

**STEVENSON MEMORIAL HOSPITAL**  
**Report of the Hospital Board Chair to the Annual General Meeting**  
**June 19, 2012**

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Stevenson Memorial Hospital (SMH) is our community Hospital providing the best quality of care and hospital services as expected by the Community including: Emergency (ER), Obstetrics, Diagnostics, selected surgical procedures, many specialized clinics, outpatient programs, and other important services the community desires.

Our Mission is: *“As a progressive community hospital, we are passionate in our pursuit of safe, quality care. As a team and as individuals, we are committed to providing timely and accessible services. We strive to achieve this with compassion, respect and integrity. We work to excel at our scope of services and embrace partnerships that assist us in delivering a continuum of health care excellence”* for our community.

SMH is operated for the community by the community via the oversight of the SMH Hospital Board of Directors. The Board of Directors is entirely comprised of members who all reside in the community and are part of the community, are volunteers, are passionate about the success of the Hospital for the community, and are selected independently and qualified to serve on the Board. This Board is directly responsible to oversee the Hospital by ensuring: there is an appropriate strategic plan; responsibility for the selection and performance of the senior management that operates the Hospital on a day-to-day basis and; for ensuring there is an agreed Quality of Care Plan, Programs and Services.

The Ontario Government is an important contributor to the operation of the Hospital in that they provide approximately 90% of the funding of the day-to-day operating costs of the Hospital and have enacted a variety of rules and regulations to help ensure that the highest level of care possible is provided by Hospitals, however, the Government is not responsible to operate or “run” the Hospital as they leave this in the hands of our community.

The last fiscal period for the Hospital ended March 31, 2012 and has been another of positive year of advancements.

The CT Scanner has been successfully up and running for over three years now and provides local detailed “3D” imaging diagnostics right at Stevenson with one of the shortest wait times in the province. Many citizens in our community have benefitted from access to our CT diagnostic capabilities versus previously having to travel some distance outside of our area to obtain these CT services and often with a much longer wait time. The New Tecumseth community and the SMH Hospital Foundation was instrumental in raising the vast majority of the funding for this important diagnostic technology.

In March 2012, we commenced the use of our new Digital Mammography equipment which utilizes digital receptors and computers instead of X-ray film to help examine breast tissue for breast cancer and provides a more detailed and clearer image for earlier detection. Having this state of the art equipment locally within the Hospital is a significant benefit for the community and their health care. Again, the community and the SMH Hospital Foundation were instrumental in raising the vast majority of the funding for this important diagnostic technology.

We have forged a very strong relationship with the SMH Foundation in support of their tremendous efforts for fundraising within the community for the medical equipment and technologies that are so important to the successful functioning of the Hospital. Almost 100% of the funding for such equipment is the responsibility of the community as the Government of Ontario does not provide funding for capital equipment or technologies. We greatly appreciate all of the fundraising success the Foundation is having and the community support in this regard.

From a financial perspective, the Hospital has had another year where it has operated very close to a balanced budget with a small deficit (approx \$60K). Our Fiscal Plan for the upcoming year is for a balanced operating budget including recovering this deficit from the prior year.

During the last twelve months, we have continued to fully align with management and the professional care providers and staff at the Hospital, a relentless drive for the highest levels of patient care and quality. We have implemented an enhanced Quality Improvement Plan (QIP) including benchmarks for tracking our performance (and relative to how other hospitals are performing). This program is outlined on our web site ([www.smhosp.on.ca](http://www.smhosp.on.ca)) where we will also post our results/progress quarterly. One of our most important measurements is our Patient Satisfaction achievement whereby we formally request and measure feedback from our patients re their satisfaction level with the care and services of the Hospital. In the last fiscal year, our patient satisfaction level was at 92% up from 86% when we first started our journey five years ago.

In a positive way, some of the Government funding for the operations of the Hospital is starting to be based on the Hospital achieving specific performance levels of quality of care (such as ER wait times 3/4 indicators met benchmarks, patient satisfaction scores above benchmark, etc.) We at the Hospital fully support these new Government funding performance methods as they further help to drive the highest levels of patient care. In fact, in the last twelve months, SMH has a very positive success curve of achieving the Government benchmarks and securing related funding.

