



St. Thomas Elgin General Hospital

Delivering An Excellent Patient Care Experience

The St. Thomas Elgin General Hospital 2016/2017 Annual Report

Home

Messages from STEGH leaders

By the numbers

Strategic Priorities

Financial Stewardship

Welcome!

Welcome to the 2016-2017 St. Thomas Elgin General Hospital's Annual Report. It is important to us that we share our accomplishments and successes of this past year with our community and with those we are privileged to serve. Our vision to deliver an excellent patient care experience every time is what drives us, motivates us, and inspires us each and every day. To review our Vision, Mission and Values, [click here](#)



A message from Nancy Whitmore

A message from Melanie Taylor

A message from Karen Davies



A message from Dr. Waleed Chehadi

A message from Paul Jenkins

A message from Tonya Sheldon

STRATEGIC PRIORITIES



PEOPLE



QUALITY



SAFETY



PATIENT EXPERIENCE



FINANCIAL STEWARDSHIP



A message from Nancy Whitmore President and CEO

Home

Messages from
STEGH leaders

By the numbers

Strategic Priorities

Financial
Stewardship

Our vision to deliver an excellent patient care experience every time is the very foundation of all that we do here at STEGH and this vision is only attainable because of each and every staff member, physician, volunteer and community partner. I believe everyone at STEGH contributes equally to achieving our vision. Our patients and families agree! On our 2016-2017 Quality Improvement Plan (QIP), we set a target that 94% of our patients would rate the overall care they received during their hospital stay as excellent or very good. I am very proud to report that we achieved this target. This is a true testament to the compassionate, patient-centered, high-quality care provided by our teams at STEGH. Most hospitals track Good, Very Good and Excellent in their metrics. If we chose to do this, we would have achieved a score of 98% last year, which is truly remarkable, and would place us within the top 10 hospitals in Ontario for patient experience.

As a hospital, Quality and Safety of care are our key priorities and each year we build and commit to a demanding QIP. This past year we met or exceeded nearly all of our QIP targets. I would like to highlight our work on best possible medication histories (BPMH) within 24 hours of admission where we exceeded our target of 88% and reached 93% and discharge summaries completed within 48 hours where we exceeded our target of 87% and reached 92%. This discharge summary metric was recognized by Health Quality Ontario as a key driver for safe, Integrated care and is now a required metric for all Ontario hospitals. I'm very proud that this important metric that is now part of every QIP in the province of Ontario had its origins right here at our hospital.

STEGH's commitment to continuous improvement is guided by our Lean philosophy and framework. STEGH began its Lean journey in 2011 with the goal to continuously improve quality and safety. This past year, our staff have participated in 32 different kaizen events to advance our continuous improvement efforts.

Throughout our Lean journey, we have spent considerable time and effort coaching and developing staff to become skilled problem solvers and this work will continue. Throughout the past year, and moving forward, we will continue to engage our staff in kaizen events and other continuous improvement opportunities.

We continue to focus on being good financial stewards of the healthcare funding we receive. One of the strategies we used last year to provide safe, quality care in the most financially efficient manner was the implementation of evidence based care pathways. Care pathways aim to minimize variation in treatment plans and ensure that care is efficiently sequenced. These standardized care plans improve outcomes and helps minimize waste within the system. We set a target to fully implement five of these pathways and again exceeded the target and implemented seven.

Historically, we have focused on the triple aim in healthcare – quality care, patient experience, and being good financial stewards. As an organization committed to best practice, evidence would now tell us that if we want to continue to improve the care we provide and the patients' experience of that care, it is equally and vitally important to focus on the provider experience. This past year, STEGH introduced a wellness initiative and we will continue to expand wellness opportunities over the coming months.

For anyone driving by STEGH this past year, you have watched our new building being built, concrete pillar by concrete pillar and brick by brick. Our Redevelopment Project is progressing on time and on budget. It has been fascinating to watch the construction over the past year and see the speed at which it has gone from a shovel in the ground to its current state. We are on target for substantial completion in November and to move patients into the new facility in January 2018. It truly is an exciting time for our great hospital and we look forward to providing patient-centred, high quality, safe and efficient care to the people of St. Thomas and Elgin County in our new building.

Sincerely,
Nancy Whitmore

Construction began in November 2015 and is on schedule to be completed by November 2017. Patients will move into the new building in January 2018, which will have a new Emergency Department, Surgical Suites, Medical Devices Reprocessing Department, and Mental Health Unit.



Home

Messages from
STEGH leaders

By the numbers

Strategic Priorities

Financial
Stewardship



A message from Melanie Taylor Board Chair

The St. Thomas Elgin General Hospital is certainly not stagnant. While it seems our hospital, focused on continuous quality improvement aligned with delivering an excellent patient care experience, is always changing, this past year felt like it may be one for the record books.

In October, we said goodbye to Paul Collins. For over 15 years, Paul led the organization as President & CEO. We are incredibly grateful for everything he has done for OUR hospital and wish him the best in all his future endeavours.

