



# St. Thomas Elgin General Hospital

The St. Thomas Elgin General Hospital  
2014/2015 Annual Report

[Home](#)

[Message from the CEO](#)

[Message from Board Chair](#)

[Message from Chief of Staff](#)

[Message from the Foundation](#)

[By the numbers](#)

[Quality](#)

[People](#)

[Safety](#)

[Patient Experience](#)

[Financial Stewardship](#)



Welcome to our online 2014-15 Annual Report! As an executive team, we committed to five strategic objectives for 2014/15, namely:

- Achieving our Quality Improvement (QIP) targets;
- Transitioning to a self-sustaining model for our Lean work;
- Completing Clinical Services Planning that provides future direction, optimizes all funding sources, and addresses patient experience;
- Achieving on-time performance of our capital redevelopment plan;
- Ensuring that our Patient Experience Strategy is both visible and sustainable.

[READ FULL MESSAGE](#)

*left to right, Dr. Nancy Whitmore, Karen Davies, Paul Collins and Mary Stewart*



A message from Paul Collins

A message from Melanie Taylor

A message from Dr. Nancy Whitmore

A message from Paul Jenkins

## STRATEGIC PRIORITIES



QUALITY

PEOPLE

SAFETY

PATIENT EXPERIENCE

FINANCIAL STEWARDSHIP

## Message from the Executive Team

What a year it's been! Welcome to our online 2014-2015 Annual Report! As an executive team, we committed to five strategic objectives for 2014/2015, namely:

- achieving our Quality Improvement (QIP) targets;
- transitioning to a self-sustaining model for our Lean work;
- completing Clinical Services Planning that provides future direction, optimizes all funding sources, and addresses patient experience;
- achieving on-time performance of our capital redevelopment plan;
- ensuring that our Patient Experience Strategy is both visible and sustainable.

Most importantly, we remain committed to our vision to deliver an excellent patient care experience in a safe and compassionate environment, in collaboration with our healthcare partners. Everything we do is driven by this vision. [\(To review our Vision, Mission and Values, click here.\)](#)

Throughout this annual report, you will learn more about our successes and our challenges of 2014-2015, as well as updates on each of the above stated objectives. As Ontario's healthcare system continues its own transformation, necessitated by an aging populations and ongoing fiscal challenges, we are pleased to report that STEGH is financially healthy. More details, including our audited financial statements, can be found by clicking on "Financial Stewardship" above.

As a leadership team, we will continue to focus our energy and efforts on creating an organization that continuously improves and one in which safety and quality are paramount. We want to continue to be an organization that enables a safe environment for all patients, employees, physicians, volunteers, visitors and students. And, most significantly, we will continue to cultivate compassion within our organization in partnership with our patients and families.

Our commitment to patient and family centred care is evidenced in our creation of a Patient Experience Council and in ensuring the patient voice is central to our facility and space designs, our strategic planning efforts and our continuous improvement initiatives. We truly have moved from doing "to" and "for" our patients to doing "with" our patients.

It has been an exciting year here at STEGH. On behalf of the Executive Team, we want to thank all of the people at STEGH – staff, physicians, volunteers, students, patients, and families – for all that they do to help us deliver an excellent patient experience – every time!

- Paul Collins, President and CEO**
- Karen Davies, Vice-President and Chief Nursing Executive**
- Mary Stewart, Vice-President and Chief of Human Resources**
- Dr. Nancy Whitmore, Vice-President and Chief of Staff**



Home

Message from the CEO

Message from Board Chair

Message from Chief of Staff

Message from the Foundation

By the numbers

Quality

People

Safety

Patient Experience

Financial Stewardship

## A message from Paul Collins, President and CEO

In the summer of 2011, STEGH launched its journey of learning and improving using lean thinking (what we call 'transforming care') through staff huddles, executive attendance at huddles, transparent and visual displays of measures and data, participation in 'kaizen' problem solving events, participation in yellow and green belt education, the launch of our Patient Experience Council and many, many other activities. They all increase our ability to solve problems and continuously improve.



