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St. Thomas Elgin General Hospital

Delivering An Excellent Patient Care Experience



2017/2018 Annual Report

We are pleased to share the 2017/2018 St. Thomas Elgin General Hospital's Annual Report. This report gives us an opportunity to share our achievements and successes for the year ending March 31st, 2018.





An Exceptional Year

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The 2017/2018 year was filled with exciting changes and successes. From the opening of our new North Building, to seeing positive results from our Quality Improvement Plan, it has been a privilege to serve as Board Chair through this exceptional year.

Our most notable success was the completion and opening of our new North Building in January 2018. The tremendous fundraising efforts by our Foundation and the ongoing support of our community made this project possible. We have already started to see the benefits to patient care as a result of the new space. Our new Emergency Department, surgical floor, sterile processing department and Mental Health Unit are now world-class facilities. We will share more details about our new North Building in this report.

Despite major construction and the operational move, our annual Quality Improvement Plan showed successes in areas of Patient Experience, Safety, Quality and Financial Stewardship. In fact, we achieved all of this while balancing our budget! With quality and safety continuing to be a key priority, we have again set some ambitious goals for the 2018/2019 Quality Improvement Plan.

While this has been an exceptional year for STEGH, our achievements are due to the commitment, hard work and passion of our staff, physicians and volunteers. Our vision, *'to deliver an excellent patient care experience'*, is anchored by the ongoing commitment of everyone at STEGH. The new Patient Partner Program has patients and caregivers actively involved on care committees, wayfinding, patient education initiatives and much more, all contributing to improving the quality of patient care.

This year also marked a change in leadership at the hospital. After serving STEGH for over ten years, Dr. Nancy Whitmore left us to lead the College of Physicians and Surgeons of Ontario. We thank Dr. Whitmore for her many contributions over the years. In May, our new President and CEO, Robert Biron joined us. He brings a broad range of expertise and experience in the Ontario community hospital sector. We are excited about our future with such a capable leader to guide us. Please join me in welcoming Robert to STEGH and the Elgin and St. Thomas community.

I would also like to express my sincere thanks to the Executive Team and to members of the Board of Governors who have dedicated countless hours to ensuring STEGH's positive direction. We look forward to an even better 2018/2019 and continuing to provide an excellent patient care experience for the residents of St. Thomas and Elgin County.

Cathy Crane,
Chair of the Board of Governors



Cathy Crane,
Chair of the Board of Governors



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Assuring a Strong Future

As the recently appointed President and CEO, I am pleased to take this opportunity to introduce myself and share with you some immediate observations and priorities. First, thank you for the warm welcome that I've received from the Hospital team and members of the community.

My passion is to be of service and to make a positive impact for patients and communities. As a public servant, I feel a deep obligation to enhance service quality while doing so in a way that ensures the sustainability of our health care system. With this in mind, joining the STEGH team was a natural fit.

When I began my role in May, a strong culture of excellence was quickly apparent across the entire hospital. The commitment and passion to provide our patients quality, safe and excellent care is evident, every day.

For example, STEGH is the provincial leader for having the lowest Emergency Department wait times. The hospital is also a leader in Lean quality improvement methods, which has been adopted and spread across the entire organization.

And recently, as highlighted in this report, a new Patient Partners Program has been launched to engage patients and caregivers to provide the 'patient voice' as we co-design our programs and services. These are only a few highlights of the strengths of the STEGH team – and I see tremendous opportunities to continue to grow and respond to the health care needs of our community.

I am looking forward to working with this high-performing team, and our patients and caregivers, along with the broader community to develop a new multi-year strategic plan to guide the hospital's future priorities. We also must turn our attention to addressing service gaps so we can bring care closer to home – such as a magnetic resonance imaging (MRI), a standard diagnostic tool for today's medical practice.

The new North Building that opened earlier this year is a tremendous accomplishment that improves quality care and patient experience. The remaining facilities must also be modernized, and so we must develop a new facility master plan to address the ageing infrastructure.