On November 1, we welcomed Dr. Nancy Whitmore to the role of President & CEO. Nancy has been with STEGH since 2008 in the roles of Vice President and Chief of Staff. She has been instrumental in establishing our Lean culture and achieving outstanding results in patient care experience and outcomes. The Board is looking forward to working with Nancy as we embark on the next chapter of excellence for St. Thomas Elgin General Hospital.

With Nancy's transition to President & CEO came a vacancy in the Chief of Staff role and in November, the Board approved the appointment of Dr. Waleed Chehadi as Chief of Staff. Dr. Chehadi has been providing excellent medical care at STEGH since 2008 and the Board was pleased to find an internal candidate to lead the continued pursuit of excellence in quality of care.

The landscape has changed and it won't be long before our long-awaited redevelopment project is open and operational. In the words of Colin Powell "a dream doesn't become reality through magic; it takes sweat, determination and hard work." Congratulations and thank you to everyone who has had a part in making the dream become reality.

In the last two years our Board members have gone above and beyond, providing countless volunteer hours to so many initiatives, most notably the recruitment process. I am so proud of everything that they have accomplished and the standards they have set for excellence in governance and engagement at STEGH. The Board is always looking for people interested in joining our Board and Board Committees. If you are looking for an outstanding volunteer experience, please consider applying.

I have been honoured and grateful for the opportunity to serve as Chair of the Board of Governors for the last three years. It has been a challenging but highly rewarding experience. In June, Cathy Crane will move from Vice Chair to Chair. She has been working hard to prepare for the role and I am confident she will do an excellent job of leading our Board. I invite you to welcome and support her in her new role.

On behalf of the Board, thank you to the staff, physicians, volunteers, and donors who make it all happen. Congratulations on making STEGH an incredible organization.

Sincerely,
Melanie Taylor,
Board Chair

Board Chair, Melanie Taylor, alongside Foundation Volunteer and Campaign Chair, Ken Monteith, are shown reviewing renderings of the Great Expansion Redevelopment Project during a community open house held this past year.



Home

Messages from
STEGH leaders

By the numbers

Strategic Priorities

Financial
Stewardship



A message from Karen Davies

VP and CNE

It is often said that nurses are the backbone of healthcare, and I couldn't agree more. Nurses are here at STEGH each day, around the clock, delivering high quality care to patients and I respect the vital role they all play, not just in the delivery of patient care, but in improving and transforming our hospital. Our Lean journey, which began in 2011, continues to guide us in our daily work. This approach to healthcare focuses on respect for people, listening to the voice of the customer, eliminating waste in the system and concentrating on what is of value to our patients and providers. By creating a culture rooted in compassion, accountability, respect, excellence and safety – our CARES Values – we will be able to continue to meet our vision. We have 361 nurses on staff at STEGH, which represents 42% of the workforce. They are employed in 10 different role types at STEGH, including Registered Nurse, Registered Practical Nurse, Clinical Resource Nurse, Operating Room Technician, Occupational Health, Clinical Education, and various leadership roles.

Regardless of role, each and every one of them across the continuum of care makes a significant impact on our ever-evolving hospital and greater health care system. These individuals truly do impact the patient experience, handling patients' needs from admission to discharge, utilizing their skills and experience, to provide professional, compassionate care. During this past year, STEGH assumed a new role as a District Stroke Centre in the South West LHIN and our nursing staff, alongside their allied health colleagues and physicians, now provide acute and rehabilitation inpatient care, and a secondary stroke prevention clinic. Our ability to provide highly specialized stroke care to promote optimal outcomes for patients experiencing a stroke is great news for our community. Research has proven that early access to a stroke unit saves lives and improves outcomes after stroke.

Our Integrated Stroke Unit (ISU) is a specialized hospital unit with interprofessional teams of care providers who have advanced knowledge, training and expertise in stroke care. For stroke survivors requiring inpatient stroke rehabilitation, patients remain on the ISU once the acute part of their stroke recovery is complete. This is unique, as patients are not transferred to another hospital or facility for inpatient stroke rehabilitation services. This allows patients to stay in the same bed with the same team of care providers.

This provides ample opportunity for therapeutic relationships to develop, trust to be established, and progress toward goals to be celebrated by patients and families together with a consistent team of healthcare professionals. To read more about one patient's experience in our stroke unit, visit the Quality section of this report!

As healthcare evolves, becomes more technologically driven, and the focus continues to grow on metrics and data, it is important that we always remember that it is the compassion and human interaction that impacts the patient experience.

Sincerely,
Karen Davis
Vice President and Chief Nursing Executive

Staff from our Acute Medical Unit on the fourth floor, include, left to right, Krysten Green, RN, Tanya Jackson-Awcock, CRN, Christina Mai, Pharmacist, and Leah Sleggers, RPN.



