

2018
2019

ANNUAL REPORT

COMMUNITY COLLABORATION,
INTEGRATED CARE



STEVENSON
MEMORIAL HOSPITAL





TABLE OF CONTENTS

4	LEADERS' LETTER
6	WHO WE ARE
8	COMMUNITY COLLABORATION
8	Building the Best
10	Safe, Quality Care
11	Power in Partnerships
12	Our People - Our Volunteers
14	FINANCIAL HEALTH
15	REVENUE/EXPENSES
15	BY THE NUMBERS
17	INTEGRATED CARE

LEADERS' LETTER

Message from the CEO and the Board Chair

Stevenson Memorial Hospital (SMH) is a progressive, acute care, community-based hospital that is setting a new standard for community hospital care. This is your hospital and we are proud to bring you the 2018/2019 Annual Report. It is our privilege to lead an organization that is so essential to this community, that ranks high in patient satisfaction and low wait times, and continues to provide high quality patient care.



Jody Levac *President and CEO*



Colleen Butler *Board Chair*

Collaboration is such a key component to the success of SMH and there have been many initiatives in the 2018/19 fiscal year that exemplify this. We have been working closely with the Capital Branch of the Ministry of Health and Long-Term Care and our Central Local Health Integration Network (Central LHIN) on our redevelopment project and we are optimistic about our progress. We launched our new Health Information System (HIS) in partnership with Markham Stouffville Hospital and Southlake Regional Health Centre, which is creating efficiencies in patient care, leading to faster diagnoses and treatment. We also collaborated with our community health care partners and we were asked to lead the submission of a self-assessment as the South Simcoe Ontario Health Team to Ontario Health.

The success of this past year would not be possible without our hard working physicians, nurses, staff and volunteers who go above and beyond to ensure that our patients are given the best care possible. Thank you to our Leadership team

who work so diligently to keep our organization running smoothly. Thank you to our Senior Leadership Team who continues to set the bar high in terms of the capability of our Hospital, while fostering a culture of care and respect within the organization:

- **Our Chief Financial and Information Officer, William Bye**, who has been with the organization for less than one year, but has been instrumental in leading the launch of our new HIS system, implementing new security measures and managing a balanced budget for the Hospital.
- **Our Vice President Patient Services and Chief Nursing Executive, Carrie Jeffreys** for her drive in the pursuit of professional excellence always, her guidance towards implementing LEAN initiatives across the Hospital and her leadership in the Ontario Health Team submission.
- **Our Chief of Staff, Dr. Barry Nathanson**, who continues to recruit the very best physicians for our Hospital, is an inspirational leader to our medical staff and

EMORIAL HO

is a strong advocate for the redevelopment of our Hospital. He was privileged to be included in advising Dr. Rubin Devlin and contributing to the Ministry's initiative towards ending hallway healthcare.

- **Our Board of Directors** and the many committees that they lead. They invest so much of their time to making decisions in the best interests of SMH, our staff and patients.

We have an incredible community that continues to support us year after year. Thank you for your dedicated support of SMH and for entrusting us to be your health care providers.

Momentum continues to build in terms of our progress and pursuit of perfection and we are excited for what the future holds for SMH.

Sincerely,



Jody Levac,
President and CEO



Colleen Butler,
Chair, Board of Directors

WHO WE ARE

Stevenson Memorial Hospital and the Stevenson Memorial Hospital Foundation

The Hospital

Stevenson Memorial Hospital is a vibrant, fully-accredited hospital located in the Town of New Tecumseth, serving the South Simcoe region and is part of the Central LHIN. It is our priority that the residents of our community 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, including 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 healthcare closer to home, SMH maintains and builds partnerships with healthcare providers along with many local health and community stakeholders. SMH is home to a wide variety of family practice and medical practitioners including midwives, as well as specialists in a range of healthcare areas.

Please visit

www.stevensonhospital.ca

for more information.

The Foundation

The Stevenson Memorial Hospital Foundation (SMHF) supports the needs of SMH by raising funds for capital projects and equipment. Through philanthropic giving, special events, direct mail campaigns, planned giving and more, our donors give generously to ensure that the needs of SMH are met. SMH rarely receives government funding for these priorities, so we would not be able to provide the level of care that we do without the support of our community. Thank you for continuing to support our Hospital. Your contributions make a tremendous impact to the lives of our patients, staff and volunteers.