I look forward to leading the continued evolution of STEGH and assuring a strong future for this exceptional health care organization. I am committed to keeping the St. Thomas and Elgin County community informed and engaged as we plan for an exciting future. Stay tuned for more opportunities to get involved so together we can do great things for the patients and families we serve.

Feel free to contact me any time, I can be reached by email at rbiron@stegh.on.ca.

Sincerely,

Robert Biron,
President and CEO



Robert Biron,
President and CEO



Thank You!

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Friends!

We did it! Together, our community raised more than \$16 million towards the Great Expansion of the St. Thomas Elgin General Hospital. This project, which opened in stages this past winter, is a tremendous achievement for and by the people of St. Thomas and Elgin County. We are grateful and awed by the donors who played an integral role in bringing this transformative project to life.

Together, we built an entirely new facility and equipped it with the tools of 21st century healthcare. Thank you for believing in our community. Thank you for supporting our staff. Thank you for investing in the healthcare our families and friends deserve.

The Foundation's mission is to partner with the community to support STEGH in the delivery of an excellent patient care experience. We do this by investing in big infrastructure projects like the Great Expansion. We do this by purchasing state-of-the-art medical equipment like the CT scanner, as well as the simple dignities of life like the chairs and coffee maker for our Care by Parent Apartment. We do this by directly investing in the training of frontline staff.

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

To every committed volunteer, good corporate citizen, and generous individual who responded to our appeals in support of our Hospital, we offer our humble thanks.

Warmest Regards & Appreciation,

Sandra DiMeo
President

Paul Jenkins
Executive Director



The Great Expansion of the St. Thomas Elgin General Hospital opened its doors to patients in January, 2018. This was the largest fundraising project in our community's history and a transformational investment in the healthcare available to our families and friends in St. Thomas and Elgin County.



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We held the grand opening of our “Great Expansion” with the addition of a new Emergency Department (ED), surgical suite, sterile processing department and a new mental health unit. The \$98 million expansion broke ground in 2015 and opened in early 2018. The new 3-story building was designed with an excellent patient care experience in mind while improving efficiencies and lessening footsteps.

The new ED is much larger and is geared toward high volume activity with a design intended to lower patient wait times and improve workflow. It is equipped with state-of-the-art equipment and a separate back entrance for ambulances.

The new sterile reprocessing department was designed to current standards and has distinct and separate physical work areas that ensure core reprocessing functions are maintained, thus improving infection control. With patient safety in mind, automated systems have been implemented to track all cleaning activities, quality measures and pieces of equipment.

The new Mental Health floor is a 15-bed acute inpatient unit with outpatient programs and services. The unit features single patient bedrooms with private bathrooms – including showers. The space was designed to incorporate natural light and intuitive wayfinding. There is a social hub with a dining room, group activity space and a gym connected by a walking loop. The space was built with state-of-the-art technology for enhanced patient and staff safety and security.

The new surgical floor features larger, modern operating rooms, separate rooms for minor surgical procedures, expanded recovery and day surgery unit and larger recovery bays to maximize patient privacy, increase comfort and reduce anxiety. The surgical unit also has elevators that directly link to the sterile processing department for increased safety and infection control.

This modern design was built with the patient in mind to provide the most efficient and streamlined patient care journey. The design also supports physicians and staff in providing excellent care and creates a more comfortable and welcoming place for patients and their families. Our new North Building has already transformed the way we deliver care to our community.



The New Emergency Room



The New Treatment Area



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8,908
total surgeries

1,745
inpatient surgeries

7,163
outpatient surgeries



626
babies born

164
volunteers

57
auxiliary volunteers

11
patient partners



195
professional staff

886
staff

96
employees recognized



596
continuous improvement tickets

51,978
emergency department visits





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STRATEGIC PRIORITIES

At STEGH, quality and safety are key priorities and each year we commit to particular improvements in a Quality Improvement Plan (QIP). This past year we met or exceeded nearly all of our QIP targets. Here are some highlights.

