



**STEVENSON**  
MEMORIAL HOSPITAL

**2021 - 2022**

# Annual Report

Continued Success:

*Promising Progress*

Working Towards a New Future:

*Pursuing Perfection*

# 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 principles.*

## **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 [stevensonhospital.ca](https://www.stevensonhospital.ca) to view our full strategic plan including the priorities and pillars that will guide us over the next year.

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# Leaders' Letter:

Stevenson Memorial Hospital (SMH) is a progressive, acute care, community-based hospital in New Tecumseth that is setting a new standard for community hospital care. This is your hospital, and we are proud to bring you the 2021/22 Annual Report. It is our privilege to lead an organization that is so essential to this community and continues to provide high quality patient care to individuals of all ages, close to home.

We are incredibly proud of our staff who have persevered and continued to provide excellent, high quality health care services during the COVID-19 pandemic. For over two years, our staff have faced numerous challenges with additional waves of COVID-19 transmission in our community. We have not experienced a COVID outbreak in any of our inpatient units and this is a testament to the diligence of our staff in wearing appropriate protective equipment in conjunction with adherence to rigorous infection prevention protocols and enhanced cleaning by our Environmental Services (EVS) Team.

Our COVID-19 Assessment Centre continues to provide weekly COVID-19 testing services, and to date, over 36,000 swab tests have been completed by our staff. This is a service that we are proud to offer our community, and one that we know our community members are grateful to have locally. In February, 2022 we were very pleased to open a COVID-19, Cold & Flu Clinic in partnership with community physicians, providing assessments to those with mild to moderate symptoms who choose to receive in-person care.

To keep our most vulnerable populations safe, we have not brought our SMH Auxiliary members back in the hospital and we miss their presence greatly. They are a key support to our staff and patients/visitors and we look forward to bringing them back in the hospital in the future when it is safe to do so.

With the challenges that a pandemic can bring, SMH has risen above and reached several important milestones this past year. An incredible amount of work and planning went into our accreditation process with Accreditation Canada in November, 2021 in which we received Exemplary Standing, the highest standing awarded. We improved from our previous survey, demonstrating that we continue to challenge ourselves to be better.

We had two visits by the Premier of Ontario, and in March, 2022 we were thrilled to receive approval from the Ministry of Health on our Stage 2 proposal for a redeveloped hospital and approval to move to Stage 3 of the process. The government has approved SMH for a design build model, which will require us looking to bring on an architect to help with the design of the new hospital.

We have made significant investments in information technology with 13 new software platforms implemented, including Novari ATC surgical booking, Savience, our Self-Check in application and OMNI, our new policy and procedure database. We are now in Phase 2 of the Meditech Expanse update, our new electronic medical records system in partnership with Southlake Regional Health Centre and Oak Valley Health.

We had new transitions within our Senior Leadership Team, welcoming our new VP Clinical Services and CNE, Julia Sek to the organization and Dr. Jaco Scheeres, who transitioned from his Chief of Obstetrics role to that of Chief of Staff.

# Leaders'

## Letter *(Continued)*

We have welcomed new staff members to our Leadership Team as well, all having hit the ground running as we continue to forge ahead through the pandemic. The entire team has been working extremely hard to ensure that the organization is running smoothly while implementing new policies, programs and initiatives. We are thankful for their dedication to SMH and are very proud of their accomplishments.

Our Senior Leadership Team continues to steer Stevenson Memorial Hospital in the direction of success along with the Board of Directors. Here are a few highlights of their leadership over the past year:

- **Our VP Corporate Services and Chief Financial and Information Officer, William Bye** ensures the hospital maintains a balanced financial position, which is no small feat. Bill has taken on the Human Resources portfolio, in addition to overseeing Facilities and IT and was instrumental in acquiring a full-time IT Coordinator for the hospital. His leadership in enhancing IT infrastructure contributes to the many improvements made to processes, flow and functionality at SMH.
- **Our VP Clinical Services and Chief Nursing Executive, Julia Sek** who joined us in the spring of 2022 from Georgian Bay General Hospital. Julia has made a smooth transition to her role, quickly earning respect from her peers and staff as she showcases her knowledge and expertise as a clinical leader. Her guidance has been instrumental as the organization continues to navigate the COVID-19 pandemic.
- **Our Chief of Staff, Dr. Jaco Scheeres**, a well-admired and respected obstetrician at SMH and in the community, also made a smooth transition to his role as Chief of Staff. Dr. Scheeres has made strides in engaging with the SMH physician population while still overseeing the obstetrics unit during times of need.

- **Our Board of Directors**, who continue to remain dedicated to the success and well-being of our hospital and ensure we are moving in the right direction as an organization. We are grateful for their commitment to ensuring our hospital achieves excellence in all aspects and thank them for their contributions.

We also thank our community who are there for us in many ways, whether it's donations, encouraging messages, advocacy, positive feedback and more. Your support makes a significant difference in the success of our hospital.