Please visit

www.stevensonfoundation.ca

for more information.



VISION

**Setting a New Standard for
Community Hospital Care.**

MISSION

**Promising Progress,
Pursuing Perfection.**

VALUES

Every day we deliver safe,
high quality health care driven
by our values (**ICARE**)

Integrity: We adhere to the highest
ethical principals

Compassion: We respond to our
patients' needs with empathy

Accountability: We are accountable to
one another and to our community

Respect: We embrace the diversity of
our patients, staff and community

Excellence: We support a
culture of distinction

Visit our website at

www.stevensonhospital.ca

to view our full strategic plan including
the priorities and pillars that will guide
us over the next 4 years

COMMUNITY COLLABORATION

Last year we launched our 2018-2023 strategic plan, which was a collaborative process in working with staff, physicians, volunteers and our community to outline our priorities for the next five years. With the initiatives we have completed over the 2018/19 fiscal year, we are truly setting a new standard for community hospital care.

The following highlights demonstrate our commitment to our mission: Promising Progress, Pursuing Perfection. We are grateful for the opportunities we have received over the past year to collaborate with our Ministry of Health and Long-Term Care, Central LHIN, health care partners, local businesses and volunteers. They have played an important role in helping to enhance and refresh our Hospital, expanding our technological capabilities, improving staff and patient flow and safety.

BUILDING THE BEST

Redevelopment - Draft 2 Submission

We have been working closely with the Capital Branch of the Ministry of Health and Long-Term Care and the Central LHIN in moving forward with the planning process of our redevelopment project. Our Draft Stage 2 submission was completed in December 2018, and we are closing off outstanding questions on our Stage 1 submission. Our project was recognized on page 116 in this year's provincial budget. This puts us in a good position to advance in the planning process as we await an official approval of our Stage 1 submission.

Health Information System (HIS) Launch in December 2018

After much planning and collaboration with Markham Stouffville Hospital and Southlake Regional Health Centre, we launched our new HIS – Meditech

and staff experience in our busiest area. We received funding from the Central LHIN to complete a minor renovation to our ED, which has modernized and maximized the space by changing the layout and improving patient flow. The nursing station was redesigned to create clinical efficiencies using our new HIS system, new computer stations were added and a dedicated space for physicians was created. Our trauma room has been enhanced to address overcrowding and a safe room was put in place to manage at-risk patients, ensuring that all patients and staff are in a safe environment while in our ED. We have to address challenges today, while we plan for a revitalized hospital for the future.

Expanse through our Shared Health Information Network Exchange (SHINE). The system provides a faster, more reliable information network throughout three hospitals, seamless access to essential patient information, safer care for patients and a more efficient workflow for clinical staff.

Largest Health Infrastructure Renewal Fund (HIRF) Investment in SMH History

This year we received the largest HIRF investment in the history of SMH, receiving just under \$700,000 to help upgrade our elevators. Included in this funding is the ability to complete much-needed medical gas improvements for the Hospital as well.

Emergency Department (ED) Renovation

As we await approval to move forward with our redevelopment, we cannot compromise patient

and staff experience in our busiest area. We received funding from the Central LHIN to complete a minor renovation to our ED, which has modernized and maximized the space by changing the layout and improving patient flow. The nursing station was redesigned to create clinical efficiencies using our new HIS system, new computer stations were added and a dedicated space for physicians was created. Our trauma room has been enhanced to address overcrowding and a safe room was put in place to manage at-risk patients, ensuring that all patients and staff are in a safe environment while in our ED. We have to address challenges today, while we plan for a revitalized hospital for the future.

Level 2 ICU Beds

We were thrilled to receive approval and funding from the Central LHIN for four Level 2 ICU beds at SMH in April, 2019. This



opportunity will allow us to keep and manage locally some of the patients whom we have traditionally had to send to other facilities. It will extend our capabilities in caring for patients with more complex needs, including support for a patient with a single failed organ system, short-term non-invasive ventilation or post-operative care needs.

Roll Up Your Sleeves Revitalization Project

SMH as well as the Mary McGill Community Mental Health Building received a fresh coat of paint thanks to many community members and local businesses. Royal Bank of Canada (RBC), Bank of Montreal and Grand and Toy staff rolled up their sleeves and helped paint hallways, meeting rooms, offices and patient waiting areas to give the Hospital a refreshed look. Paint and supplies

were donated by Alliston Home Hardware Building Centre and Wilton's Floor and Wall Coverings.

