burstyn said they would stand for the executive if certain changes were made to the Bylaws. These suggestions were brought to the September meeting and it was decided to have a vote at the next meeting. On November 5, 2015, there was a vote on whether the Auxiliary would stay under its current organizational style or become a Volunteer Association that was run by hospital staff. The majority voted to change to a hospital-run Volunteer Association but our Bylaws require a 2/3 majority and we did not quite have that. We then voted on whether to change Bylaws on the makeup of the Executive and that did pass with just enough votes. The new executive makeup will commence as of the AGM in June 2016 and will consist of President, 1st VP, 2nd VP, Secretary, Treasurer and Past President only, eliminating the Gift Shop, Coffee Corner, Information Desk, Membership and Publicity convenors.



The Auxiliary donated \$25,000 to the Foundation at the AGM last June and have voted to donate \$25,000 again this year. The funds were for refurbishing two patient areas and will be for the same for this year.



We continue to recruit new volunteers and have most shifts covered in the med/surg area doing Comfort Rounds at meal times. Volunteers make sure patients are able access their meals including helping open containers if necessary, as well as visiting. They also check if room supplies for the staff are filled.

We also help with Hand Sanitizing and Personal Protective Equipment (PPE) audits, which is a new role for volunteers. A couple of volunteers have been trained to check if staff and doctors are sanitizing properly between patient visits and do this randomly a couple of times a week. Volunteer audits are in addition to audits done by staff.



We continue to have a good student program and present a bursary annually. Last year's winner was Amanda Sampson who entered York University in a nursing program. Besides volunteering at the hospital, Amanda has been active in other areas of the community. The Auxiliary provides \$1,000 for the first year and \$500 for the two following years provided they are continuing in a medically-related field.

Last year, the Auxiliary voted to change their support of the female recipient of the Morrow Banting Award at Banting Memorial High School. Since we have students from several high schools in the area and not all of them plan on entering into the medical field, we will have a \$500 bursary available for an appropriate recipient. We did not have a winner last year.

We continue to have volunteers throughout the hospital including Gift Shop, Coffee Corner, Information Desk, Outpatient Department, Medical/Surgical Ward, Day Surgery, Emergency Department, Diagnostic Imaging, Health Records, Spiritual Care, etc. plus Craft Show and Tag Day.

Six members attended the Spring Conference in Barrie but had to deal with some crazy weather to get there. Speakers included one from the 'Look Good Feel Better' Program for women dealing with cancer and then an officer from the Barrie Police Department advising on the different kinds of fraud. There was also 'Round Table' discussions for issues most auxiliaries are dealing with, including finding individuals interested in leadership roles. Three members attended the conference in Toronto in November: Ann Hamby, Annette Beausaert and Kelly Gripper. There was a lot of information sharing and we realized that many organizations are having difficulties attracting volunteers who are willing to take on leadership positions. Martin Short was the Plenary Speaker, talking about how family health issues has affected his life. There were several other sessions including one on Innovations in Breast Cancer.

Respectfully submitted
Ann Hamby
Auxiliary President



EXPENSES 2015–16



SALARIES, WAGES AND BENEFITS

\$16,291,775.00 (56%)



MEDICAL STAFF REMUNERATION

\$3,888,539.00 (13%)



OTHER SUPPLIES AND EXPENSES

\$4,789,358.00 (16%)



AMORTIZATION OF BUILDING AND EQUIPMENT

\$1,065,552.00 (4%)



MED/SURG SUPPLIES

\$1,333,583.00 (5%)



DRUGS

\$673,247.00 (2%)



OTHER PROVINCIAL PROGRAMS

\$1,162,445.00 (4%)

TOTAL

\$ 29,204,499



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