*We remain committed to learning, and to building an environment where everyone is respected for their knowledge, skill and problem-solving ability, regardless of their role.*

*-Paul Collins, President and CEO*

I am asked from time to time, how and why we chose to adopt lean thinking at STEGH.

The short answer is our promise to "deliver an excellent patient care experience – every time" through a proven approach to continuous improvement. Lean thinking respects people and their knowledge, and engages everyone in achieving higher levels of quality and safety, while holding or even reducing costs. This is the 'transforming care' challenge we face, not only in our hospital but in our healthcare environment in Ontario, and indeed across Canada.

We remain committed to learning, and to building an environment where everyone is respected for their knowledge, skill and problem-solving ability, regardless of their role. Lean is teaching us that this is the path to continuous and sustainable improvement in the workplace, and for the patient experience.

Investment in people is key to building a Lean organization. Our leaders lead daily huddles, motivating and empowering employees to voice their ideas, working with them to solve problems. One hundred percent of our leaders, as well as 11 emerging leaders, have all completed Lean Green Belt Training that gives them the skills and tools to enhance their improvement work.

As well, during the past year, a total of 158 STEGH employees participated in rapid improvement (Kaizen) events where small teams come together for a few days at a time to make important improvements in the processes they work in every day. To ensure the voice of the customer was heard, we also invited our volunteer Patient Advisors to participate!

Interestingly, the patient experience or patient centred care model is consistent with the lean system of thinking and organizing which is based on a similar principle....that when you listen to your customer and work to understand their needs, you learn about what they value, quality increases, there is less waste and opportunity for error, and cost decreases.

Our Patient Experience Strategy and Patient Experience Council are examples of STEGH's commitment to our vision. Our Patient Experience Council volunteers from the St. Thomas and Elgin County community helps us to see in a new way and were the impetus for our new Family Presence Guidelines. It has been an incredibly rewarding and exciting year for us and I am confident we are on the right track!





Home

Message from the CEO

Message from Board Chair

Message from Chief of Staff

Message from the Foundation

By the numbers

Quality

People

Safety

Patient Experience

Financial Stewardship

## A message from Melanie Taylor, Board Chair

Another year has passed that has made me grateful to have STEGH in my community. I feel fortunate that I have been able to sit on the Board of this top-performing hospital and observe the determination and success of this organization's people.



*I feel fortunate that I have been able to sit on the Board of this top-performing hospital and observe the determination and success of this organization's people.*

*-Melanie Taylor, Board Chair*

Our Board has seen how the STEGH Lean "Transforming Care" journey is engaging people in improvement and truly moving us forward on our quest to deliver an excellent patient experience – every time. As an example, STEGH continues to lead the province in the lowest Emergency Department wait times!

Some of the Board's primary functions include approving goals and strategic direction, overseeing quality of care, overseeing financial condition and resources, and I am pleased to say STEGH has met and exceeded our expectations – particularly impressive in a time of a rapidly-changing health care model.

Looking ahead, we are so excited about the Redevelopment Project that has been so many years in the making. There was a time when we weren't sure our community would receive the new Emergency Department, Surgical Suites, Medical Devices Reprocessing Department, and Mental Health facilities that are now poised to become a reality in the not too distant future. The Board's role in overseeing the Redevelopment Project has brought us some challenges, but it is these challenges that will make the sight of the first shovel in the ground that much more rewarding. The expansion to the hospital will mean brand-new facilities that complement the excellent care that our staff and physicians provide for the residents of St. Thomas and Elgin County and will take us one step closer to achieving our vision of an excellent patient care experience every time.