Home

Messages from
STEGH leaders

By the numbers

Strategic Priorities

Financial
Stewardship



A message from Dr. Waleed Chehadi

Chief of Staff

As we approach the summer season, I reflect back on the many accomplishments and progress that has been made here at St. Thomas Elgin General Hospital (STEGH) with much pride and I would like to share a few of these with you.

As the newest Regional Stroke Centre in the South West LHIN, we have worked hard to develop the expertise required to provide excellent inpatient stroke care and through the hard work and dedication of many individuals we have achieved the best disability improvement scores of any stroke centre in the South West LHIN! Furthermore, our Secondary Stroke Prevention Clinic is able to see and assess patients often within 48 hours of their initial presentation ensuring that patients get timely access of care.

Our Emergency Medicine Department & Intensive Care Unit continue to provide high quality care in the community with our ED consistently seeing volumes of patients rivaling larger academic centres. Furthermore, our ICU continues as the only closed intensive care model in the LHIN outside of London Health Sciences Centre. Many long-term ventilated patients and those with chronic critical illness, have been successfully transitioned home, and I am sure they are very thankful for the care they have received here at STEGH.

We have had the continued privilege of participating in organ and tissue donation since our first encounter over a year ago, for which we are very proud. There are many mothers, fathers, sons and daughters who have been given the gift of life and sight as a result of the hard work, patience and collaboration of numerous physicians, nurses and staff in the ICU and Operating Room. Some challenges, however, still remain. Despite over 80% of Ontarians being in favor of organ and tissue donation, only 30% are registered donors and there remain over 1,500 patients on the wait-list. Locally, we have a registration rate of 40% – a statistic which hopefully will continue to improve with time.

On a final note, STEGH remains committed to delivering a high quality of care throughout the patient experience. The quality improvement plan aims to continue to build upon the excellent and timely care that patients received from the moment they enter our hospitals. Our quality agenda is driven from the bedside to the boardroom with a robust reporting process to broadly share feedback and opportunities. Through the development and subsequent public posting of our QIP, we will encourage continued dialogue with our patients and community about the quality of care they are receiving.

On behalf of the professional staff at STEGH, I thank our community for allowing us the privilege to care for you in our award winning hospital.

Sincerely,
Dr. Waleed Chehadi
Chief of Staff

Physiotherapist Karen Stone demonstrated her support for organ donation by registering as a donor during STEGH's Organ Donor Awareness Week activities. Karen has a personal connection to organ donation as one of her own family members is an organ donor recipient.



A message from Paul Jenkins

Executive Director

Home

Messages from STEGH leaders

By the numbers

Strategic Priorities

Financial Stewardship

Friends!

What a year it's been for the St. Thomas Elgin General Hospital Foundation! Our Mission of partnering with the community to support OUR award-winning Hospital in the delivery of an excellent patient care experience extended across Elgin County and took place in all four seasons in 2016/2017!

Here are just a few highlights of what donors and volunteers accomplished last year:

- It was a successful spring for the Foundation as we celebrated the opening of the Special Care Nursery. We were out and about at several community events including the local home shows and seniors' picnic. We celebrated the Elgin Theatre Guild's Calendar Girls' production and with the help of the ETG, we had our first-ever Calendar Girls' Calendar fundraiser. In April, the Cupcake Crusaders shared their love of cupcakes with the community through a successful fundraiser for OUR Hospital. In May, Elgin County women had a great night out with GCW Kitchens and Olympic figure skater Tessa Virtue.
- In the summer, we were taking mulligans at the Turk Turley Memorial Golf Tournament in Union, the Port Stanley Lions 7th Annual 'Marr Family' Golf Tournament & Fish Fry in Port Stanley, and the third It's OUR Hospital Golf Tournament in Dutton. The Aylmer Kinsmen and community members walked 1,000km in support of OUR Hospital. And Great Lakes International Air Show returned to St. Thomas with flying success and supported the Great Expansion.
- In the fall, we were all smiles when Tim Hortons Smile Cookie program that supported the Great Expansion for a second year in a row. Our good friend Eleanor Robson introduced us to Story Time Bear, a beautifully illustrated children's book that she, along with her husband Peter created 25 years ago, and now, will have a lasting impact as the funds were designated to the Special Care Nursery. We shuffled our way through the Railway City Road Races, hosted our fourth annual Gala – a Masquerade themed evening filled with gaming, auctions and entertainment – all in support of the new CT Scanner.

- And in the winter – well, spring-ish weather – we hosted our second-ever, no skills necessary, World Tubing Championships, which attracted over 40 teams and raised more than \$60,000 to support the Great Expansion and STEGH's new CT Scanner.

Just as importantly, and again only because of our donors and volunteers, we invested in advanced medical equipment. This past year, the Special Care Nursery opened newly renovated space on the hospital's third floor with new equipment which was funded by the Foundation.