Stevenson Secure

SMH has launched an internal safety campaign called Stevenson Secure to help foster a culture of safety. Through Stevenson Secure, protocols have been put in place to help protect staff from workplace violence, dangerous patients, work-related injuries, infections, illnesses and natural disasters. Our local OPP conducted an environmental safety assessment and as a result, new security cameras, electronic combination locks in high-risk areas and a key fob system for staff working after hours have been installed.





photo credit: Brad Pritchard

SAFE, QUALITY CARE

Maternal Child Program

SMH ranks consistently high in patient satisfaction in our Obstetrics Unit and has a 100% satisfaction rate. As the population of our catchment area increases rapidly, our staff have experienced an increase in the number of births in this past year at 461, the highest number to date. Our collaborative model for maternal health care at SMH is well received by our community, offering a team of Obstetricians, Midwives and Emergency Physicians with advanced specialized training in the care of newborn children.

NaviCare Nurse Call System Implementation

Patient and staff safety has always been a priority at SMH, but it will be greatly enhanced with the implementation of our

new NaviCare Nurse Call System and smart beds in June 2019. The system notifies our nursing staff when a patient is mobile, patients can speak to a nurse with the touch of a button and nurses can communicate with each other at any location in the hospital with the system. In addition, an alert feature allows staff to activate a code alert in an emergency situation, which is connected to our intercom system and the monitor at the nurses' station.

Regional Dialysis Information System

The Regional Kidney Care Program - Simcoe Muskoka (RKCP - SM) has implemented a new electronic dialysis record at SMH in partnership with Orillia Soldiers' Memorial Hospital and Royal Victoria Regional Health Centre. This will involve a new means of documenting patients'

dialysis treatment information and recording information about their renal/dialysis care.

LEAN Initiatives

Over the past year, staff have been examining the flow of patient care through the Hospital resulting in an implementation of a new process helping to make improvements to each department. This includes bedside communication boards, a review of equipment and cleaning products, optimizing bookings and scheduling, condensing requisitions required for diagnostic imaging (DI) and decreasing wait times in DI, improving patient flow and scheduling to outpatient clinics. These LEAN projects help operationalize the strategic plan and allow staff to closely monitor and drive outcomes in their respective areas.



POWER IN PARTNERSHIPS

Partnerships with our community, regional government, corporate supporters, donors and volunteers continue to be strong and we are grateful for their support of our Transforming Stevenson Campaign.

Each year, the Stevenson Memorial Hospital Foundation raises funds to support SMH's priority capital equipment across the hospital.

Annual Priority Needs

In 2018-19, \$2.3 million was raised in received gifts and future pledges to support annual priority needs, including equipment, our HIS, and redevelopment. Of this, \$500,000 was allocated to support our new HIS.

Some of the essential equipment purchased includes the NaviCare Nurse Call System, fetal heart monitors, four birthing beds, a defibrillator, ventilator/BiPAP machine, smart infusion pumps, two trauma stretchers and an ultrasound machine.

Together, we are stronger. We could not provide the care and services that we do without the support from our partners. Together, we are setting a new standard for community hospital care.



OUR PEOPLE – OUR VOLUNTEERS

SMH prides itself on our knowledgeable, attentive, professional and friendly staff. Our Human Resources Committee has recently implemented a new management performance plan as well as an annual performance plan for all staff that aligns with our strategic plan. This initiative drives staff engagement and encourages a performance culture at SMH.

The Stevenson Memorial Hospital Auxiliary (the Auxiliary), since its restart in 1960, continues to operate in accordance with its stated purposes, which are to provide volunteer services to the Hospital, to foster, through public relations, greater community interest and understanding of the Hospital and to raise funds for the purchase of capital equipment.

The Auxiliary currently has a membership of 158: consisting of 83 in-hospital volunteers, 18 student volunteers, and 57 members who give support to the various fundraising activities of the Auxiliary.

Volunteers provided 15,735 hours of volunteer support in 2018/2019.

Fundraising

In 2018/2019 the Auxiliary passed the \$1 million mark in terms of funds raised since their inception in 1960. Donations to the Foundation for this year totaled \$81,278, which funded an Infant

Transport Isolette, three code cards and a much needed lab upgrade.