We have continued to succeed and work towards a new future while we still manage one of the most challenging times in health care. We will continue to keep our redevelopment project moving forward, so that our hospital receives the revitalization it needs and our community deserves. We will continue to live by our vision of Setting A New Standard in Community Hospital Care by promising progress and pursuing perfection.

*Sincerely,*




**Jody Levac,**  
President and CEO




**John Murray,**  
Chair, Board of Directors



## **Message from the VP Clinical Services & CNE**

In the short time that I have been at SMH, it has become clear to me that this is a progressive community hospital that takes pride in the care and service provided to our patients and community. No stone is left unturned when it comes to ensuring that best practices in clinical care are implemented and followed, while making the absolute best out of an aged facility in need of a redevelopment and expansion. Our staff work very hard to provide the best in quality, compassionate health care services and I look forward to seeing where our organization will go, as the future is very bright. It is a pleasure to work alongside the SMH staff, Leadership and Senior Leadership Teams and I look forward to contributing to our development, as well as guiding, recognizing and celebrating our staff as they continue to succeed and shine in the health care sector.

**Julia Sek,**

*VP Clinical Services & CNE*

## **Message from the Chief of Staff**

As a physician with seven years of experience at SMH in the obstetrics department, I am pleased and proud to be Chief of Staff. SMH has shown time and time again that there isn't any challenge they can't face head on, work through and succeed in. It has been a privilege to work alongside the obstetrics staff and watch the department thrive as the number of births continues to increase each year. My focus as Chief of Staff is to ensure that mental health is addressed and brought to the forefront, as it is essential that all of our staff, including physicians, are healthy and well in all aspects. I have created opportunities for physicians to participate in wellness meetings so that they have a platform to engage with their peers regarding this important topic. This is an initiative that I will continue to push forward as Chief of Staff.

**Dr. Jaco Scheeres,**

*Chief of Staff*



# Who We Are

*The Hospital and the Foundation*



## The Hospital

Stevenson Memorial Hospital is a vibrant, fully-accredited hospital located in the Town of New Tecumseth, serving the South Simcoe region. 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 41 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 [stevensonhospital.ca](http://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 [transformingstevenson.ca](http://transformingstevenson.ca) for more information.



# Continued Success: *Promising Progress*



## **ACCREDITATION AGRÉMENT CANADA**

Stevenson Memorial Hospital (SMH) was awarded Exemplary Standing status by Accreditation Canada after completing an Accreditation review in the fall of 2021. This is the highest standing that is awarded by Accreditation Canada which SMH also received in 2016. It is also significant to note that the review was completed during the COVID-19 pandemic, when our staff were managing competing priorities.

Accreditation Canada is an independent, not-for-profit organization that sets standards for quality and safety in health care, accrediting health organizations in Canada and around the world.

In November, 2021 a team of Accreditation Canada surveyors visited SMH and participated in tours, interviews with staff, documentation reviews and met with patients, families, and community partners to aid in their evaluation of the hospital. Their final report included that SMH had met 98.5% per cent of the criteria evaluated, which is an increase from 96.3% of criteria met in 2016.

SMH was noted to have excelled in the areas of COVID-19 pandemic management, implementation of their Health Information System (HIS – SHINE project), health information – Patient Connect portal, redevelopment progress, growth in staffing/leadership roles and overall caring committed staff, physicians and leaders.