As we were fundraising for the new CT Scanner, it was exciting to see the new unit installed in November and become operational shortly thereafter. It is truly rewarding to see that STEGH can provide state-of-the-art diagnostic imaging tools and procedures for our families, friends and neighbours so their healthcare needs are looked after during each visit, at every stage of life, and as close to home as possible.

Of course, construction for the Great Expansion continued in earnest throughout 2016/17. Work on the interior started and continues; the bricks and mortar are being laid; and, the mechanical suite in the Emergency Department parking lot has been built. So much is going on, and we look forward to the year ahead as the building nears completion.

"It's **OUR** Hospital" is more than a slogan. It's so much more than that. It's the recognition that our shared community plays an integral role in the delivery of an excellent patient care experience. It's acknowledgement that **OUR** Hospital needs our support. It's a commitment to ensuring the healthcare our families and friends deserve.

Warm Regards & Appreciation,

Paul Jenkins
Executive Director

Thanks to our generous community, the STEGH Foundation was able to donate a total of \$1,922,344 this past fiscal year to STEGH to benefit patient care.



BY THE NUMBERS

Measuring our success

Home

Messages from STEGH leaders

By the numbers

Strategic Priorities

Financial Stewardship





Home

Messages from STEGH leaders

By the numbers

Strategic Priorities

Financial Stewardship



QUALITY

Quality care impacts people in our community

STEGH's commitment to quality care continues to drive and guide us. Each year, STEGH submits a Quality Improvement Plan (QIP) to the Ministry of Health and Long Term Care. The QIP is developed each year with active input from hospital leaders, board members, patient advisors, staff and physicians. To read this year's QIP, [click here](#).

This year, we are sharing two patient stories that demonstrate how quality care impacts people in our community.

Scott's Story

While working an overnight shift on July 28 stocking shelves at a local department store, Scott knew immediately that something was wrong when he began experiencing numbness and tingling in his left leg. He quickly alerted a co-worker, an overhead code was called, and an ambulance called to attend at the scene. Scott had suffered a stroke, which occurs when a clot cuts off blood flow to parts of the brain. Those parts of the brain soon start to die. A drug called tissue plasminogen activator (tPA) dissolves these clots and restores blood flow and it is imperative that it be given as soon as possible after a stroke.

Scott was rushed to University Hospital in London and the clot busting drug was provided within the three and half hour window considered best practice. Scott was stabilized and then transferred back to St. Thomas Elgin General Hospital's (STEGH) Integrated Stroke Unit on August 3 to begin his healing and road to recovery.

"I never knew how hard it was to learn to talk, walk and eat again but they have the right people to motivate you here. The staff have provided me with so much emotional support," says Scott.

It takes a multi-disciplinary team to provide care to patients like Scott who are recovering from a stroke, including doctors, speech language pathologists, physical and occupational therapists, recreation therapists, nurses and personal support workers.

"My speech pathologist, Marlene, and her assistant Julie, helped me so much in learning to talk again. And the nurses are amazing. Denise is very special to me. She sat and talked to me and helped me get through the "why me" stuff," adds Scott. "I think I've become pretty good friends with all the staff."

But when asked what he is most proud of, Scott could not stop the tears from welling up in his eyes. "Learning to walk again. I am most proud of learning to walk again."

Scott worked incredibly hard during his physiotherapy sessions, attending twice a day for a total of four hours every day.

"He really put the work in," says Mike Lalonde, a member of the physiotherapy team caring for Scott.

There were lessons for Scott along the way that he wants to share with others going through a similar journey.

"Be kind to yourself. Be patient and ask for help."

Scott also credits the love and support of his girlfriend, son and brother who were viewed as part of the team caring for him.

Scott's remarkable recovery continues at home with follow-up care at STEGH and in the community following his discharge from hospital on September 20.

"I've also learned to cherish what you've got because you never know when it might be gone," he adds.

What Scott has now is a renewed focus on his health and the ability to enjoy a walk and conversation with his loved ones. He is grateful that STEGH's Integrated Stroke Unit was there for him when he needed care close to home and to his family and friends.

STEGH opened its Integrated Stroke Unit on April 4, 2016 which consists of three acute beds, five rehabilitative beds and a dedicated team of allied health professionals. In August, STEGH opened its Secondary Stroke Prevention Clinic which focuses on seeing stroke survivors discharged from the integrated stroke unit.



Patient Scott, in the centre, is surrounded by some members of his care team, including left to right, Julie Pridoehl, Speech Language Pathology Assistant, Trish Rodgers, Occupational Therapist, Mike Lalonde, Physiotherapist, and Marlene Fortushnick, Speech Language Pathologist.

SILENT HEROES

A day that started with morning coffee with friends soon became a life and death situation for 67-year-old Gerry Richer, of Aylmer, Ont. On March 8, Richer arrived home at about 9:30 am following his routine morning "meeting of the minds" at Timmys with friends and said to his wife of 41 years, Ginette, that he wasn't feeling well. He thought he was experiencing heartburn and told her he was going to lie down.