The Board of Governors is currently seeking community members to fill vacant positions on committees and the Board. If you are interested in health care, quality, continuous improvement, organizational management, or customer service, I would encourage you contact us or submit an application online at [www.stegh.on.on/about-us/our-board-governors](http://www.stegh.on.on/about-us/our-board-governors)





Home

Message from the  
CEO

Message from Board  
Chair

Message from Chief  
of Staff

Message from the  
Foundation

By the numbers

Quality

People

Safety

Patient Experience

Financial  
Stewardship

## A message from Dr. Nancy Whitmore, Vice-President and Chief of Staff

STEGH completed a Clinical Services Planning process this past year that looks to future state for our hospital. A total of seven multidisciplinary teams, led by Managers and Physicians, were established and each team completed a thorough SWOT (strength, weaknesses, opportunities, threats) analysis. These teams made recommendations and prioritized them using a standard ranking tool. These recommendations were presented to our Board of Governors in November 2014 and it was agreed that STEGH will focus on chronic disease management within each of the teams.



*STEGH has moved to a closed unit model in our Intensive Care Unit which is now fully staffed, 24/7, with subspecialty trained intensive care physicians.*

*-Dr. Nancy Whitmore, Vice-President and Chief of Staff*

A number of continuous improvement initiatives were completed this past year that further enhance the patient experience. We are now arranging follow up appointments with family doctors for our medicine patients upon discharge and we have implemented discharge phone calls within 48 hours to those returning home. Across the organization, we are also in the process of implementing a bedside handover by nursing staff that involves the patient.

STEGH was pleased to participate in a regional collaborative project to work towards an electronic patient record. STEGH played a leading role, alongside 10 of our regional hospital partners, to migrate the following to the electronic format:

- Computerized provider order entry (i.e. all orders are submitted electronically)
- Bar-coding and electronic medical administration record (i.e. a patient's hospital bracelet barcode is scanned and must match the medication being administered)
- Electronic medical reconciliation (i.e. a patient's medication history is inputted electronically)

Our Redevelopment Project, which will see newly designed space for our Emergency Department, Surgical Suites, Medical Devices Reprocessing Department, and a permanent home for our Mental Health Program is close to becoming a reality for our community and this will help us successfully recruit new talent to our region. We are on the right path with the addition of six more active specialists during the past year.

Also of note, STEGH has moved to a closed unit model in our Intensive Care Unit which is now fully staffed, 24/7, with subspecialty trained intensive care physicians.

As always, your STEGH physicians remain committed to elevating the patient experience here at STEGH and are pleased to play such a pivotal role.



Home

Message from the CEO

Message from Board Chair

Message from Chief of Staff

Message from the Foundation

By the numbers

Quality

People

Safety

Patient Experience

Financial Stewardship

## A message from Paul Jenkins, STEGH Foundation

### It's OUR Hospital

The Foundation's mission is to partner with the community to support **OUR** award-winning Hospital in the delivery of an excellent patient care experience. To do this, we invest in:

- The training of frontline staff;
- Advanced medical equipment, as well as the simple dignities of life; and
- The physical infrastructure of **OUR** Hospital.



*Ultimately, we work with donors to ensure that the healthcare our families and friends deserve is available at STEGH during each visit, at every stage of life, and as close to home as possible.*

*-Paul Jenkins, STEGH Foundation*

Ultimately, we work with donors to ensure that the healthcare our families and friends deserve is available at STEGH during each visit, at every stage of life, and as close to home as possible.

This past year was particularly exciting for the Foundation:

- In May, we launched a balloon pulling a payload of Elgin County artifacts into near space to celebrate the 60th Anniversary of STEGH, as well as to launch the public fundraising portion of the Great Expansion campaign.
- Throughout the summer we hit the links at the Turk Turley Memorial Golf Tournament, the Port Stanley Lions 5th Annual 'Marr Family' Golf Tournament & Fish Fry, the Condie Cancer Cup, and the first-ever It's **OUR** Hospital Golf Tournament, raising much needed funds and making important friends throughout Elgin County.
- In the fall, we cheered on the success of the Railway City Road Races, and enjoyed a James Bond themed gala called CASO Royale, an evening of glamour and intrigue at our historic train station.
- In March, the Foundation launched our first-ever peer-to-peer fundraising event. Honourably Chaired by Joe Thornton, Take One 4 **OUR** Team – the 2016 World Tubing Championships is one part winter carnival, one part competition tubing tournament, one part fundraiser, and most importantly, all parts family fun.
- And most recently, we surpassed the \$11 million mark of our Great Expansion fundraising campaign, while at the same time investing more than \$700,000 in **OUR** Hospital.