# People

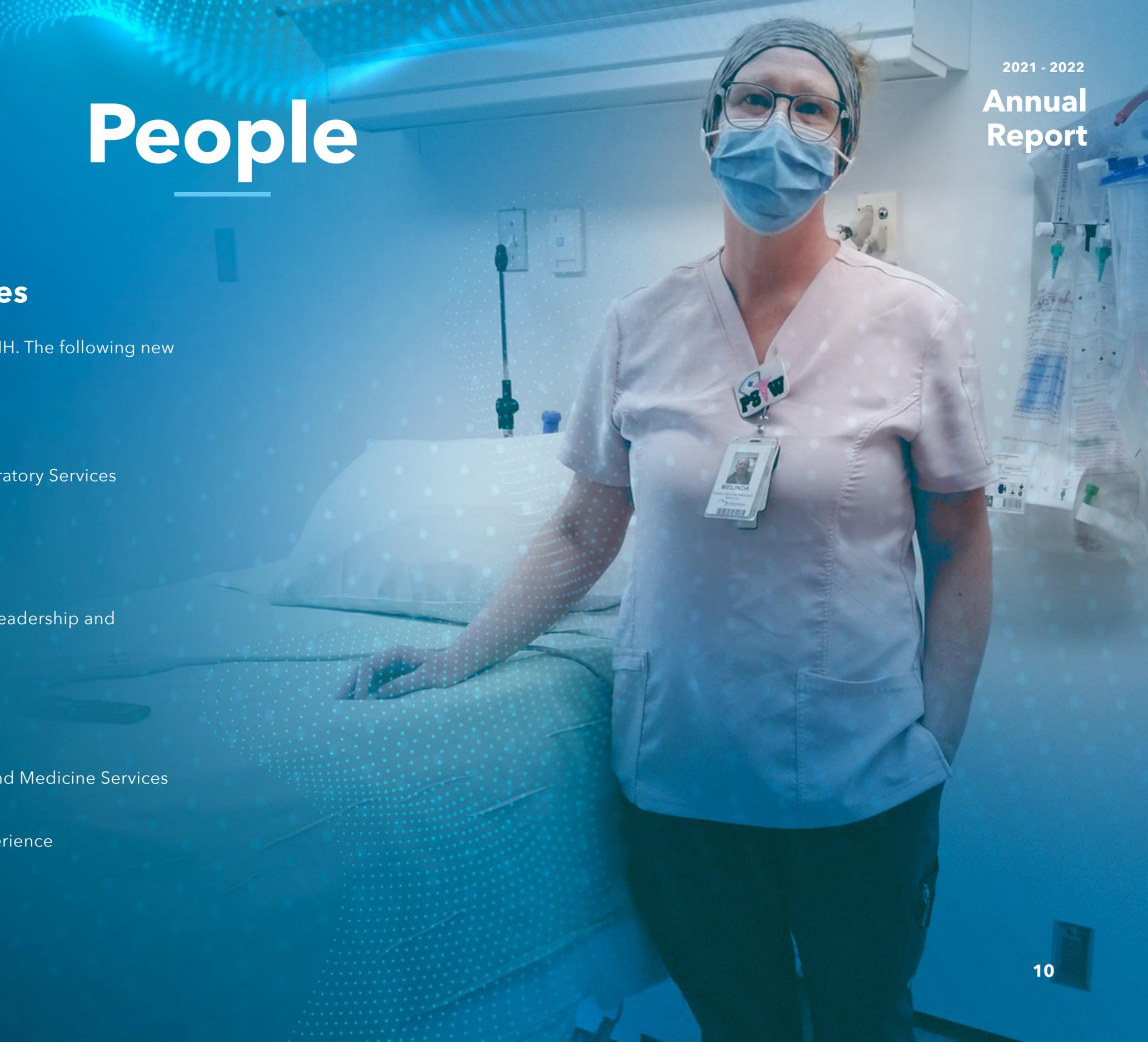
## SMH Implements New Staff Roles

Over the 2021-22 year, there were 130 new staff hired at SMH. The following new roles were introduced at the hospital for the first time:

- IT Coordinator
- Clinical Coordinator, Diagnostic Imaging and Laboratory Services
- Personal Services Attendants
- SMH Security

We were also pleased to introduce new staff to the Senior Leadership and Leadership Team:

- Julia Sek, VP Clinical Services & CNE
- Dr. Jaco Scheeres, Chief of Staff
- Kim Charman, Director, Critical Care, Emergency and Medicine Services
- Ellen Speight, Director, Paramedical Services
- Nicole Lord, Director, Quality, Risk and Patient Experience



# People

## Staff Redeployment: COVID-19

Due to the critical care needs during wave 5 of the COVID-19 pandemic, nursing staff from the Perioperative Services team were again redeployed throughout the hospital, such as our Medical/Surgical Unit, Emergency Department and Obstetrics.

We are grateful for these staff who were willing to take on a new role and support the greatest needs at the hospital during this challenging time.

## SMH Award of Excellence In Nursing & Values Award

In June, 2021 SMH introduced a new award to the organization called the SMH Award of Excellence in Nursing. The award recognizes a nurse who has gone above and beyond the call of duty, making an impact in the lives of others. Nominations are asked to be sent in from the community.

The 2021 recipient was **Michele 'Cookie' Cooke**, RN from the Emergency Department.

In 2022, the award was given out during Nursing Week in May and the recipient was **Melissa LaChance**, RN from the HAU.

SMH is implementing another award in 2022 called the SMH Values Award. This award recognizes any staff member who greatly exemplifies SMH's ICARE Values: Integrity, Compassion, Accountability, Respect and Excellence. Nominations can be sent in from staff or from the community. The award will be given out during Staff Appreciation Week in June.

## Obstetrics Unit Reaches new Milestone

The Obstetrics Unit reached a new milestone in the 2021/22 fiscal year with 596 births recorded. This number grows year by year and confirms the continued population growth in our community.

Our attentive and dedicated Obstetrics Team provides high quality care to our infants and maternity patients day in and day out. They continue to have a 100% satisfaction rate and are the reason families continue to choose SMH as the place where their newest members are brought into the world. This Team continued to excel and manage a high patient volume while the Unit moved back to the first floor of the hospital in the fall of 2021.