Supporting Young Leaders

The Auxiliary Student Program currently has 18 volunteers. They are active in several areas within the Hospital and participate in Auxiliary activities outside the Hospital.

The Auxiliary offers two bursaries each year to student volunteers:

1. Continuing Education in a Health Care Field
2. Continuing Post-Secondary Education

Professional Development Opportunities

With the Hospital Auxiliaries Association of Ontario (HAAO) closing operations, a source of education and information is gone. The Auxiliary is looking forward to providing an in depth education session to its members at its AGM. A portion of the meeting will be dedicated to providing information to members on various topics, such as the current state of healthcare, the role of volunteers in this rapidly changing healthcare sector and information on the capital equipment purchased by the Hospital from the funds raised by the Auxiliary. Within the Auxiliary there are opportunities for people interested in

leadership roles. The Auxiliary is currently looking to fill the two Vice President roles. These are considered learning positions. The 2nd Vice President would be learning and supporting Auxiliary activities outside the Hospital and the 1st Vice President would be learning and supporting the in-Hospital volunteers and programs.

Community Engagement

Every year the Auxiliary has several activities that involve the community.

The first is the Annual Tag Day where volunteers are out in the community requesting donations that are used for the purchase of capital equipment and promoting the Hospital's initiatives.

In the Fall we have the Annual Craft Show & Raffle. Tickets for our raffle are sold in the Hospital and at various community events during the summer, starting in June and continuing until the draw in October. At the end of November, the Annual Tree of Lights event takes place at the Hospital. This past year the attendance was excellent, with approximately 120 community members. Santa visited many of the patients in their rooms and joined the children in the cafeteria for hot chocolate and cookies.

A WORD FROM THE AUXILIARY PRESIDENT



Gary Munro *President, SMH Auxiliary*

For the past year I have had the privilege of acting as President of the Auxiliary. The volunteers in the Hospital never cease to amaze me by their involvement and enthusiasm. They do not hesitate to bring forward suggestions to improve what we do.

I cannot imagine what the Hospital would look like without our volunteers and I close by saying thank you to all the volunteers who unselfishly donate their time.

Respectfully submitted

A handwritten signature in black ink that reads "Gary Munro". The signature is written in a cursive style.

Gary Munro,
President, SMH Auxiliary



FINANCIAL HEALTH

SMH has truly embraced the goal of “living within our means”. This past year we have succeeded in our efforts to demonstrate to the Ministry of Health and Long-Term Care and the Central LHIN that we can balance our annual operating budget and raise sufficient donations from our community to fund our critical equipment needs. This is no easy task, as each year inflation outpaces our funding. We believe that demonstrating our commitment to being fiscally responsible will be a key factor in gaining Ministry approval for our major redevelopment plans.

Financial Overview

For the financial year ended March 31, 2019, SMH reported a modest operating surplus of \$37,443. The major contributing factors included a flat growth in revenues but with strong budgetary control in collaboration with LEAN and other cost reduction initiatives, the result was only a 1.57% growth in expenses which were largely attributable to an increase in payroll costs. On average over the last five years, the hospital has maintained a small operating surplus, and this latest fiscal result is reflective of an organization that is responsible and is making timely investments in our staffing, where they will have the most impact. Staff and physicians play a key role in helping identify opportunities.

Strong Working Capital Position

SMH ended the 2018/2019 fiscal year with a strong working capital position, that is, current assets minus current liabilities, of \$537,483 for an ending Current Ratio of 1.096. This compares very

favorably to a LHIN mandated minimum target of 0.80. We achieved this in part due to active management of our operations and optimizing the structure of our bank debt.

Strong Balance Sheet

One of the major changes in our balance sheet this year came about as a result of SMH implementing a new health information system – Meditech Expanse through our Shared Health Information Network Exchange (SHINE). The SHINE collaboration includes Southlake Regional Health Centre and Markham Stouffville Hospital. SMH has invested \$3.44 million this year in this system. Of this, thanks to the Stevenson Memorial Hospital Foundation, SMH has had to borrow only \$1.5 million. This debt is structured as both short term and long term, the details of which are in our audited financial statements.