All in one year!

Of course, none of this would be possible without the support of our generous donors. This past year, compassionate individuals helped ensure that the women in our lives have access to the best possible breast care. This past year, good corporate citizens helped two Elgin medical students study at Ontario's best high-volume community hospital. This past year, good people like you, made our community a better place to live, work, and play.

We couldn't more grateful. Thank you.

Sincerely,  
Paul Jenkins  
Executive Director





- Home
- Message from the CEO
- Message from Board Chair
- Message from Chief of Staff
- Message from the Foundation
- By the numbers**
- Quality
- People
- Safety
- Patient Experience
- Financial Stewardship

## BY THE NUMBERS

Measuring our success

### % Discharge Phone Calls Made



### % Hand Hygiene Compliance Before Patient Contact



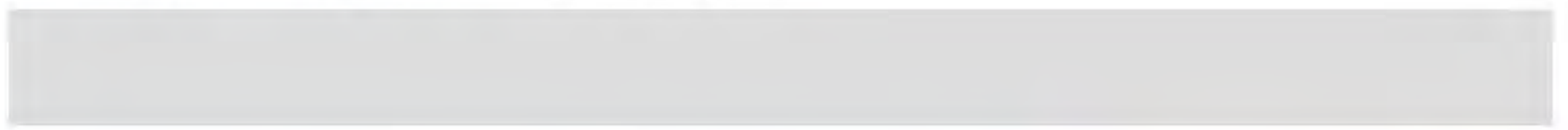
### ER 90th Percentile Time to Physician Initial Assessment



### Alternate Level of Care (ALC) Rate



### Number of Continuous Improvement Projects Completed



# 865 EMPLOYEES

AS OF MARCH 31, 2015



# 180

PRIVILEGED MEMBERS OF THE PROFESSIONAL STAFF  
(Physicians, Dentists and Midwives)



# 150

MEDICAL LEARNERS  
ROTATED THROUGH VARIOUS DEPARTMENTS OF OUR HOSPITAL



# 185

VOLUNTEERS

# 65

AUXILIARY VOLUNTEERS

# 7

PATIENT ADVISORS



# 5,435

ADMITTED PATIENTS  
(all STEGH including Acute, CCC and Mental Health)



# 50,291

EMERGENCY DEPARTMENT VISITS





## QUALITY

Read about our Quality Improvement Plan



- Home
- Message from the CEO
- Message from Board Chair
- Message from Chief of Staff
- Message from the Foundation
- By the numbers
- Quality
- People
- Safety
- Patient Experience
- Financial Stewardship

Our Quality Improvement Plan (QIP) for 2014/2015 highlighted seven priority objectives for improvement. Measures of improvement are at the core of the system monitored daily at staff huddles, and drive the selection of strategic /operational improvement projects. Two have already been addressed in the "Safety" section of this report, namely hand hygiene and medication reconciliation.

**The other objectives were:**

- Reduce wait times in ED, specifically, reduce the 90th percentile Physician Initial Assessment time for CTAS 3 patients to two hours. We have a very nimble system to address CTAS 1 and 2 patients (life and limb and the most urgent) and an accelerated system to address less acute CTAS 4 and 5 patients through our rapid assessment zone.
- At the end of this fiscal year, we were on the brink of consistently meeting this two hour target for CTAS 3 patients with an overall 90th percentile of 2.23 hours.
- Reduction of unnecessary time spent in hospital by continuing to reduce our Alternate Level of Care (ALC) rate for all patients by December 2014 to 16%. This new target included Complex Continuing Care beds and Rehabilitation beds where previously it only measured acute care beds where the indicator had been measuring less than 6%. At the end of this fiscal year, our ALC rate was 5.2% days.
- Patient Satisfaction had two objectives for 2014/2015. We desired to see an increase in the percentage of patients responding "Yes, Definitely" to "Willingness of patients to recommend this hospital to friends and family" in response to our in house survey. STEGH also started a new process of implementing Post Discharge calls. The target was to have post discharge calls to 80% of all discharged patients by December 2014. We met both of these targets by the end of the fiscal year.
- Finally, STEGH aimed to reduce the incidence of new pressure ulcers (stage two or greater) across the entire patient population at our hospital by December 2014. This has been a focus for the past few years and last year's goal of 1.2 per 1000 patient days for the Complex Continuing Care unit was exceeded. This new target of a 50% reduction was a significant stretch goal and included all patient care areas. This metric is reviewed on every floor every week and there is a consistent organization wide approach to wound care including standardization. The average for this past fiscal year 2014/15 = 0.1 per 1000 patient days.