## IPAC Protocols and Successful Implementation

To ensure our hospital remained as safe as possible for our staff, patients and essential visitors, a number of protocols continued to be implemented from an infection prevention and control perspective over the 2021-22 year. Patient and visitor screening was brought inside the hospital for the first time since the beginning of the pandemic, with screening staff available 24/7 or with security coverage.

All staff continued to wear the required PPE based on their role and potential exposure within the hospital. This includes a mask at all times as well as eye protection when within six feet of anyone outside of their household. Capacity limits are set for staff lounges, break rooms and common areas and audits were completed regarding the use of PPE, breakout rooms and handwashing. The outcome has been very successful with no COVID-19 outbreaks taking place within any of our inpatient units.



# Care

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## Record Number of Units in Laboratory

In December, 2021 the Laboratory Team completed a record number of units, demonstrating that they worked around the clock to keep up with demand. They worked more hours than they ever have and we are thankful for and proud of their accomplishment.

## COVID-19 Assessment Centre

Our COVID-19 Assessment Centre has been in operation since the onset of the COVID-19 pandemic. In total, the Centre has completed over 36,000 swab tests for the community. We are extremely proud of this team of nursing and admin staff who continue to provide friendly, high quality care and service to our community members in need.



# Partnerships

## South Simcoe OHT

We have continued to work with our South Simcoe Ontario Health Team (OHT) throughout 2021-22 year which remains in Development with Ontario Health. Within this year, two new community programs were launched: COVID@Home and Heart Failure Remote Management.

## COVID@Home

COVID@Home supports patients 18 years and older who are COVID-positive with mild to moderate symptoms. Patients are provided with education around symptom monitoring and given an Oxygen Saturation monitor. Patients are to monitor their symptoms daily and check in with a nurse provided to them either through Stevenson Memorial Hospital (SMH) or the Alliston Family Health Team (AFHT). If any symptoms escalate, the patient will be directed by the nurse to receive further care. Sixteen patients have participated in the program to date.



# Partnerships

## Heart Failure Remote Management

The Heart Failure Remote Management program goes beyond traditional remote patient monitoring by merging an advanced and low-cost digital tool (called Medly, developed at the University Health Network) with clinical best practices to deliver a comprehensive model of heart failure care. Patients enter daily measurements of weight, blood pressure, heart rate and symptoms and receive instant feedback through the in-app Medly program. The monitoring will be a shared-care structure between SMH and the AFHT, with additional support provided by Matthews House Hospice community nurses, the Simcoe County Paramedic Program and CHATS for Recreation Therapy. Four patients have participated in the program to date.

## COVID-19, Cold & Flu Clinic

In February, 2022 SMH opened a COVID-19, Cold & Flu Clinic in the lower parking lot of the hospital with approval from the Ministry of Health and in partnership with community physicians. The Clinic is available for anyone who is experiencing mild to moderate or worsening symptoms of COVID-19 or flu who would like to receive in-person care. The Clinic currently runs three times a week on Mondays, Wednesdays and Fridays.

## Mental Health Situation Table

Our Director, Ambulatory Care and Mental Health Programs continues to participate in the Mental Health Situation Table, which is led by the Nottawasaga OPP. A number of community partners participate, where cases are presented and connected to the appropriate care providers.



# Investments

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## UV Light Air Purifier System

In December, 2021 SMH invested in a Sanuvox UV Light Air Purifier system to enhance our infection prevention and control measures. This provides advanced UV sterilization technology that is extremely effective in destroying airborne contaminants such as viruses and bacteria (99.9% of microbes in a single pass of air through the device). Upon the discharge of a patient and routine cleaning by our staff, the UV Air Purifiers provide an extra layer of sterilization to our patient rooms. We will also implement modified versions for shared washrooms as well. The UV Air Purifiers can conveniently be controlled using a tablet or smart device.

# Investments

## Health Informatics - Technological Advancements:

In 2021, a total of \$1 million was invested in information technology. There were 13 new software platforms implemented at SMH in the 2021-22 year, including an Office 365 and Windows 10 update. We are currently in Phase 2 of the Meditech Implementation in partnership with Southlake Regional Health Centre and Oak Valley Health. Here are some examples of new software programs at SMH:

### **OMNI-Assistant**

In September, 2021 SMH launched a new document management system called OMNI-Assistant. OMNI-Assistant is used to store all SMH policies and is able to track what is current, manage assigned readings to staff and track progress/participation. This new system will help ensure the required policies are being reviewed by the appropriate staff throughout the year.