Patient Experience:

We will shape our organizational culture to improve patient interactions and experiences across the continuum of care.

Listening to and involving patients, families and caregivers in all stages of the care design and delivery process is a key driver at STEGH. Patient and family engagement is essential to our daily work and decision-making. Patient surveys are distributed to every discharged patient and are also available electronically. We are pleased to report a survey return rate of more than 39%, which provides us with robust and rich data on which to base our operational decisions. STEGH has introduced a new survey tool this year for our inpatients which will allow STEGH to compare our performance against similar hospitals in the province.

STEGH will continue to measure patient feedback regarding the discharge process specifically 'receiving enough information on discharge'. We were able to achieve 83% of patients responded 'Yes - Completely' to this question in 2017, a marked increase over our target of 60% - making us a top performer in the province. We are aiming to improve the measure in next year's Quality Improvement Plan.

We launched our Patient Partnership Program in 2018 which recruits, selects, and orients STEGH patients, families and caregivers into hospital planning and decision-making. They work closely with staff to improve the care and service for our patients and contribute to hospital change and transformation. The program currently has 11 Patient Partners and the hospital is actively recruiting to grow this program in 2018/2019.



Partnering with our patients and families will lead to better care experiences, improved quality outcomes and more efficiencies.



The Ukes of Hazzard played in the STEGH Atrium for patients, families and staff.

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STRATEGIC PRIORITIES

At STEGH, quality and safety are key priorities and each year we commit to particular improvements in a Quality Improvement Plan (QIP). This past year we met or exceeded nearly all of our QIP targets. Here are some highlights.

Quality and Safety:

We will ensure a safe environment for all and will provide the highest quality of care for patients, visitors and staff.

As a leading hospital in the province in both Emergency Department wait times and advancing patient experience strategies, we continue to deliver quality and safe care through all patient programs.

Here are some improvements and successes from this year:

- We set a target of 80% of all mental health inpatients having a discharge plan in place at the time of discharge and we exceeded the target with an average of 89% for the fiscal year.
- Our new Mental Health and Emergency Departments are equipped with state-of-the-art safety alert systems with GPS for enhanced staff and patient safety.
- STEGH had only one lost-time injury and received a rebate from WSIB Ontario for 2017.
- We had eight staff members complete their LEAN Six Sigma Green Belt Training, a continuous quality improvement methodology.
- Our new Integrated Stroke Unit (ISU) is celebrating its first year in operation. The new ISU is helping stroke patients return to their cognitive and physical functioning. The ISU helped over 500 patients this year alone, and we anticipate even more in 2018/2019.

Through the development and subsequent public posting of our Quality Improvement Plan, we encourage continued dialogue with our patients and community about the quality of care they are receiving and encourage engagement through our Patient Partners Program.

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STEGH performed over 8,900 surgeries in 2017/2018 and had over 51,000 emergency department visits.



Students from Pierre Elliot Trudeau visited STEGH with their projects, titled: *What does an excellent patient care experience mean to you?*



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People:

We will attract, engage and retain highly skilled and motivated individuals who demonstrate our values, vision and mission.

We continued our focus on health and wellness in the workplace, offering 200 wellness and fitness sessions aimed at improving resiliency, financial health, readying for retirement, mastering change, mindfulness, diabetes awareness, mental health awareness and many others.

We hosted a very successful employee wellness fair, with plans to make it an annual event. We also focused our efforts on improving workplace violence prevention and strengthening safety practices.

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STEGH aims to improve the employee experience, staff appreciation and recognition in 2018/19



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Financial Stewardship:

We will ensure financial and environmental stewardship through the delivery of efficient and productive processes and systems.

We ended the year with an operating surplus of \$1.3 million. In addition to the operating surplus, we met all debt obligations and reduced our long-term debt by \$1 million.