Before he made it to his bed, Ginette heard him moan and upon going to the bedroom, found him laying on the bedroom floor grasping his chest and sweating profusely. The onset of his intense pain caused him to lose consciousness. Gerry was suffering a catastrophic cardiac event.

Ginette, a retired nurse herself from St Thomas-Elgin General, called 911 and ambulance paramedics quickly arrived to transport Gerry to St. Thomas Elgin General Hospital's Emergency Department. Gerry's first cardiac arrest occurred in the ambulance enroute and paramedics were able to revive him. His second cardiac arrest occurred in the Emergency Department and STEGH's highly skilled team of physicians, nurses and respiratory therapists successfully resuscitated him again.

Gerry was eventually stabilized and after several hours transferred to University Hospital in London where he was in a medically induced coma for five days and stayed a total of 10 days before being discharged home with a stent in his heart and instructions to follow a strict cardiac diet and exercise regime.

Sarah Richer, youngest daughter of Gerry wrote a letter on behalf of the family expressing thanks to STEGH and its staff and physicians and a meeting was arranged so that Gerry and Ginette could personally thank those involved in saving his life. A total of 22 people worked on Gerry in the ED that morning, including physicians, nurses, respiratory therapists, and x-ray technicians.

"Their expertise and compassion was astounding. I know whether someone survives a heart attack is unpredictable, and that sometimes even best efforts are not enough," says Sarah, his daughter. "I'm glad that even though the odds were working against them, they brought nothing less than their A-game."

That "A-Game" included one of the longest resuscitation efforts ever done by ED physician, Dr. Geoff Mills, and his supporting team.

"We worked on Gerry for more than 40 minutes. That's the longest I've ever worked on anyone and seen this kind of positive outcome," said Dr. Mills. "He just wasn't ready to go yet."

"Along with exemplary clinical care," says Sarah Richer, "our family also experienced compassionate, emotional support. Registration clerk, Lynn Baer showed above-and-beyond compassion and humanity by making sure my mother was not alone while being given extremely difficult news before I and my siblings could join her."

"The work you all do is crucially important; and everyone excelled at his or her work in every way possible. We wanted to let you know that all of us are at a loss for words to convey how endlessly grateful we are."

Gerry and Ginette arranged to meet with the care providers to say thank you in person; a gesture that was incredibly meaningful for the staff involved.

"It's so great to see you looking so well. We don't get to see this very often so thank you for coming back," said respiratory therapist, Nicole Williams.

"You were a fighter," said ED nurse, Ryan Lachance.

"It's good to see you upright," joked Dr. Thivian Vandeyar, from STEGH's Intensive Care Unit, while shaking Gerry's hand.

"You look wonderful. It's so nice to see you again," said Lynn Baer to Gerry, while hugging Ginette.

Gerry says he will be forever grateful for the caring, compassionate and skilled team at STEGH.

"I never expected this to happen to me and I wouldn't be here today if it wasn't for this team of yours."

While shaking Dr. Mills hand, Gerry asked why he worked some 40 minutes or more on him as opposed to the traditional 10 minutes. Dr. Mills jokingly replied, "because you wouldn't leave."

"I want to express my deepest, heartfelt thanks and gratitude to all who helped save my life," said Gerry.



Ginette, left, and her husband Gerry, far right, took time to come back to STEGH to thank the countless care providers in person, including Respiratory Therapist Nicole Williams, who saved Gerry's life following a heart attack.



Home

Messages from STEGH leaders

By the numbers

Strategic Priorities

Financial Stewardship



PEOPLE

We equip our team to provide the best care

Throughout our Lean journey, we have spent considerable time and effort coaching and developing staff to become skilled problem solvers. Lean is a methodology that strives for an error free process involving the people. Applying Lean reduces wastes and costs, and improves safety, quality, the delivery of care, and the environment. A key pillar of Lean is respect for people.

Throughout the past year, and moving forward, we will continue to engage our staff in kaizen events and other continuous improvement opportunities. This past year, a total of 315 continuous improvement events, including 32 kaizen events were held at STEGH, all with the goal to improve the patient experience.

It is important that our staff and physicians are engaged, enabled and empowered to provide an excellent patient care experience – every time. We understand that the best way in which to achieve this vision is to build better engagement with our employees and physicians who serve our patients.

We also understand that acknowledging and recognizing our staff and physicians creates a culture where everyone thrives. During the past year, our patients and families acknowledged our providers by name 2,800 times! We post these names weekly on our huddle boards and publicly acknowledge their commitment to our CARES Values of Compassion, Accountability, Respect, Excellence and Safety.

STEGH's commitment to supporting its staff is demonstrated in its renewed focus on staff wellness this past year, on workplace safety and on increasing recognition for valued contributions. Historically, hospitals have focused on the triple aim in healthcare – quality care, patient experience, and being good financial stewards. As an organization committed to best practice, evidence would now tell us that if we want to continue to improve the care we provide and the patients experience of that care, it is equally and vitally important to focus on staff satisfaction and the provider experience.

