

Stevenson Memorial Hospital

Report of the President & CEO to the Annual General Meeting

June 6, 2015

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 second 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 this past year.

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

The 2014-15 year was a very successful year for capital projects. Thanks to the dedication of our Foundation and our donors, SMH was able to invest close to 1.4 million in equipment and technology and infrastructure. We were able to upgrade our Central Sterilization area, with a pass through dishwasher, scopes, and different surgical instrumentation. We launched a critical project to refurbish rooms for our Medical/Surgical area. I am pleased to also announce the successful implementation of our Cardiac Monitoring System which, is needed for 11,000 patients who come through our Emergency Department every year. Our Acudose System was also implemented this past year, replacing our dated medication carts. This new automated medication system helps reduce medication errors, improves efficiency and enhances safety.

Redevelopment

In October, our Board carefully evaluated options to move forward with Stage 1 planning to revitalize this hospital. The community and stakeholders have expressed the importance of key areas (Emergency Department, Laboratory, Diagnostic Imaging, Inpatient, and Surgery) being brought up to current standards. I am very pleased at the work of our consultants, who have reviewed our volumes and projections and helped develop our Stage 1 submission.

The early work of the hospital, Board and our Redevelopment committee has helped generate 3 distinct Master Plan options, and by the end of June, 2015, we are hopeful to submit a preferred option. We have hired a Communication and Community Engagement specialist who will help drive our future activity and work with stakeholders.

Our Foundation has also been diligently working to prepare for this journey. Together, we are confident we can raise the necessary financial resources needed to see us through the planning stages. I have had the privilege of meeting numerous stakeholders and I am pleased at the community's willingness to help revitalize local healthcare. Ultimately, an engaged community is the greatest asset to Stevenson Memorial Hospital. Once we have sufficient community input, it's important we synthesize it, taking concrete action towards the implementation of ongoing feedback. Having a transparent community engagement plan that empowers the community will ensure SMH can face future health care challenges head on.

Financial Health

We are pleased to announce that the 2014-15 year ended with a surplus of \$203,960 (\$106,104 Surplus – 2013-14). This incredible success reflects the dedication of our staff and physicians to drive innovative fiscal management. Our front line staff, management and physicians work tirelessly to innovate and find financial and clinical efficiencies while maintain our commitment to high quality, safe care. I can assure you this is no easy task. Our Generate a Surplus Plan (GASP) 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.

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:

- We have successfully recruited an excellent female Obstetrician who will help drive our birthing volumes and will join us in September.
- 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.
- Dr. Ambreen has joined us as Chief of Family Medicine and is a key driver of quality in our inpatient area.

- Families welcomed 350 babies in our birthing unit – 3 down from last year but closely achieving the highest birth rate since the unit reopened 8 years ago.
- The successful Hospitalist program that was implemented 2 years ago year has resulted in shorter stays and more consistent care for inpatients.

Safe Quality Care

This past year, saw us face challenges with Ebola, and C. Difficile. We have worked diligently on audits, and our internal processes to deliver safe quality care. This is a continuous journey to safer care, 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. I will take this opportunity to stress the importance hand hygiene plays in the delivery of safe quality care.

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

Activity	2014-15	2013-14
Inpatient Days	10,416	9,655
Hospital Occupancy Rate	72%	66%
Births	350	353
Emergency Visits	33,424	30,760
Outpatient Clinic Visits	20,387	19,304
Dialysis Treatments	3,423	3,468
Surgical Procedures	3,834	4,004
Diagnostic Imaging – X-ray	23,559	21,338
Diagnostic Imaging – Computed Tomography	4,648	5,035
Diagnostic Imaging – Ultrasound	8,256	9,212
Diagnostic Imaging – Mammography	3,437	2,895
Non-Invasive Cardiology Exams	7,694	7,495
Our People		
Employees	262	287
Medical/Dental/Midwives	117	109
Auxiliary Membership	189	195
Active Volunteers	127	104
Number of Volunteer Hours	15,047	16,894

Power in Partnerships

Southlake Regional Health Centre (SRHC) 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 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 and acquire these services. The benefits of this lab partnership were evidenced in our quicker turnaround times on C. Difficile cases this past year.

I am also particularly appreciative of the Board who continues to see new personnel additions, manage transitions, and provide solid stewardship. I would be remiss if I did not acknowledge the tremendous work and contributions of the Board Chair, Al Dresser who has championed the transitions, and guided all.

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 honoured and privileged to be the CEO at Stevenson.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "J. Levac". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

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