



A MESSAGE FROM THE BOARD CHAIR AND THE PRESIDENT & CEO

It has been said that one constant in the health care sector is change. We agree with this statement. 2018/19 was another year of change for St. Thomas Elgin General Hospital (STEGH). With the ongoing support of a dedicated community, combined with outstanding staff, physicians and volunteers, it has been a year of great achievements, with the promise of more to come. As we turn the page on a new fiscal year, we highlight a few achievements over the last twelve months.

STEGH is a leader in continuous quality improvement, specifically Lean methodology. One of the principles of Lean is to engage front-line staff in process improvement. Over the years, STEGH has created a culture where all staff understand the value they bring to the patient. Our staff strive to effectively eliminate wasteful activities, allowing them to focus their attention on what matters most – quality care for our patients. In 2018/19, staff implemented almost 1900 change improvement ideas at STEGH! Clearly a team effort.

In this Annual Report, you will also find a summary of the results of STEGH's 2018/19 Quality Improvement Plan. Our initiatives were focused on improving the following activities: transitions of patient care between health care agencies; communications with patients at the point of care; and, safety in the workplace. Overall, we are pleased with our progress in advancing our quality and safety agenda.

In 2018/19, STEGH continued to seek ways to improve local access to care. In this Annual Report, you will find a few stories highlighting enhancements to our patient services such as: the introduction of a new therapy for patients suffering from mental illness; an expanded and renovated Mammography suite; and, the opening of a "Care by Parent" residence. The latter two initiatives were made possible with the tremendous support of the STEGH Foundation and the donor community.

This is an exceedingly challenging time in the health care sector. Like all hospitals in the province, STEGH is legally required to maintain a balanced budget. At the same time, costs are going up, funding from the government has not kept pace, and quality cannot be compromised. Delivering on our plan to balance our operating budget is another key achievement in 2018/19. Our financial summary is also included in this Annual Report.

Finally, we are excited about the future. 2018/19 marked a year of extensive planning for our future. In June, 2018 the Board of Directors launched a Strategic Planning exercise, referred to as Imagine 2023: Creating a Healthier Tomorrow. Through extensive internal and external consultations, we have developed a new road map for STEGH's future — which will be shared publicly in June 2019. We are confident that our new plan will guide the organization for continued success in the years to come.

Cathy Crane
Chair of the Board of Governors

Robert Biron
President and CEO





BY THE NUMBERS - 2018/19 AT A GLANCE

Urgent/Emergent and Pre-Operative/Pre-Admission Care



Emergency Department 56,106 Patient visits



Pre-Operative / Pre-Admission 2,644 Visits

Post-Acute Care



Complex Continuing Care 10,853 Inpatient days



Rehabilitation 3,817 Inpatient days

Clinical Support Services



Diagnostic Imaging >74,000 Exams



Laboratory >1,300,000 Tests >368,000 Pathology specimen tests

Acute Inpatient Care



ICU 1,843 ICU 1,209 Telemetry Inpatient days



Maternal Child Care

1,155 Obstetrics Inpatient days

939 Newborn Inpatient days

950 Special Care Nursery Inpatient days



Operating Room / Post Anesthetic Recovery Room 1,842 Inpatient surgery cases



Surgery 3,557 Inpatient days



Medicine 20,490 Inpatient days



Paediatrics
617 Inpatient days



Mental Health 4,757 Inpatient days

Ambulatory / Outpatient Care



Ambulatory / Outpatient Clinics >54,000 Visits



Operating Room / Post Anesthetic Recovery Room 7,205 Day surgery cases

Regional Partner Programs

- Ontario Breast Screening Program (OBSP) [partner is Cancer Care Ontario]
- Satellite Systemic Chemotherapy [partner is London Regional Cancer Program (LRCP)]
- Integrated Stroke Care
- Behavioural Support Ontario (BSO)

A BOOST TO BREAST CANCER SCREENING IN ELGIN COUNTY

In early April, STEGH celebrated the grand opening of it's renovated mammography suite. Thanks to the generosity of donors in St. Thomas and Elgin County, STEGH and the STEGH Foundation have made another important transformation in patient care - the addition of a second mammography unit.

"The impact of STEGH's mammography program has been instrumental in the early detection of breast cancer. Imaging technology has improved substantially over the years, giving women more confidence, faster results and the care they need to overcome a positive diagnosis," explains Yolanda Mundt, Manager of Diagnostic Imaging. "With the acquisition of a second mammography unit, STEGH will be able to accommodate an increase in patient visits for many years."



The diagnosis changed my life forever. This new suite, now one all-inclusive environment, will allow women and men to experience their emotions in the privacy of a non-institutionalized environment.

Sharon Keenan, Patient



With anticipated growth in patient volumes for this life-saving screening, the second mammography unit has a new tool, contrast mammography, which allows clinicians to accurately diagnose the extent of the cancer and ensure that dense tissue is not hiding a tumour.