### **Novari Software**

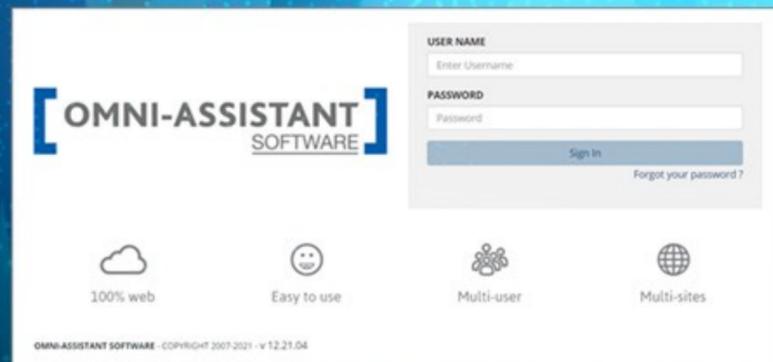
In early 2021 the surgical program received funding from the LHIN to implement a new software program called Novari. The software integrates booking, registration and pre-admission into one system, which will increase efficiency in the surgical program. It provides wait list management, paperless electronic booking of patients and automates the reporting of wait times and more to provincial authorities. We are thrilled to have implemented this software at SMH in the summer of 2021.

### **DocuSign**

DocuSign software allows organizations to manage electronic agreements and electronically sign and approve documents, invoices and more. The implementation of DocuSign at SMH has streamlined the approval process for members of the Senior Leadership and Leadership teams.



## OMNI-ASSISTANT SOFTWARE



# Investments

## Facilities Upgrades

There were many upgrades that were completed by the Facilities Department in 2021-22 to enhance various areas of the hospital. These include:

- *With the decision to maintain the Overflow unit to increase the number of single-occupancy patient rooms, the need to create an accessible shower space for this unit presented itself. The renovation of a two-piece bathroom and removal of unused lockers provided enough space to install a comfortable and safe patient shower.*
- *A true negative pressure room was created, complete with separate anti-room, integral pressure monitoring, remote monitoring, dedicated HVAC and extraction fans. This is a first for our hospital and increases safety for staff and patients. An accessible shower was installed on the second floor of the hospital for the Overflow Unit.*
- *Upgraded medical gas alarms and panels to ensure compliance with today's standards. This enables us to monitor our bulk oxygen tank, reserve oxygen tank, Nitrous Oxide levels and medical suction to ensure that we are continuously within safe operating parameters.*
- *A renovation of the Emergency Department Physician On-Call Room and separate work space.*
- *New in-house laundry system that enables our staff to economically launder our own stock of microfiber cleaning products, patient curtains and restraints. The installation of the 'On The Right Track' curtain system permits fast and safe curtain changes eliminating the need for staff to be on ladders.*
- *New dishwasher conveyor system that increases cleaning capacity in the hospital Kitchen and ensures we achieve the temperature required for complete disinfection of food service equipment.*
- *The COVID-19, Cold and Flu Clinic was created in an updated and more spacious temporary structure. This new structure provides a more comfortable setting for patients and staff.*
- *A renovation of the hospital's loading dock and repaired four storm water catchment basins in the parking lot.*
- *Demolition of a deteriorating and unused ambulance garage from the hospital property.*



# SMH Auxiliary Report

## A Word from the Auxiliary President

### Stevenson Memorial Hospital Auxiliary

#### President's Report 2021/2022

Once again COVID-19 has kept our volunteers out of the hospital. It is now two years that we have not been an active presence inside the hospital. Auxiliary members continue to hear comments from staff that they are missed and they look forward to our return.

COVID-19 restrictions resulted in the cancellation of our annual Tag Day, however the Auxiliary was able to conduct their annual Wheelbarrow-of-Wine Raffle.

Treasures & Treats held several sidewalk sales during the year for hospital staff. During these sales free coffee and tea was provided to staff.

There were no regular member meetings during the year. A Special Member's Online Meeting was held on March 22, 2022 to ask approval for the executive to purchase two vending machines and the selection of fundraising items from the hospital's approved capital equipment list.

Online executive meetings were held in April, May, June, July, August, November, February, and March.

Communication with the hospital was maintained thru regular contact with Jennifer Manicom, Director, Human Resources, Occupational Health & Volunteer Services). My first question is always, "when are we coming back?". I would like to thank Jennifer for her guidance and support.

I appreciate the assistance the Auxiliary executive has provided over the year. The executive members are as follows: Gary Munro (President), Ann Hamby (Treasurer), Margret Deparolis (1st Vice President), Carla Becket (2nd Vice President), Ann Turnbull (Recording Secretary) and Diane Munro (Past President).

I have now completed four years as Auxiliary President. I believe that when the COVID-19 restrictions are lifted and we are able to return to the hospital, there will be change from what we are accustomed to. As a group I know the Auxiliary volunteers will be able to adapt and are looking forward to resuming their volunteer roles within the hospital.

*Respectfully submitted,*

**Gary Munro**

President, SMH Auxiliary



# Stevenson Memorial Hospital Foundation

## Annual Priority Needs | Your Dollars At Work

The Stevenson Memorial Hospital Foundation (SMHF) supports the needs of Stevenson Memorial Hospital (SMH) by raising funds for capital projects and equipment. Local governments rarely fund the purchase of hospital equipment, which means we depend on philanthropic donations to meet this critical demand.