Our people truly are the reason why we have such a wonderful reputation in our community. We are privileged to have 865 people on staff, 175 professional staff including physicians, dentists and midwives, and 232 individuals who volunteer at our hospital each of whom contributes greatly to the care and service we provide. We are also fortunate to have 150 students on an annual basis learn and share within our hospital – many of whom we know will be our next generation of compassionate care providers.



Vice President, Mary Stewart, is shown facilitating a weekly Leadership Huddle. Mary has a Lean Six Sigma Black Belt and is committed to fostering continuous improvement through respect for people and coaching and mentoring staff at STEGH.



Home

Messages from STEGH leaders

By the numbers

Strategic Priorities

Financial Stewardship



SAFETY

Our safety measures and initiatives

STEGH's commitment to providing safe, effective and compassionate care means investing in technology to best support patient care. This past fiscal year, STEGH purchased two pieces of diagnostic imaging equipment that will ensure our patients receive the safest care possible. Funding for these new machines was generously provided by the St. Thomas Elgin General Hospital Foundation.

Our new CT Scanner is a state-of-the-art scanner and will help us to not only enhance our current programs by offering superior imaging, but will allow us to now offer cutting edge imaging. We will have the ability to perform new types of scans not possible on our old technology. Increased efficiencies with the speed of scanning, as well as post processing imaging capabilities and computer-enhanced programs, will allow our physicians to see the body in 3D, improving our ability to identify abnormalities.

Additional benefits of the new CT Scanner include reduced radiation doses, the ability to do acute stroke imaging, and dedicated cancer risk imaging.

We also added a new mammography suite this past year. The suite has given us an increased level of quality that will also improve our ability to detect abnormalities. This state-of-the-art piece of equipment will be the gateway for us to become a Breast Assessment Centre here at STEGH, which will focus on wait times and service. We will have the ability in the future to perform biopsies that we were unable to do in the past simply thanks to this new unit.

Mammography exams can be perceived as uncomfortable, unnerving and intimidating by some women. STEGH's new mammography suite has been designed to help alleviate some of these fears. It is equipped with a new, state-of-the-art Digital Mammography system and sensory suite concept that is designed to stimulate a woman's senses using seaside, garden and waterfall images and sounds to distract her from the perceived discomfort, pain, and anxiety of a mammogram. With the new equipment, the GE Senographe, we are also able to provide low-dose, high quality images with a more efficient platform for our technologists and a more ergonomic design that provides a more comfortable exam for our patients.

Our diagnostic imaging department performs close to 9,200 imaging procedures annually.



STEGH's new mammography suite is equipped with a new, state-of-the-art Digital Mammography system and sensory suite concept that is designed to stimulate a woman's senses using seaside, garden and waterfall images and sounds to distract her from the perceived discomfort, pain, and anxiety of a mammogram.



Home

Messages from STEGH leaders

By the numbers

Strategic Priorities

Financial Stewardship



PATIENT EXPERIENCE

Listening to the voice of the customer

The Patient Experience movement continues to grow and evolve across North America. STEGH's commitment to listening to the voice of the customer and respecting people, both key pillars of Lean, drives our patient experience strategy. Our strategy relies on best practices, a commitment to re-invigorating compassionate care, and promoting patient, family and community engagement.

Guided by our patient and family-centred care framework, STEGH focuses on four key drivers to advance this work, namely patient and family-centred care principles and behaviours, our culture and values, structure and design, and skills which include people, communication, clinical and technical skills. By embedding the patient voice in how care decisions are made, how programs are designed and delivered, and by listening to and learning from patient feedback, STEGH is further advancing the patient experience agenda.

We are utilizing a variety of engagement strategies to deliver on our vision to deliver an excellent patient-care experience – every time. Patient storytelling is one way in which we share what we are doing well and where we have opportunities to improve. We also have a Patient Experience Council that consists of 11 community volunteers – known as Patient Advisors – and five staff advisors. The council is in its third year and has achieved many successes during the past fiscal year.