Approximately one in eight Canadian women will be diagnosed with breast cancer in her lifetime. With the improvements in screening, and advances in Diagnostic Imaging, especially Mammography, mortality rates have been reduced by 42 per cent since 1986.

STEGH is an accredited Mammography Centre with the Canadian Association of Radiologists, and an official Ontario Breast Screening Program (OBSP) of Cancer Care Ontario. The goal of the OBSP program is to find breast cancers when they are small, less likely to have spread and more likely to be treated successfully.

Given the demand for screening services in Elgin County, it is imperative that STEGH acquires the equipment and tools to respond to the health care needs of patients, this includes the purchase of the second mammography unit.

Left: Sharon Keenan, Breast Cancer Survivor poses with Yolanda Mundt, Manager of Diagnostic Imaging at STEGH in front of the new mammography unit.

NEW MENTAL HEALTH TREATMENT OPTION AT STEGH

For individuals suffering from severe depression and other severe mental health problems, STEGH is now offering Electroconvulsive Therapy (ECT) as a treatment option in the community. What used to involve multiple trips to London is now much easier and accessible.

ECT is a procedure done under general anesthesia where small electric currents are passed through the skull to trigger a brief seizure. Because of the anesthetic and muscle relaxant, the patient remains relaxed and unaware of the seizure. ECT changes the chemistry in the brain and, in many cases, can quickly reverse symptoms of mental health conditions, such as severe depression.

ECT has come a long way since the early treatments in which high doses of electricity were administered without anesthesia. "ECT is a very safe option for certain mental health conditions, especially when medication isn't tolerated or other treatments haven't been successful," says Dr. Giuseppe Guaiana, Department Chief of Psychiatry at STEGH. "The electric currents are delivered in a controlled setting, which allows for the greatest benefit and the fewest risks."

Typically, a total of six to 12 treatments are required, depending on the severity of symptoms. The procedure itself takes five to 10 minutes, with added time for preparation and recovery. ECT can be done while hospitalized or as an outpatient procedure.

It is estimated that offering the treatment at STEGH will reduce wait times for residents of St. Thomas and Elgin County from two weeks to four days. The reduction in travel time will save patients (on average) 36 hours over the course of their treatment plan.

INVESTING IN OUR TINIEST PATIENTS AND THEIR FAMILIES

What is old is new again. A recent investment in the Women and Children's unit at STEGH has enabled the renovation of an existing space to create a comfortable and private "Care by Parent" residence, so parents can stay close to their little ones.

STEGH delivers between 650-700 babies every year, and has provided neonatal care since the 1960s. STEGH's Women & Children's Unit offers a Special Care Nursery equipped to provide intensive care support for babies 34 weeks and up. These babies require an extended length of stay for medical reasons, and/or to grow and develop until discharged to the care of their parents/guardian.

The newly renovated space, called the "Care by Parent" residence is a modern and inviting space that supports mothers to participate in the care of their newborn.

The project was made possible by the generosity of GCW Custom Kitchens & Cabinetry Inc. and Hayhoe Homes, as well as numerous community donors.





Our feelings of joy quickly changed to worry and concern when we learned that [our newborn son] had been born with pneumonia. We spent the first two weeks of his life in the hospital.

We were so impressed with the Care by Parent space, and feel very blessed to have had the opportunity to use it.

It is a wonderful addition to our hospital.

Brett and Riley Thorner

A CONTINUOUS JOURNEY OF QUALITY IMPROVEMENT

All health care organizations in Ontario are required to develop an annual Quality Improvement Plan (QIP) under the "Excellent Care for All Act" (2010). The QIP documents quality commitments made to patients, families, staff and the community, and helps to improve quality through focused targets and actions.

STEGH's 2018/19 QIP highlighted nine areas of focus. Each focus has a corresponding target that the improvement team plans to achieve. One area of focus where STEGH has experienced remarkable success involves empowering employees to utilize Lean methodology and process improvement in an effort to improve care throughout the hospital. Close to 1,900 improvement initiatives were identified and solved by employees in 2018/19.

Another highlight involved the implementation of evidence-based patient rounding at STEGH. Patient Rounding is purposeful communication by a member of the health care team with each patient and/or their family. It keeps patients and their family informed about and involved in their care, regularly evaluates the quality of care delivered, and creates trust and reduces patient and family anxiety by providing clear expectations for each interaction.

While ensuring that high levels of safety, quality, and satisfaction of patients is imperative, STEGH also implemented internal customer rounding throughout the hospital to ensure that support and ancillary services are providing equally high levels of service. Rounding by ancillary and support service department leaders is a tool that allows the lines of communication to remain open and clear and barriers to be removed so that caregivers are not being taken away from patient care to focus on non-patient care activities.

STEGH monitors all six of the provincial emergency department metrics as part of the QIP. In 2018/19, STEGH achieved three of the six metrics and continues to be a leader in the province with respect to emergency department wait times. The hospital monitors these metrics weekly.