In 2021/22, over \$3.5 million was raised in new cash and pledge commitments, through the generous support of individuals, businesses, corporate donors and granting foundations. Funds raised supported the purchase of equipment, technology and renovations essential to both advancing patient care and the redevelopment of SMH.

Almost \$100,000 was designated towards the remaining balance of SMH's four-bed, Level 2 High Acuity Unit (HAU), which opened in January 2021. Other equipment needs funded by the SMHF include a Bladder Scanner for the Emergency Department, Ultrasound Vascular Handheld Unit - Dialysis Department, Automated External Defibrillator for the Ambulatory Care Clinic, Blanket Warmers, Incident and Patient Feedback Database Interfaced to Meditech (Datix) and many other infrastructure and technology upgrades.

Because of you, exceptional health care is available close to home for those who need it today, and a revitalized Stevenson is on the horizon to meet the future needs of patient care in south Simcoe.

# Financial Health

Stevenson Memorial Hospital (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 the newly formed Ontario Health Central that we can successfully manage 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 and during this fiscal year significant financial pressure was brought upon us by COVID-19, product shortages, logistical challenges, and rapidly increasing inflation. 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, 2022, SMH reported a minor surplus of \$24,106. This was no small feat in a very complex fiscal year. The major contributing factors included a 7% increase in salary costs, a 14% increase in benefits and a combined 7% increase in supply and services costs, this was offset by consistent reimbursement of COVID-19 expenditures from the Ministry. In conjunction with this timely COVID expense reimbursement, the organization demonstrated strong budgetary control through staff redeployment in collaboration with LEAN and other cost reduction initiatives, the result was an increase in revenue of 7.3% and an overall 7.2% growth in expenses both of which were largely attributable to COVID-19 expenditures. Despite the anomaly presented this year, on average over the last five years, the hospital has maintained a small operating surplus, and this latest fiscal result reflects cost control in conjunction with the necessary COVID-19 spending. This is reflective of an organization that is proactive, 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 2021/2022 fiscal year with a very strong working capital position, that is, current assets minus current liabilities, of \$2,783,578 for an ending Current Ratio of 1.34. This compares very favorably to the Ontario Health mandated minimum target of 0.80. We achieved this in part due to active management of our operations and reduction of bank debt.

## **Strong Balance Sheet**

A strong balance sheet continues to be presented as SMH’s continued implementation of Phase 2 of the SHINE collaborative Meditech health information system has been delayed due to COVID and resource pressures with our partners. As per this delay, SMH decided not to borrow towards this project in 21/22. This existing debt is structured as both short term and long term, the details of which may be seen in our audited financial statements. The SHINE collaborative includes Southlake Regional Health Centre and Markham Stouffville Hospital. Numerous other electronic systems have been added in this fiscal to obtain efficiencies and increase staff and patient safety.

# Financial Health

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The hospital has been able to achieve many infrastructure improvements in this fiscal with the completion of HVAC system improvements, construction of a negative pressure room, creation of an 8-bed overflow unit, updated fire monitoring system, added to the compliment of security cameras within the facility, enhanced security and renovations to the Emergency department and added new emergency power panels. This was amongst many other upgrades and repairs needed to the aging building. Despite the financial pressures of redevelopment and continual improvements, the net assets (Assets minus Liabilities) of the hospital remain positive at \$835,229. This leaves the hospital in a position to move confidently forward into redevelopment and 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 Ontario Health Central, SMH entered into a Hospital Service Accountability Agreement (H-SAA) that took effect April 1, 2008 and has now been extended to March 31, 2023. 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've done as a team with strong financial stewardship from Executive and Directors 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.