We continue to focus attention on continuing to enhance the quality and timeliness of services within our Emergency program. We understand there is continued need to reduce the wait times people encounter to be seen and then cared for as needed once they arrive at our Emergency Department. We have implemented a number of improved processes to reduce wait times. Interestingly, our wait time statistics are some of the best in the Province as every Hospital is focused on improving Emergency services.

As always, input from the patients and families that have had reason to utilize the services of SMH is critical to our understanding of what we are doing well and areas where we continue to need to enhance our services and programs. If you have a complaint for any reason such as with the service, level of care, personal attention provided, etc. received by you or a family member while at the Hospital, we very much want to hear your input. It is truly valued. There are several ways you can provide input including: complete the Patient Satisfaction form available within the Hospital or contact the Hospital's Patient Ombudsman, and/or contact the Hospital Administration Office.

Our relationship with Southlake Regional Health Centre (SRHC) provides access to management expertise, capabilities and services that it could be difficult for Stevenson to source or provide entirely on our own and in a cost effective way. We have established a variety of on site SMH clinics providing valuable services for our community (such as the Thoracic program, Cardiology program, Hospitalist

inpatient program, and Endocrinology Clinic) where the expertise and staffing are connected with SRHC but the clinical service is provided within the Stevenson facilities within our community.

During the year Annette Jones was appointed the CEO of SMH (previously our Chief Nursing officer and then Chief Operating Officer) as Gary Ryan returned to Southlake and took on an expanded role as their Chief Operating Officer. We thank Gary for his more than 4 years of terrific service for SMH and our community and Annette for accepting the role as our CEO.

Through the work of the Community Physician Recruitment & Retention Committee, the community continues to attract new physicians to our area for an enhanced level of care including increased capabilities of the various family health team practices and a second OBGYN.

The focus of your Hospital Board and the Management of SMH for the next year will continue to focus on: achieving the highest levels of quality of care; improved ER services and reduced wait times; bringing more clinics and outpatient services to provide further health services directly within our community; ensuring every person in need can receive core diagnostic services within their local community Hospital including Digital Mammography and CT Scanning; as well as, the local availability of post surgery follow-up services within the Hospital

Every hospital in Ontario faces challenges where a patient that has been admitted to a hospital for acute care is now ready for release from the hospital for an Alternate Level of Care (ALC) yet they remain in the hospital as there is not another alternate for them to go to (shortage of Long Term care beds or availability of family to provide homecare). The hospital is not the ideal place for these people to remain. At SMH, this issue is magnified and many times, we have over 25% of our acute care beds being utilized by people in need of ALC. We have initiated a variety of efforts to help reduce this issue.

We continue our work and efforts on the Government submissions required to gain long term approvals for new or expanded Hospital infrastructure for replacing major parts of our Hospital that are now more than 50 years old. These efforts go on with the current backdrop of Provincial financial restraint re Hospital infrastructure.

One area of very specific focus for the Hospital and our Board is to increase the level of community engagement and communication by the Hospital to better ensure the community is knowledgeable and aligned with the services provided by SMH, and as well, to gain the community support that is a major part of any Government approval for new hospital infrastructure.

One of the cornerstones of any Hospital serving its community are the many volunteers that provide their time and passion in some way to serve the Hospital and, more importantly, the patients and family's that require services. As noted previously, the Hospital Board Directors are all volunteers. In addition, the Hospital Foundation is comprised by many volunteers that help to raise the profile of the Hospital within the community and to raise the critically important funds for the necessary medical and capital equipment. Perhaps most importantly are the several hundred volunteers that comprise the Hospital Auxiliary providing services (Gift Shop, Emergency area hospitality, Coffee Corner, Information Desk, etc.) as well as themselves raising important additional funds for the Hospital. Many of these volunteers are contributing almost full-time hours in serving the Hospital and our community. The next time you are speaking with someone who is part of the Auxiliary, please give them a "big thank you" for all that they do for your Hospital to help you.

And of course, the Board would like to sincerely thank and compliment all of the Management, the Professional Health care providers, and other staff of the Hospital who passionately and caringly provide their talents and services for the patients and families in the community who have needed the Hospital and our services. There are many success stories of great service provided by our Health Care professionals. Thank you!!

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Scott Anderson". The signature is stylized with a large, sweeping "A" and a cursive "Scott".

Scott Anderson  
Hospital Board Chair