STEGH's Quality Improvement Plans are accessible online: www.stegh.on.ca/public-reporting-and-performance

FINANCIAL STATEMENTS

as at	March 31,	March 31,
	2019 (000's)	2018 (000's)
SSETS		
Current Assets	9,195	11,322
Restricted Assets	2	10
Capital Assets	135,202	135,550
	144,399	146,882
ABILITIES, DEFERRED CONTRIBUTIONS AND NET ASSETS		
Current Liabilities	14,277	14,692
Long-term liabilities and deferred contributions	118,335	119,548
Unrestricted Net Assets	11,785	12,632
Restricted Net Assets	2	10
·otal	144,399	146,882

SUMMARY STATEMENT OF OPERATIONS

'ear ended	March 31, 2019 (000's)	March 31, 2018 (000's)
REVENUES		
Ministry of Health and Long-Term Care and South West Local Health Integration Network	81,447	78,623
Other	22,040	20,154
	103,487	98,777
EXPENSES		
Salaries and benefits	60,429	56,184
Other	42,486	40,278
	102,915	96,462
xcess of revenues over expenses from operations	572	2,315
Other revenue (expenses)	_ 1,426	- 972
Excess of revenues over expenses	- 854	1,343

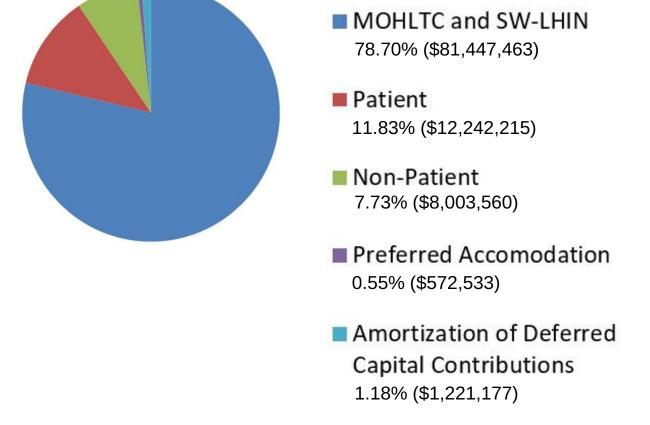
SUMMARY STATEMENT OF CASH FLOWS

Year ended	March 31	. N	1arch 31,
	2019 (000		18 (000's)
CASH PROVIDED BY (USED IN):			
Operating Activities		18	4,817
Financing Activities	4,1	71	76,414
Investing Activities	<u>- 7,4</u>	20 -	77,359
Net decrease in cash	_ 3,2	31	3,872
Cash, beginning of year	\$ 5,3	52 \$	1,490
Cash, end of year	\$ 2,1	31 \$	5,362

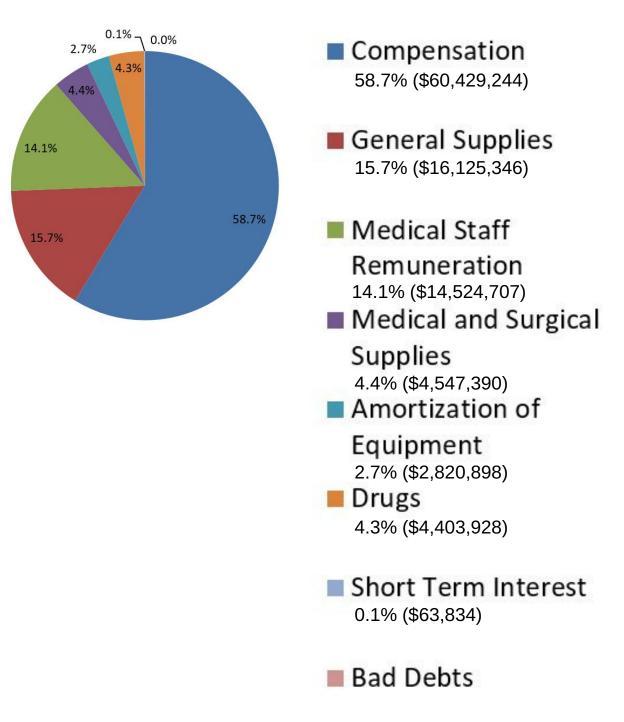
BASIS OF PRESENTATION

Source: 2018/19 Audited Financial Statements

Total Revenue by Type



STEGH Operating Expenses



Our Mission

Caring. Healing. Connecting.

Our Shared Vision

Together, creating health care excellence for our community.

Our Values

Compassion

We are empathetic, offering comfort and care to those in need.

Innovation

We create and adopt better ways to deliver health care.

Accountability

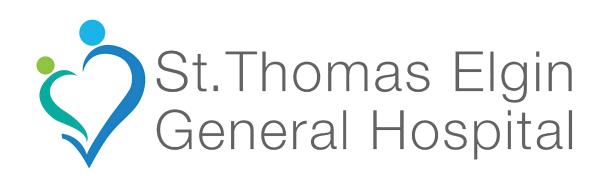
We are honest, reliable and responsible for our decisions and actions.

Respect

We are inclusive, understanding and considerate.

Collaboration

We work together to provide excellent patient care.



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