## **William Bye,**

VP Corporate Services and CFIO



*By the Numbers:*

**2021-22 Stevenson  
Memorial Hospital**

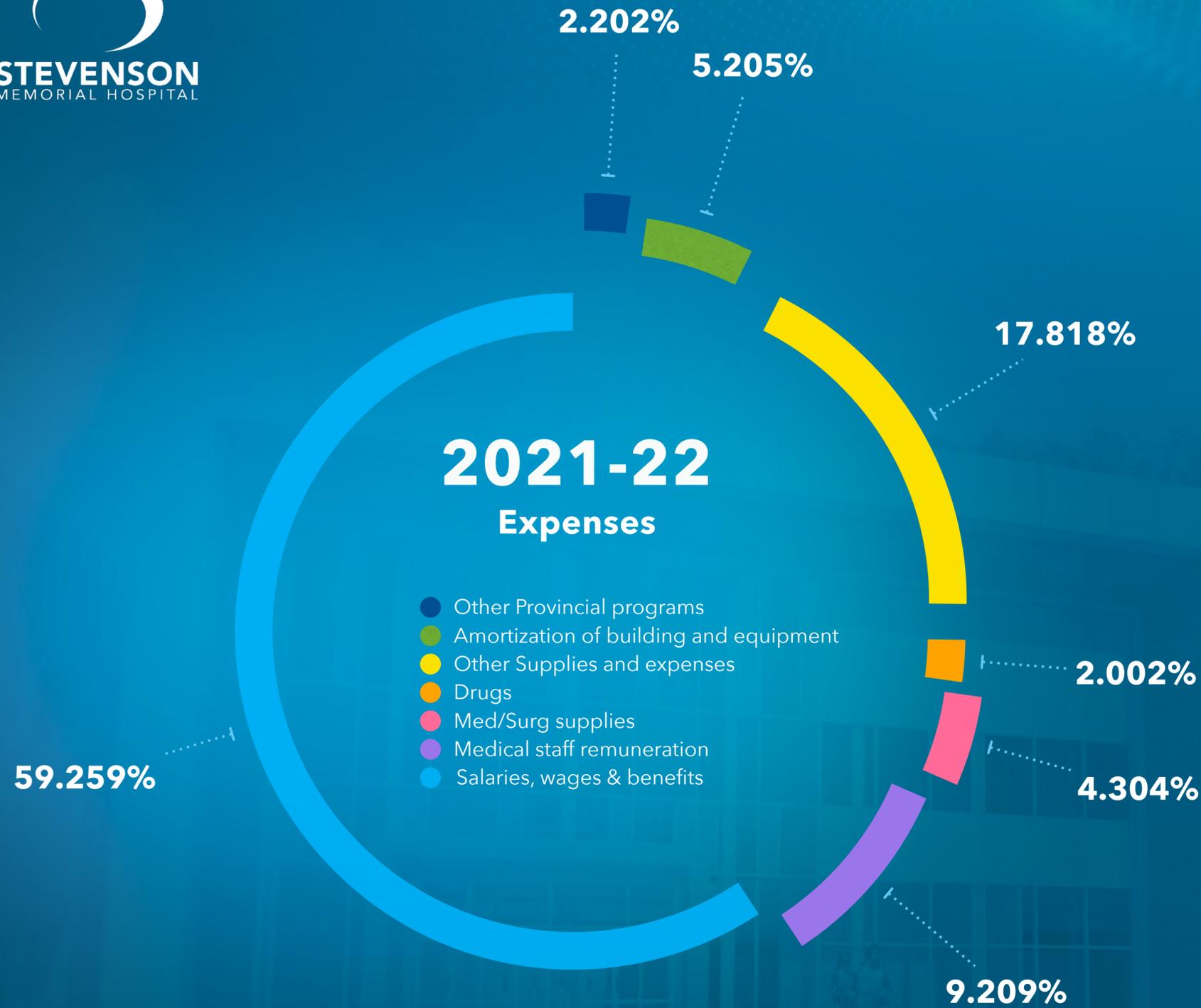
**Stats**

**ACTIVITY**

	2020-21	2021-22
Inpatient Days	10,479	<b>10,811</b>
Births	523	<b>596</b>
Emergency Visits	26,055	<b>31,540</b>
Outpatient Clinic Visits	26,102	<b>19,986</b>
Dialysis Treatments	3,486	<b>3,567</b>
Surgical Procedures	2,798	<b>3,183</b>
Diagnostic Imaging: X-Ray	19,283	<b>17,564</b>
Diagnostic Imaging: Computed Tomography	9,245	<b>7,008</b>
Diagnostic Imaging: Ultrasound	8,655	<b>5,446</b>
Diagnostic Imaging: Mammography	2,731	<b>3,514</b>
Non-Invasive Cardiology Exams	7,603	<b>8,374</b>

**OUR PEOPLE**

Employees	373	<b>407</b>
Medical/Dental/Midwives	123	<b>126</b>
Auxiliary Membership	142	<b>132</b>
Active Volunteers	10	<b>16</b>

