

STEVENSON MEMORIAL HOSPITAL
Report of President & CEO to the Annual General Meeting
June 19, 2012

Throughout my 28 years in health care, this past year has been one of exceptional change and opportunity. I am honored and privileged to present my first annual report as the President and CEO of Stevenson Memorial Hospital to update you on the developments and changes that we have seen over the past year.

In a province where health care consumes 40% of the provincial budget, it is no surprise that the Government is doing everything it can to constrain spending in health care. As you know the Government provides funding for approximately 90% of the Hospital operating costs with almost no increases thereto from the Government in the last two years. Additionally, the growth in our patient volumes and services placed additional financial pressure on the Hospital. While we did not achieve a balanced budget, the strategies that we laid out to reduce our costs resulted in finishing the year with a slight deficit of \$66,000. This performance has been a real credit to everyone at Stevenson as everyone has worked very hard to monitor expenses and ensure that we receive credit for all of our funding allocations.

The Government does not fund Hospital equipment costs as they expect the Community to be willing to provide this funding. Despite the economy, who could have foreseen that within less than three years of opening the CT Scanner, Stevenson would open a state of the art, high technology, Digital Mammography machine. Raising \$1.3M, we owe a big debt of gratitude to all of the many individuals who saw this project through to fruition including most importantly, our community, the Stevenson Memorial Hospital Foundation, Auxiliary, the County of Simcoe, and our hospital and medical staff. This added high tech diagnostic equipment ensures that Stevenson offers first rate services with first rate innovative technology. We are a progressive, innovative organization and Stevenson is providing what this community needs and deserves....safe, quality services, highly skilled staff, high tech equipment, all provided closer to home and with reduced wait times.

This past year saw continued developments in our Obstetrics Program. Consistently rated as one of the highest in the province, at 100% patient satisfaction, we were delighted to replace a second Obstetrician, who joined our team of highly skilled staff and midwives. Two external reviews were completed this past year, one which focused on community engagement and marketing strategies and the second review, focused on building a sustainable high quality and safe program. Increasing market share and volumes will require more than just increased awareness for the program. It means relentless focus on high quality and patient safety because today, the community chooses where they will have their health needs met based on outcomes.

Last year, our Emergency Department saw over 27,000 patients in a department which was originally built for 7,000 patients. Faced with the challenge of extremely limited space and a large and growing demand for their services, we successfully met 3 out of 4 of the emergency department wait time targets with an overall improvement in performance of 10 percent. The greatest improvement was seen in our length of stay for admitted patients which went from 20 hours down to 12 hours.

At Stevenson, we are committed to our Vision of being “A champion of care... every step of the way” especially as it relates to the health care services we deliver. We will continue to monitor all aspects of our performance by using a number of key quality indicators, which are linked to our Strategic Plan. Although we are excited about our accomplishments of the past year, we are equally excited about our plans for the next 3 - 5 years. Our last strategic plan covered the years 2009-2012. In preparation for our next strategic planning, we held a series of three public forums in the winter. The first focused on “Creating a Culture of Quality and Patient Safety in Health Care”; the second forum was “All about E Health”; and the third was “Access to Healthcare at Stevenson” and what it means to you and your family.

As we finalize the next strategic plan in the coming months, an online survey completed by the public made it clear that the top three service priorities are the Emergency Department, our Diagnostic Imaging Services, and our Inpatient Unit. To enable us to attract and retain our highly skilled health care professionals and sustain the overall quality of care for our patients, pressure will be on us to continue to move more of our procedures to an outpatient basis and to reduce the length of stay for those patients who require an admission. Given that our operating costs will continue to rise by 2-4% per year due to inflation, we need to continue to find savings through internal efficiencies since the province is not likely to increase our budget in the near future. In the future, we will also need to continue to partner and work with our Central Local Health Integration Network and our community to ensure timely access to the diagnostic and physician specialist services not available at Stevenson. We have too many patients waiting for a discharge to an alternate level of care (ALC) service provider and, if we could find solutions to our ALC challenge in the coming year, we would go a long way to being able to handle our budget challenges.

As we look ahead, there are a number of projects we will be pursuing not least of which will be the completion of our Energy Retrofit Project with the installation of our solar panels which will realize savings that will be reinvested back into patient care and services. We will begin introducing an electronic patient record. Staff and physicians will be able to view patients’ chart from any location/computer within Stevenson. No more looking for the paper chart! Physicians will have quick access to valuable patient information, called a Physician Portal, from anywhere internet is available. They will be able to log in from their office, even while they are seeing you or your family, and view any information in the hospital record. No more calling and asking the Hospital to fax information and making you wait until the fax is received.

These are very exciting times indeed. I would like to thank the Board of Directors for their support and guidance through the most difficult economy this province has seen in the last 50 years and the staff, physicians and volunteers for their professional support and unwavering commitment and dedication to Stevenson.

It is through our dedicated team of staff, physicians, our wonderful community and partnerships with other service providers that Stevenson Memorial is able to deliver the high quality of care and services and I am proud to have served as its leader.

Respectfully submitted,



Annette Jones, RN MScN
President & CEO