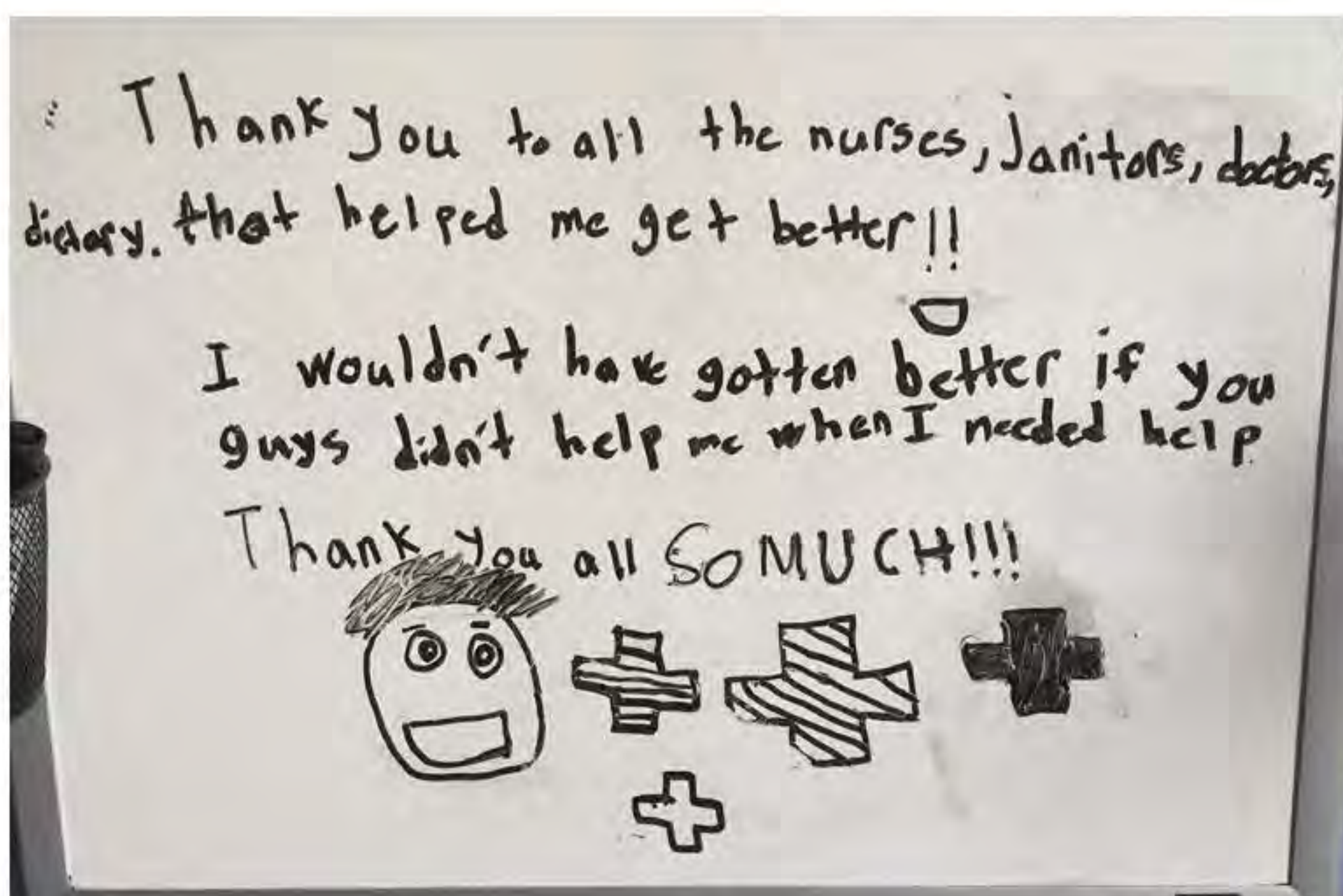
Patient advisors sit on planning teams related to model of care and wayfinding and they participate in continuous improvement events to provide the patient perspective. The Patient Experience Council led the work to create standardized patient and visitor communication boards across the hospital, and provided input in the 2017-18 Quality Improvement Plan.

STEGH's commitment to continuous improvement and listening to our patients to help guide this work is made easier by ensuring that we receive your feedback. Every patient upon discharge is provided with a patient satisfaction survey and this past fiscal year, 42% of patients completed and returned this survey letting us know what went well – and what didn't!

On these surveys, patients and families have the opportunity to acknowledge a staff member or physician by name who helped contribute to their positive experience. This happened a total of 2,800 times this past year and these names are posted on weekly patient satisfaction scorecards displayed across the hospital.

STEGH's successes to date in elevating and advancing the patient experience strategy have garnered attention across Canada and the United States. Our Patient Experience Coordinator, Nancy Lawrence, is a Faculty Advisor for the Patient-Centred Experience and Design Program for HealthCareCAN, the national voice of healthcare organizations and hospitals across Canada with a focus on informed and continuous, results oriented discovery and innovation across the continuum of healthcare. As well, Nancy and Patient Advisor, Andrea Fordham, travelled to the Beryl Institute Conference in Denver, Colorado this past year to present a session on implementing family presence guidelines.

STEGH continues to actively recruit volunteer patient and family advisors. For more information on the role of an advisor and how to apply, [click here](#)



A grateful paediatric patient left this message on his hospital room communication white board. Clearly, this patient understands that every staff member, regardless of role, impacts patient experience!



A message from Tonya Sheldon
Chief Financial Officer

Home

Messages from STEGH leaders

By the numbers

Strategic Priorities

Financial Stewardship

FINANCIAL STEWARDSHIP

I am pleased to report on the financial results of St. Thomas Elgin General Hospital (STEGH) for the year ended March 31, 2017.

