

# ANNUAL REPORT 2019-20

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**Stronger. Together.**

## A MESSAGE FROM THE BOARD CHAIR AND THE PRESIDENT & CEO

*Together. Stronger.* That's the theme of this Annual Report – as it succinctly describes the essence of the past year for St. Thomas Elgin General Hospital (STEGH). We have much to be proud and grateful for – and our successes are attributed to strong, collaborative relationships within and external to our organization. As we turn the page on a new year, we highlight a few achievements in particular.

In June, 2019, after a year of extensive planning and stakeholder consultations, the Board of Directors released STEGH's new Strategic Plan entitled *Imagine 2023: Creating a Healthier Tomorrow*. The Plan is set along four Strategic Directions and is guided by a new Mission statement, a Shared Vision, and a strong, redefined set of core Values. We are confident that the Plan will guide the organization to continued success in the years to come.

Also in June 2019, STEGH achieved Accreditation with Exemplary Standing – the highest rating a health care organization in Canada can receive! This outstanding outcome is a testament of the commitment by our health care team to quality, safe and patient-centred care. In this report we highlight a number of quality initiatives undertaken over the past year, including advancements made to engaging patients in our day to day work.

Looking to the broader health care system, in 2019 the Ontario Ministry of Health (MOH) introduced the Ontario Health Team (OHT) model to integrate health care providers to work as one coordinated team. Here in Elgin, approximately 25 health service providers came together to submit an initial application to the MOH to form an Elgin OHT.

Finally, STEGH ended the fiscal year by responding to the COVID-19 pandemic, which has precipitated a set of events unprecedented in our lifetime. Together with our system partners and community, we have prepared and responded for our patients in extraordinary ways. This confirms that when we combine our resources and talents, we can have the greatest impact for our patients and the community we serve. STEGH's 'can do' spirit is alive and well.

We extend our deepest gratitude to the entire STEGH team for their dedication and commitment to serving our patients and our community with compassion during this challenging time, as always.



Cathy Crane  
Chair of the Board of Governors



Robert Biron  
President and CEO



## BY THE NUMBERS - 2019/20 AT A GLANCE

### Urgent/Emergent



#### Emergency Department

56,480 Patient visits

### Post-Acute Care



#### Complex Continuing Care

11,293 Inpatient days



#### Rehabilitation

3,522 Inpatient days

### Clinical Support Services



#### Diagnostic Imaging

>75,000 Exams



#### Laboratory

>1,300,000 Tests

>436,000 Pathology specimen tests

### Acute Inpatient Care



#### ICU

1,991 ICU Inpatient days

1,213 Telemetry Inpatient days



#### Maternal Child Care

1,215 Obstetrics Inpatient days

963 Newborn Inpatient days

678 Special Care Nursery Inpatient days



#### Surgery

3,193 Inpatient days



#### Medicine

21,506 Inpatient days



#### Paediatrics

618 Inpatient days



#### Mental Health

4,487 Inpatient days

### Ambulatory/Community Services



#### Ambulatory/Community Services

>48,229 Visits

(Includes: Mental Health Outpatients, Secondary Stroke Prevention Clinic, Women & Children's Outpatients, Ambulatory, Diabetes, Chemotherapy Outpatients)

#### Community Services:

- Ontario Breast Screening Program (OBSP)
- Respiratory Home Services and CPAP Clinic
- Behavioural Support Ontario (BSO)

### Surgical Services



#### Operating Room

7,211 Day Surgery Cases

1,918 Inpatient Surgery Cases



#### Pre-Operative/Pre-Admission

2,642 Visits

## TOGETHER, WE ARE STRONGER WITH OUR COMMUNITY

Amidst the uncertainty of the COVID-19 pandemic, amazing things are happening in St. Thomas. Residents and industry in St. Thomas have been overwhelmingly generous, offering up their expertise, time, technology, and ideas to help relieve the pressures on our local health care system.

Local sewers and crafters have united to create PPE items for essential workers in our community. St. Thomas resident, Jordon Gingrich is one of these individuals. Jordon is making the most of quarantine by creating and donating tiny devices that make surgical masks more comfortable.