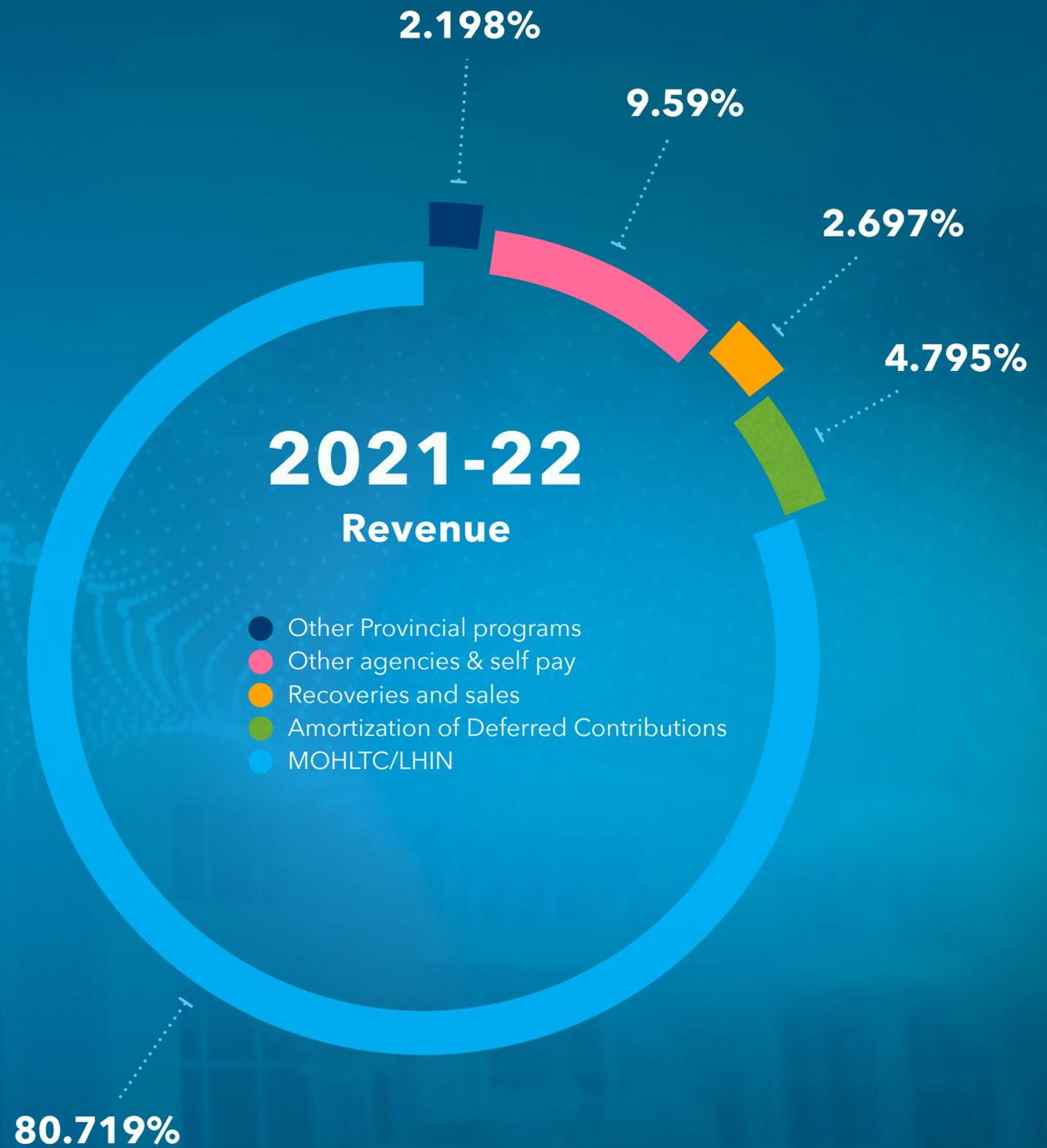


# Expenses

Expenses	2021-22
Salaries, Wages & Benefits	\$ 23,112,954
Medical Staff Remuneration	\$ 3,608,662
Med/Surg Supplies	\$ 1,695,395
Drugs	\$ 785,012
Other Supplies and Expenses	\$ 6,960,355
Amortization of Building and Equipment	\$ 2,012,098
Other Provincial Programs	\$ 846,440
<b>Total</b>	<b>\$ 39,020,916</b>

# Revenue

Revenues	2021-22
MOHLTC/LHIN	\$ 31,535,021
Other Provincial Programs	\$ 846,440
Other Agencies & Self Pay	\$ 3,735,903
Recoveries and Sales	\$ 1,038,584
Amortization of Deferred Contributions	\$ 1,889,074
<b>Total</b>	<b>\$ \$39,045,022</b>



*Working Towards a New Future:*

# Pursuing Perfection



## Redevelopment Update

In March, 2022 SMH received formal approval from the Ministry of Health on its Stage 2 submission for a redeveloped hospital and approval to move to Stage 3 Design of the process.

This is the most significant milestone to date, moving the hospital one step closer to building the much-needed expansion. The completion of Stage 2 allows SMH to begin detailed architectural design work that will finalize the layout of the new expansion and how it is integrated with the existing hospital. This will be a major step toward being able to begin construction. Next steps are to release a Request for Proposal to hire an architectural firm to provide the consultant team and leadership to complete Stage 3 design work within a year.

The phased redevelopment project will feature a 100,000 square foot wrap-around expansion, doubling the square footage of the current hospital. The Emergency Department will triple in size, featuring a separate entrance and two ambulance bays. Inpatient beds will increase from 38 to 47 with a majority being single patient isolation rooms. The surgical suite, birthing unit, pharmacy, laboratory, diagnostic imaging and more will be expanded. The repurposing and revitalization of the hospital's current building will follow as a second phase of the project.

SMH will continue to work closely with the Capital Branch of the Ministry of Health as well as Infrastructure Ontario on this critical project for our hospital and community.



# Thank You!

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200 Fletcher Crescent,  
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