The hospital ended the year with an operating surplus of \$970,714 and a bottom-line deficit of \$639,466 when the building related costs are taken into account; this is a dramatic improvement from the deficit of over two million dollars in 2016. This year's operating surplus was a result of STEGH's continued Lean transformation journey which was launched in 2011 that shifts focus to designing care and service around the patient experience. This work enables STEGH to meet the continued operating pressures by removing waste from the system and improving safe, quality-driven patient care.

In addition to the operating surplus, STEGH also met all our debt obligations and reduced our long-term debt by \$1 million while also investing \$4 million in capital equipment and building enhancements.

I would like to take this opportunity to thank all the staff, physicians, volunteers and auxiliaries who contribute every day to support the operations of the hospital. Also, our many donors who through the foundation have contributed over \$2,206,000 towards patient care equipment. Without your support, we would not be able to achieve these results.

SUMMARY STATEMENT OF FINANCIAL POSITION		
as at	March 31, 2017 (000's)	March 31, 2016 (000's)
ASSETS		
Current Assets	5,880	8,234
Restricted Assets	19	25
Capital Assets	64,012	61,083
Total	69,911	69,342
LIABILITIES, DEFERRED CONTRIBUTIONS AND NET ASSETS		
Current Liabilities	12,270	13,306
Long term liabilities and deferred contributions	46,342	44,097
Unrestricted Net Assets	11,280	11,914
Restricted Net Assets	19	25
Total	69,911	69,342

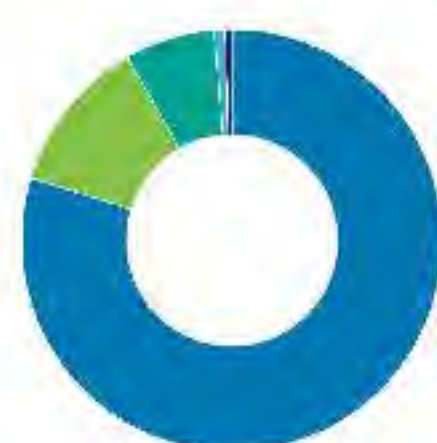
SUMMARY STATEMENT OF OPERATIONS		
Year Ended	March 31, 2017 (000's)	March 31, 2016 (000's)
REVENUES		
Ministry of Health and Long-Term Care and South West Local Health Integration Network	74,288	71,106
Other	18,857	19,184
Total	93,145	90,290
EXPENSES		
Salaries and benefits	54,182	54,191
Other	37,992	36,882
Total	92,174	91,073
Excess of revenues over expenses from operations	971	(783)
Other revenue (expenses)	(1,610)	(1,553)
Excess of revenues over expenses	(639)	(2,336)

SUMMARY STATEMENT OF CASH FLOWS		
Year Ended	March 31, 2017 (000's)	March 31, 2016 (000's)
CASH PROVIDED BY (USED IN):		
Operating Activities	3,225	540
Financing Activities	2,107	2,703
Investing Activities	(7,360)	(6,737)
Net decrease in cash	(2,028)	(3,494)
Cash, beginning of year	\$3,518	\$7,012
Cash, end of year	\$1,490	\$3,518

Basis of Presentation

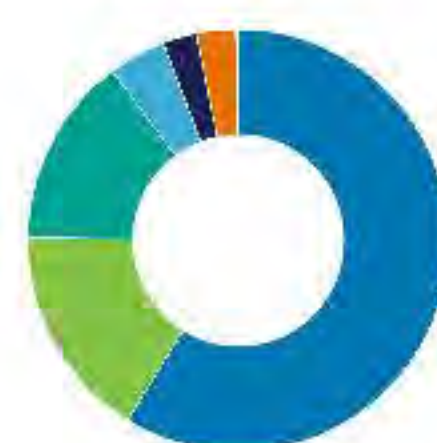
The information contained in the summary financial statements is in agreement with the related information in the complete audited financial statements. The summary financial statements contain major subtotals and totals from the complete audited financial statements.

Total Revenue by Type



- **MOHLTC and SW-LHIN**
79.75% (74,288,101)
- **Patient**
11.94% (11,125,530)
- **Non-Patient**
6.93% (6,459,082)
- **Preferred Accomodation**
0.83% (775,591)
- **Amortization of Deferred Capiatl Contributions**
0.53% (497,132)

STEGH Operating Expenses



- **Compensation**
58.8% (54,182,402)
- **General Supplies**
16.4% (15,140,653)
- **Medical Staff Remuneration**
14.6% (13,495,207)
- **Medical and Surgical Supplies**
4.4% (4,064,455)
- **Amortization of Equipment**
2.6% (2,401,735)
- **Drugs**
3% (2,747,081)
- **Short Term Interest**
0.1% (59,463)
- **Bad Debts**
0.1% (83,726)