“Our ears used to get extremely sore from the elastics on the masks. These devices have made such a difference.”  
**Sherrey Vandermaarel,**  
**Team Lead - Intensive Care Unit**



These masks are part of the enhanced protective equipment worn by front-line health care providers to protect themselves and their patients from COVID-19. Masks are sometimes worn up to 12 hours, becoming uncomfortable and causing irritation. “I heard about a nurse using a paperclip to make her mask more comfortable,” says Jordon. “And another nurse cutting off a piece of her shoelace in the middle of her shift because that was the only thing she had available to her at the time.” It was then that Jordon realized he could help.

Using a 3D printer, Jordon developed a template to create extenders, which allow health care workers to relieve some of the pressure the masks can have on their faces. “I saw a wooden hook that had been made as a potential solution, I knew there had to be a better way,” says Jordon.

In just over one week, Jordon made and distributed over 2,200 devices to local health care workers and hospitals.

Whether it is sewing masks, developing comfort devices or sourcing supplies, volunteers like Jordan have made an incredible difference in our community. Together, we are supporting each other through COVID-19.

## TOGETHER, WE ENVISION OUR FUTURE AND DETERMINE HOW TO ACHIEVE IT

In June, STEGH unveiled a new Strategic Plan to guide the organization's work to improve health care for patients and the community.

Through round table sessions and online surveys, more than 1,000 internal and external stakeholders across St. Thomas and Elgin County offered input on what the future of health care should look like at St. Thomas Elgin General Hospital (STEGH).

The Plan focuses on four Strategic Directions, or themes, that will shape the organization in the coming years to better serve the community, enhance its performance and address current health system challenges. The Strategic Directions include: partnering with patients; creating collaborative networks; empowering our team; and, achieving operational excellence.

The Strategic Planning process also included the development of a new Mission statement, a Shared Vision and a strong, redefined set of core Values. The Mission statement is three powerful words that strike at the heart of STEGH's core purpose – *Caring. Healing. Connecting.*

The Shared Vision statement – *Together, creating health care excellence for our community* – conveys the collective desire of stakeholders to see STEGH participate in transformational change to improve our local health care system and doing so in a manner that instills collaboration.

The process to renew STEGH's core Values was led by nine Values Ambassadors – front-line staff representing a range of roles and departments. Their process involved many hours of face-to-face consultations, surveys, forums and more, to inform the creation of meaningful and relevant values and definitions that will guide STEGH in the years to come. STEGH's core values are: *Compassion, Accountability, Respect, Innovation and Collaboration.*

## 05 | Stronger. Together.

### TOGETHER, WE ACHIEVE THE HIGHEST STANDARDS

In June, STEGH achieved Accreditation with Exemplary Standing – the highest rating a health care organization in Canada can receive.

The Accreditation process included an extensive evaluation across the entire hospital, as well as interviews with patients and health care partners to assess the quality and effectiveness of the organization and its programs and services.

Over four days, STEGH was assessed on over 2,400 standards and scored an overall rating of 99.9 per cent. The hospital also met all 33 required organizational practices that focus on patient safety.

The Accreditation Canada seal indicates with certainty that staff are committed to meeting standards to deliver safe, high quality care. STEGH is proud to be among the best hospitals in Canada in delivering patient centered care.

STEGH's next Accreditation will take place in 2023.



### TOGETHER, WE ARE COORDINATING HEALTH CARE DELIVERY IN ELGIN COUNTY

In early 2019, the Ontario Ministry of Health introduced the Ontario Health Team (OHT) model to integrate health care providers to work as one coordinated team, so that patients experience seamless transitions between care settings as well as have better access to after-hours services and community supports.

Here in Elgin, approximately 25 health service providers established a Steering Committee – representing the full spectrum of health services – and submitted the initial application to the Ministry of Health to form an Elgin OHT. Collectively the partners are committed to submitting the full application once the COVID-19 pandemic subsides.

Through the early planning activities of the Steering Committee, a number of opportunities were identified that will be addressed as the initial priorities for the Elgin OHT, including patients with respiratory disease, mental health and end-of-life care.

The provincial health system restructuring is welcomed as an opportunity to have greater control over our local priorities and solutions. Together with our partners, STEGH is bringing the vision of a connected health care system, centered around the needs of the patient, another step closer.