Despite the financial pressures of redevelopment and continual improvements, the Net Assets (Assets minus Liabilities) of

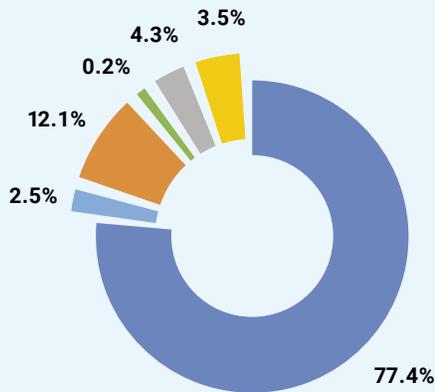
the hospital remain positive at \$890,000. This leaves the hospital in a position to address the inevitable challenges ahead, and is indicative of the high quality financial stewardship the team commits to every day.

Service Accountability Performance

As required by the Central LHIN, SMH entered into a Hospital Service Accountability Agreement (H-SAA) that took effect April 1, 2008 and has been extended to March 31, 2020. As discussed above, SMH is well positioned to address the myriad of challenges in the months and years to come.

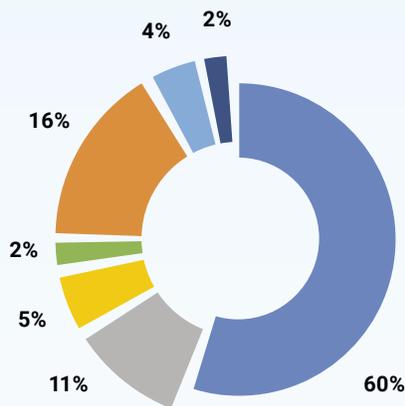
SMH is proud of the work we have done as a team and continues to operate in an arena where revenue growth is difficult, despite inevitable growth in costs annually. Management will continue to work towards a balanced outcome of providing strong clinical results with attention to high quality and continued financial sustainability.

FINANCIAL RESULTS



2018-19 Total Revenue – \$30,530,050

- MOHLTC/LHIN
- Other Provincial Programs
- Other Agencies & Self Pay
- Differential (Preferred Accommodation)
- Recoveries & Sales
- Amortization of Deferred Contributions



2018-19 Total Expenses – \$30,492,607

- Salaries, Wages & Benefits
- Medical Staff Renumeration
- Medical/Surgical Supplies
- Drugs
- Other Supplies & Expenses
- Amortization of Building & Equipment
- Other Provincial Programs

BY THE NUMBERS

2018-19 Stevenson Memorial Hospital Statistics and Financial Results

BY THE NUMBERS

2018-19 Stevenson Memorial Hospital Stats

ACTIVITY	2017/2018	2018/2019
Inpatient Days	10,203	10,589
Hospital Occupancy Rate	68%	72%
Births	446	461
Emergency Visits	38,369	37,319
Outpatient Clinic Visits	25,244	26,014
Dialysis Treatments	3,627	3,551
Surgical Procedures	3,988	3,913
Diagnostic Imaging: X-ray	24,538	21,505
Diagnostic Imaging: Computed Tomography	6,094	5,327
Diagnostic Imaging: Ultrasound	8,934	8,883
Diagnostic Imaging: Mammography	2,790	2,968
Non-Invasive Cardiology Exams	9,138	8,124

OUR PEOPLE

Employees	286	320
Medical/Dental/Midwives	112	118
Auxiliary Membership	161	158
Active Volunteers	115	140
Number of Volunteer Hours	14,374	15,735

Financial Statements Online

To view our audited financial statements please visit our website at www.stevensonhospital.ca



INTEGRATED CARE



The provincial health care system is changing, and SMH, along with our community partners, is preparing for what is to come. With the announcement of Bill 74, The People's Health Care Act, SMH has led the submission of a self-assessment to Ontario Health with a view to becoming the South Simcoe Ontario Health Team.

Ontario Health Teams (OHTs) are the future, integrating with local health care partners and providing a new way of organizing and delivering services in each community. Under an OHT, health care providers will work as one coordinated team, providing a simplified system where patients can transition seamlessly from one provider to another. Digital health is a major component of this process, where health care information will follow the patient across providers.

In the best interests of our community, primary care, acute care, long-term care, hospice and palliative care, mental health and addictions, in-home nursing, respite and convalescent care, counselling, home help and transportation services will all be sitting at one table. We were honoured to work with our strong community partners on the submission to the provincial government and look forward to working alongside them providing high quality patient care to our South Simcoe community.



200 Fletcher Crescent, P.O. Box 4000, Alliston, ON L9R 1W7
(705) 435-6281
www.stevensonhospital.ca