This year, with the completion of the new North Tower, STEGH invested over \$77.4 million in capital and equipment. This included the new North Building, enhancements to the Main Tower, as well as the purchases of patient care equipment. We wish to thank the Province of Ontario, the City of St. Thomas, and Elgin County for the capital grants and our donor community for their generous gifts that make these investments possible.

STEGH wishes to recognize all staff, physicians and volunteers who contribute every day to support our mission – providing excellent patient care, and our many donors who through the Foundation have contributed over \$10.6 million towards our North Building and other patient care equipment.

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SUMMARY STATEMENT OF FINANCIAL POSITION		
as at	March 31, 2018 (000's)	March 31, 2017 (000's)
ASSETS		
Current Assets	11,322	5,880
Restricted Assets	10	19
Capital Assets	135,550	64,012
Total	146,882	69,911
LIABILITIES, DEFERRED CONTRIBUTIONS AND NET ASSETS		
Current Liabilities	16,692	12,270
Long term liabilities and deferred contributions	117,548	46,342
Unrestricted Net Assets	12,632	11,280
Restricted Net Assets	10	19
Total	146,882	69,911

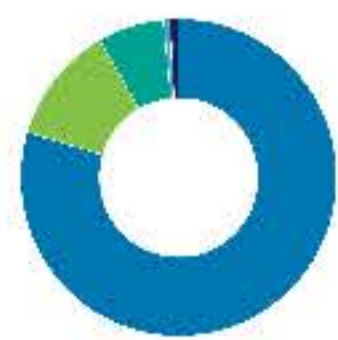
SUMMARY STATEMENT OF OPERATIONS		
Year Ended	March 31, 2018 (000's)	March 31, 2017 (000's)
REVENUES		
Ministry of Health and Long-Term Care and South West Local Health Integration Network	78,623	74,288
Other	20,154	18,857
Total	98,777	93,145
EXPENSES		
Salaries and benefits	56,184	54,182
Other	40,278	37,992
Total	96,462	92,174
Excess of revenues over expenses from operations	2,315	971
Other revenue (expenses)	(972)	(1,610)
Excess of revenues over expenses	1,343	(639)

SUMMARY STATEMENT OF CASH FLOWS		
Year Ended	March 31, 2018 (000's)	March 31, 2017 (000's)
CASH PROVIDED BY (USED IN):		
Operating Activities	4,817	3,225
Financing Activities	76,414	2,107
Investing Activities	(77,359)	(7,360)
Net decrease in cash	3,872	(2,028)
Cash, beginning of year	\$1,490	\$3,518
Cash, end of year	\$5,362	\$1,490

Basis of Presentation

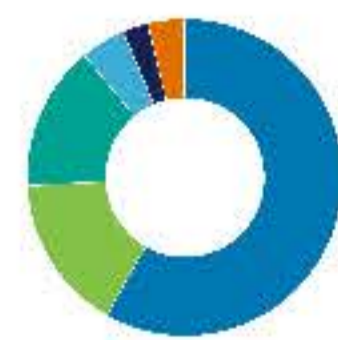
The information contained in the summary financial statements is in agreement with the related information in the complete audited financial statements. The summary financial statements contain major subtotals and totals from the complete audited financial statements.

Total Revenue by Type



- **MOHLTC and SW-LHIN**
79.60% (\$78,622,804)
- **Patient**
12.05% (\$11,898,274)
- **Non-Patient**
6.80% (\$6,713,934)
- **Preferred Accomodation**
0.64% (\$632,157)
- **Amortization of Deferred Captial Contributions**
0.92% (\$909,356)

STEGH Operating Expenses



- **Compensation**
58.2% (\$56,183,933)
- **General Supplies**
15.9% (\$15,368,514)
- **Medical Staff Remuneration**
14.8% (\$14,272,256)
- **Medical and Surgical Supplies**
4.6% (\$4,465,998)
- **Amortization of Equipment**
2.6% (\$2,512,445)
- **Drugs**
3.7% (\$3,535,493)
- **Short Term Interest**
0% (\$27,261)
- **Bad Debts**
0.1% (\$95,833)