### TOGETHER, WE HONOUR THOSE WHO DONATE THE "GIFT OF LIFE"

Last fall, STEGH erected a life-sized Tree of Life to symbolize the strength and vibrancy of life. Each handcrafted leaf on the tree acknowledges an organ and/or tissue donation at STEGH, and reflects on the generosity and hope that organ and tissue donation offers to both families and to recipients.

The Tree took root with 120 leaves, and will continue to grow each year as more leaves are added with each donation that takes place. "The Tree of Life is a beautiful way to honour our patients who have said yes to organ donation," says Dr. Fahad Sheikh, Intensivist and Trillium Gift of Life STEGH Physician Lead. "Our tree is unique in its design; there is not another one like it anywhere. We are very proud that it is displayed for all to see."



STEGH also dedicated the hallway between the Intensive Care Unit (ICU) and Surgical Services in honour of patients at the end of life who donate organs and tissue to others. The hallway was named the "Hallway of Heroes", which adequately describes the great sacrifice of their final contribution. Through this acknowledgement, we give thanks. A plaque has been affixed to the wall to honour these heroes who save lives.

More than 85 per cent of Ontarians are in favour of organ donation. However, only one in three Ontarians have registered their consent to donate. It only takes two minutes to register... [BeADonor.ca](https://BeADonor.ca)

## TOGETHER, WE IMPROVE THE PATIENT EXPERIENCE

At St. Thomas Elgin General Hospital, collaborating with patients is an important part of developing and delivering high quality care. Patient partnering means patients, families and caregivers work with staff to improve the patient experience.

The Patient Experience Program has grown significantly over the last year. With the support of dedicated Patient and Family Partners, STEGH has introduced a “two-tiered” system for patient involvement. Patient and Family Partners can join the Patient Experience Council, which meets monthly to discuss corporate and organizational initiatives. Additionally, Patient and Family Partners have been involved in various unit-specific initiatives, such as making improvements to unit handbooks or educational materials, and participating in staff recruitment. Patient and Family Partners provide feedback about their experiences and assist with continuous improvement activities at both the unit and organizational level.

STEGH has also implemented Experience Based Co-Design (EBCD) activities – work that will continue into 2020. EBCD is an approach that enables staff, patients and family caregivers to co-design services and/or care pathways, together in partnership. It focuses on patient and staff experiences and empowers both groups to make changes together.

One example of this is learning from Patient Partners that our Mammography Suite was not conducive to allowing patients to experience the multitude of emotions ranging from anger, fear, trepidation and loneliness. The new Mammography Suite has been designed with feedback and input from patient partners. It features an all-inclusive environment that will allow women and men to experience their emotions in a private, warm, aesthetically pleasing and non-institutional environment. We will continue to ask patients and their families what it is they want to see improved. By integrating the EBCD approach with STEGH's LEAN continuous improvement system, we are building a sustainable approach to improving the patient experience.



“The patient partner program at STEGH goes beyond placing patients in token positions at the table. We strive to become involved in the patient journey. As Patient Partners, we are responsible for ensuring there are new and improved ways of making the patient's journey seamless.

In order to be an advocate for patients, you have to have been there so you can truly understand where people are coming from.”

**Jane Walker, Patient Partner,  
Patient Experience Council  
Co-Chair**

## DID YOU KNOW? IN 2019-20...

- Patient partners were involved in 54 activities across 16 different units in the hospital.
- 95 per cent of patients rated their care at STEGH as "very good" or "excellent".
- STEGH had 165 volunteers + 66 Auxiliary volunteers working in a variety of roles across the organization.
- Volunteers contributed a combined 30,756 hours at STEGH.
- 157 new staff were hired, plus 176 students.
- STEGH was awarded Top Local Employer 2019 in the myFM Spirit Awards voted by residents of St. Thomas and Elgin County.
- Staff participated in a variety of employee wellness activities and development opportunities, including: Yoga, Fitness Classes, Annual Health & Wellness Fair, Mental Health First Aid Training and Indigenous Cultural Safety Training.
- Over 1,000 actions were implemented to prevent violence in the workplace.