## PEOPLE

Learn how we equip our team to provide the best care



- Home
- Message from the CEO
- Message from Board Chair
- Message from Chief of Staff
- Message from the Foundation
- By the numbers
- Quality
- People**
- Safety
- Patient Experience
- Financial Stewardship

STEGH's endorsement and practice of using Lean principles and approaches has been successful because, fundamentally, it's about people. Lean offers a proven approach to leading, learning, and continuously improving that respects people, engages staff to solve problems, and that respects and listens to the voice of the customer - our patients. At STEGH, we have made a concerted effort to provide our leaders with the necessary technical and team leading skills to affect change. To date, 135 staff have completed Yellow Belt training and 25 have completed Green Belt Training. This training ensures that all STEGH leaders are equipped with the same standard lean base knowledge and all Green Belt trained employees will lead a specific improvement project to complete their certification.

During the past fiscal year, one of these projects was the nursing handover at shift change done at the bedside with the patient's involvement. Lean requires new habits, new skills and often a new attitude. To create a culture of Lean is to create an insatiable appetite improvement. Our people are hungry!

Our leaders have led or sponsored 32 kaizen (rapid improvement) events and a total of 158 staff members have participated to date. Each week, the number of improvements in progress or completed are reported at leadership huddle.

This past year, we actively sought the voices of our patients and families in our continuous improvement work. We believe it is our obligation to listen, learn and improve and to graciously and authentically receive their feedback and to actively engage and partner with them moving forward.

STEGH was, once again, recognized by the Ontario Hospital Association and Ministry of Health and Long-Term Care, with a Quality Healthcare Workplace Award. This was the fifth consecutive year STEGH was acknowledged the OHA and MoH. The Quality Healthcare Workplace Award recognizes organizational efforts to improve healthcare workplaces in ways that contribute to employees' quality of work life and the care and services they deliver. The award recognizes the innovation and teamwork at STEGH that ensures a high quality workplace, which ultimately benefits patient care. This award validates the ongoing efforts being made by staff and physicians to introduce ideas and best practices to improve our workplace. We believe these efforts ultimately benefit the patients we serve because they create a workplace environment that promotes teamwork, collaboration and quality care.







## SAFETY

Learn about our safety measures and initiatives



- Home
- Message from the CEO
- Message from Board Chair
- Message from Chief of Staff
- Message from the Foundation
- By the numbers
- Quality
- People
- Safety**
- Patient Experience
- Financial Stewardship

Patient safety is a healthcare discipline that emphasizes the reporting, analysis, and prevention of medical error, incidents or events. STEGH uses a robust reporting system to track incidents and ensure due diligence is done in responding and preventing. One such way we do this is weekly hand hygiene audits and reporting at our leadership huddle. We know that careful and diligent hand hygiene can stop the spread of infections. Every week, all STEGH managers conduct hand hygiene audits throughout the hospital, document their findings, and report out the following week. We set a target to achieve 95% hand hygiene compliance before patient contact.

Overall, our compliance rates this past fiscal year have been stellar; in fact, we exceeded our target by year end. We will stay vigilant and continue to track this important safety measure.

Another key patient safety initiative implemented this past year at STEGH relates to medication reconciliation. Medication reconciliation is a formal process in which healthcare providers work together with patients, families and care providers to ensure accurate and comprehensive medication information is communicated consistently across transitions of care.