## FINANCIAL STATEMENTS

## SUMMARY STATEMENT OF FINANCIAL POSITION

as at	March 31, 2020 (000's)	March 31, 2019 (000's)
<b>ASSETS</b>		
Current Assets	8,788	9,195
Restricted Assets	-	3
Capital Assets	131,876	135,202
	<u>140,664</u>	<u>144,400</u>
<b>LIABILITIES, DEFERRED CONTRIBUTIONS AND NET ASSETS</b>		
Current Liabilities	15,256	14,276
Long-term liabilities and deferred contributions	114,518	118,336
Unrestricted Net Assets	10,890	11,785
Restricted Net Assets	-	3
	<u>140,664</u>	<u>144,400</u>

## SUMMARY STATEMENT OF OPERATIONS

Year ended	March 31, 2020 (000's)	March 31, 2019 (000's)
<b>REVENUES</b>		
Ministry of Health and Long-Term Care and South West Local Health Integration Network	85,145	81,447
Other	26,355	22,040
	<u>111,500</u>	<u>103,487</u>
<b>EXPENSES</b>		
Salaries and benefits	63,060	60,429
Other	47,021	42,486
	<u>110,081</u>	<u>102,915</u>
Excess of revenues over expenses from operations	<u>1,419</u>	<u>572</u>
Other revenue (expenses)	<u>(2,317)</u>	<u>(1,426)</u>
Excess of revenues over expenses	<u>(898)</u>	<u>(854)</u>

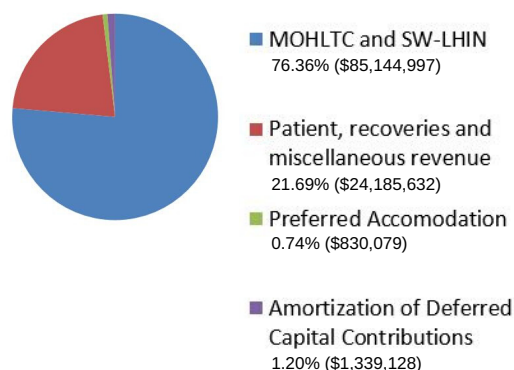
## SUMMARY STATEMENT OF CASH FLOWS

Year ended	March 31, 2020 (000's)	March 31, 2019 (000's)
<b>CASH PROVIDED BY (USED IN):</b>		
Operating Activities	3,369	18
Financing Activities	790	4,172
Investing Activities	(4,658)	(7,420)
Net decrease in cash	<u>(499)</u>	<u>(3,230)</u>
Cash, beginning of year	\$ 2,131	\$ 5,361
Cash, End of year	\$ 1,632	\$ 2,131

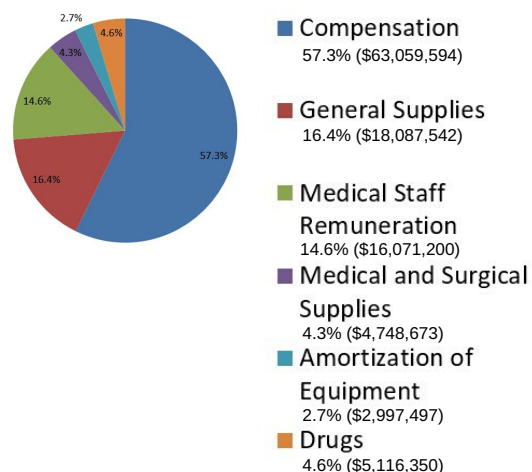
## BASIS OF PRESENTATION

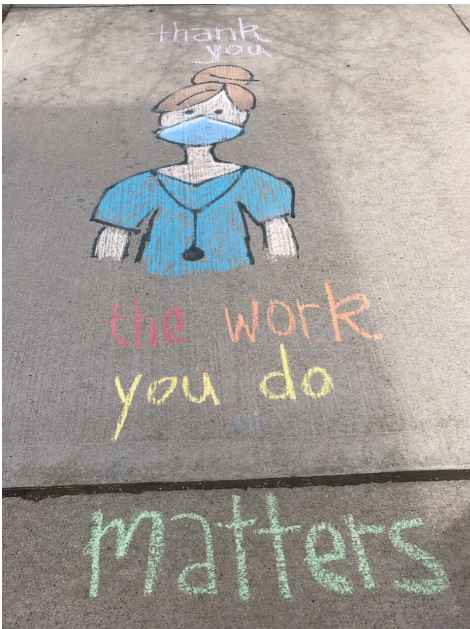
Source: 2019/20 Audited Financial Statements

## Total Revenue by Type



## STEGH Operating Expenses





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