Medication reconciliation requires a systematic and comprehensive review of all the medications a patient is taking (known as a Best Possible Medication History) to ensure that medications being added, changed or discontinued are carefully tracked. It is a component of medication management and will inform and enable prescribers to make the most appropriate prescribing decisions for the patient.

We set a target to achieve 95% compliance for medication reconciliation on admission for all patients with greater than 48 hour length of stay and we were successful in meeting this target.

It is a true testament to our patient care providers whose dedication to safety is practiced daily.





## PATIENT EXPERIENCE

Read our patient experience report



- Home
- Message from the CEO
- Message from Board Chair
- Message from Chief of Staff
- Message from the Foundation
- By the numbers
- Quality
- People
- Safety
- Patience Experience**
- Financial Stewardship

STEGH's vision to deliver an excellent patient experience – every time – is achieved by relying on best practices, reinvigorating compassionate care, and promoting patient, family and community engagement. Our Patient Experience Strategy guides this important work to elevate the patient experience at STEGH. Our strategy focuses on the following key drivers:

- Patient and Family Centred Care principles and vital behaviours
- Culture (values, code of conduct, language)
- Structure (design, decision making, information systems)
- Skills (technical/clinical, people, communication)

We formed our first Patient Experience Council (PEC) in April 2013 and since that time, our seven volunteer Patient Advisors have made tremendous contributions to our success at STEGH.

Our PEC is a partnership of community members and hospital personnel committed to ensure an excellent patient care experience through the delivery of Patient and Family-centred care in all aspects of care development and delivery.

Patient Centered Care is an approach to health care that respects the central role of the patient and family in the healthcare journey and upholds the importance of the family as a partner on the health care team.

During the past year, our Patient Advisors have contributed their time, talent, and energy to a number of continuous improvement initiatives. They participated in two rapid improvement events related to Outpatient Registration and bedside handover by nursing staff at shift changes. They brought the patient perspective and voice to planning and design work being done within our Special Care Nursery and for our "Great Expansion" Redevelopment Project. And, they have reviewed and provided input on a number of documents, signage and patient/provider communication tools.

One of the most significant contributions made by the PEC this year, however, is the creation and launch of our new Family Presence Guidelines, which eliminate set visiting hours and welcome family members as partners in care 24 hours a day according to the patient's preference.

For patients, evidence suggests that supporting family presence and participation according to patient's preferences decreases anxiety and confusion, makes the patient feel more secure and increases patient satisfaction, quality and safety. The presence of family members also promotes better communication and allows for more opportunities for patient and family teaching.

An additional seven patient advisors were recruited at the end of this fiscal year to help us continue on our Patient Experience Journey.



## FINANCIAL STEWARDSHIP

View our financial statement

- Home
- Message from the CEO
- Message from Board Chair
- Message from Chief of Staff
- Message from the Foundation
- By the numbers
- Quality
- People
- Safety
- Patient Experience
- Financial Stewardship**



Condensed Financial Statements Management's Summary of Financial Results – March 31, 2015  
Prepared by Tonya Sheldon, Chief Financial Officer

### Summary Statement of Financial Position

STEGH continued its strong financial performance during the past fiscal year. Our current ratio is sitting at 0.90% and we continue to invest in our infrastructure with more than \$8.9 million in capital asset additions for the year.

SUMMARY STATEMENT OF FINANCIAL POSITION		
as at	March 31, 2015 (000's)	March 31, 2014 (000's)
<b>ASSETS</b>		
Current Assets	11,204	14,484
Restricted Assets	42	68
Capital Assets	58,311	53,795
<b>Total</b>	<b>69,557</b>	<b>68,347</b>
<b>LIABILITIES, DEFERRED CONTRIBUTIONS AND NET ASSETS</b>		
Current Liabilities	12,324	12,233
Long term liabilities and deferred contributions	42,959	40,323
Unrestricted Net Assets	14,232	15,723
Restricted Net Assets	42	68
<b>Total</b>	<b>69,557</b>	<b>68,347</b>

### Summary Statement of Operations

STEGH ended the year with a surplus from operations of \$207,000 or an operating margin of 0.2% of total revenues. This financial performance is a result of our ongoing transforming care journey, where we strive to improve efficiencies by a continuous improvement mindset at all levels of the organization. This focus on continuous improvement allows STEGH to absorb fluctuations in our HSRF funding.

SUMMARY STATEMENT OF OPERATIONS		
Year Ended	March 31, 2015 (000's)	March 31, 2014 (000's)
<b>REVENUES</b>		
Ministry of Health and Long-Term Care and South West Local Health Integration Networky	71,369	68,429
Other	19,107	18,547
<b>Total</b>	<b>90,476</b>	<b>86,976</b>
<b>EXPENSES</b>		
Salaries and benefits	53,747	50,416
Other	36,522	35,975
<b>Total</b>	<b>90,269</b>	<b>86,391</b>
Excess of revenues over expenses from operations	207	585
Other revenue (expenses)	(1,724)	5,895
<b>Excess of revenues over expenses</b>	<b>(1,517)</b>	<b>6,480</b>

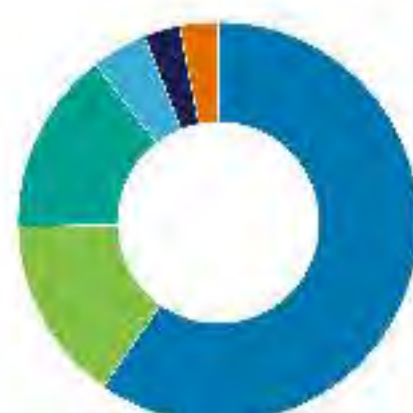
### Summary Statement of Cash Flows

STEGH has invested more than \$5.5 million dollars in clinical equipment, building service equipment, information systems and buildings during the past fiscal year. In addition, STEGH has spent \$3.4 million in redevelopment costs this fiscal year, which is funded on a cost share basis with the Ministry of Health and Long-Term Care. Capital spending is financed through a combination of cash generated from hospital operations, deferred contributions from both levels of government, and \$653,672 from the STEGH Foundation.

SUMMARY STATEMENT OF CASH FLOWS		
Year Ended	March 31, 2015 (000's)	March 31, 2014 (000's)
<b>CASH PROVIDED BY (USED IN):</b>		
Operating Activities	5	11,110
Financing Activities	5,575	9,771
Investing Activities	(8,935)	(9,976)
<b>Net decrease in cash</b>	<b>(3,355)</b>	<b>10,905</b>
<b>Cash, beginning of year</b>	<b>\$10,367</b>	<b>\$537</b>
<b>Cash, end of year</b>	<b>\$7,012</b>	<b>\$10,367</b>

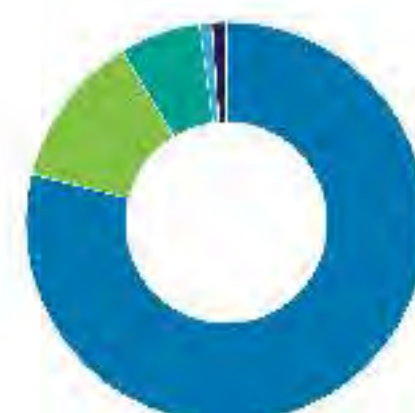
### Basis of Presentation

The information contained in the summary financial statements is in agreement with the related information in the complete audited financial statements. The summary financial statements contain major subtotals and totals from the complete audited financial statements.



#### STEGH Operating Expenses

- Compensation – 59.6%
- General Supplies – 14.9%
- Medical Staff Remuneration – 14.8%
- Medical and Surgical Supplies – 4.5%
- Amortization of Equipment – 2.9%
- Drugs – 3.0%
- Short Term
- Interest – 0.0%
- Bad Debts – 0.1%



#### Total Revenue by Type

- MOHLTC and SW-LHIN – 78.88%
- Patient – 12.44%
- Non-Patient – 6.56%
- Preferred Accommodation – 0.98%
- Amortization of Deferred Capital Contributions – 1.15%