

ANNUAL REPORT

2012/13



St. Thomas Elgin
General Hospital



Delivering an Excellent Patient Care Experience

Serving our Patients with Quality and Excellence



Paul Collins
STEGH President and CEO

“I would like to thank our many volunteers who are so vital to the day-to-day activities of the hospital”

STEGH Board of Governors

2012-2013

Paul Bode (*Chair*)

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Dr. Anthony Cervinka

Delivering an excellent patient care experience, every time. That is our STEGH vision, our STEGH promise and one that our staff, physicians and volunteers seek to meet every day. In 2012 they were acknowledged for their dedication to this promise in a very public way. Accreditation Canada, the national agency that reviews hospitals across Canada against established best practice standards, awarded STEGH its highest level of achievement “Exemplary” status. This status places STEGH among the most accomplished hospitals in the country.

In November, at the annual Ontario Hospital Association (OHA), STEGH was awarded the Ontario Quality Healthcare Workplace award at the highest ‘platinum’ level for the third straight year! We were among a small group of only six hospitals to achieve this distinction.

STEGH was also ranked number one for emergency wait times among Ontario hospitals. This was one result of our ‘transforming care’ initiative. Through this ‘lean’ approach our teams study their care processes and reduce unnecessary steps, especially those that patients would see as not adding value to their care. This work was so successful that our Local Health Integration Network (LHIN) has provided funds to STEGH to support a knowledge transfer program to assist four other hospitals in the LHIN in their journey to achieve similar results.

Among other important achievements in 2012/13 were:

- Revisions to our Board of Governors measurement ‘scorecard’. It follows seven key measures that are critical to continuous improvement at our hospital
- Successful achievement of our 2012/13 Quality Improvement Plan (QIP) targets which are developed annually by our Board’s Quality Committee
- Completion of our new Ambulatory Centre which revitalized and re-purposed the previously vacant first floor of the CCC wing
- Launch of renovations on our first floor to temporarily accommodate our new Mental Health Care services in the fall of 2013

I would like to thank our many volunteers who are so vital to the day-to-day activities of the hospital, as well as those volunteers who sit on our Hospital and Foundation Boards and those who participate on our Hospital Auxiliary. Finally, thanks to our staff and physicians who through their boundless compassion and dedication continually strive to serve our patients and their loved ones with quality and excellence.

Dedicated to Continuous Improvement



Paul Bode
Chair, STEGH Board of Governors

Since assuming the role of Chair of the STEGH Board of Governors last June, I have become even more aware of the leadership responsibility and accountability for effective governance in Ontario hospitals. I am very grateful for the quality of volunteers who serve as members of our STEGH Board. These individuals are willing to step up and participate in difficult decisions in a health care world that is complex, very public and continues on a steep learning curve.

Today, hospitals in Ontario are under more pressure than ever to continuously adapt to the changing expectations of patients, funders, professionals, employees and the communities we serve. Our STEGH Board is dedicated to implementing and meeting the high standards for good governance (that are now well documented) to enable the delivery of an excellent patient care experience, every time, with minimal waste of resources and maximum quality and safety built in. That is why our Board supports the continuous improvement work of STEGH to

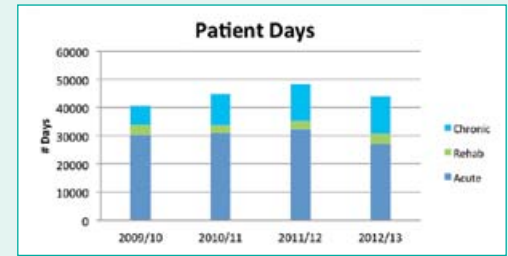
‘transform care’. STEGH began this ‘lean’ journey in September 2011, to look at the process of care through the patient’s eyes, and make changes that create more value for the patient and their loved ones.

We were very proud that one result of this work made STEGH the #1 hospital in Ontario in 2012/13 for reduced emergency wait times, a result that also yielded performance-based incentive funds from the Ministry. This STEGH accomplishment was featured on the CBC national television program “The Fifth Estate”.

The ‘transforming care’ work also helped save our building renewal plans in 2012/13, after the government revoked their original approval and requested a “re-scope”. Using lean principles learned by our team and with expert assistance, they developed a “re-scoped” plan that is even better than the original which was submitted back in 2009. Our re-scoped plan received Ministry approval in August 2012, and we are on the path for tendering the project in the fall of 2014.

Our Hospital Board of Governors is pleased with the many accomplishments STEGH staff, physicians and volunteers have achieved in the past year on our journey to deliver an excellent patient care experience. We are equally excited about the year ahead which, while promising to be every bit as challenging, will see further strengthening and growth of our Hospital within our regional system of care.

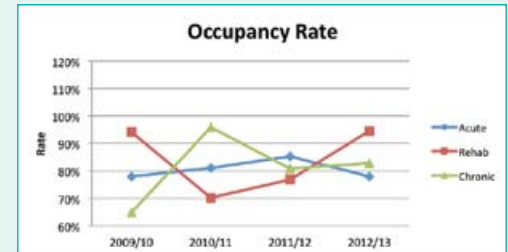
Patient Care Statistics



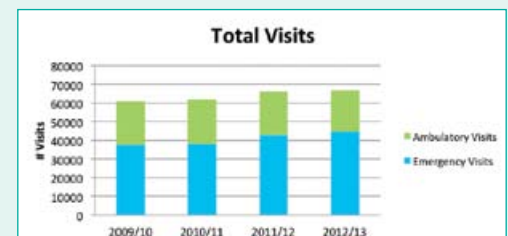
Source: Census Days ADT Stats



Source: Cactus : Length of Stay Analysis

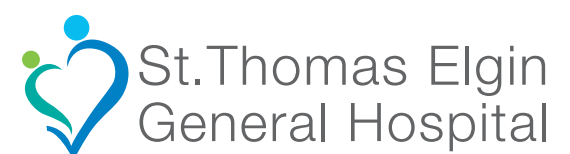


Source: ADT (Med/Srg/ICU)



For a complete picture of STEGH's performance measures, including hospital scorecards and performance indicators, visit our website at:

www.stegh.on.ca



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For a complete set of the audited financial statements or for more information please contact Public Relations at 519-631-2030 ext.2191, or email publicrelations@stegh.on.ca.

Achieving a Balanced Budget



Malcolm Hopkins
STEGH CFO

Once again STEGH met its objectives of having a balanced budget from hospital operations, meeting also the various goals needed to qualify for further working capital funding from the Ministry of Health and Long Term Care. This is now the seventh year in a row that the hospital has achieved a balanced budget – despite all the pressures of static base funding and increased demand for the hospital's services.

As a result of this, the hospital qualified for, and has included in its statement of operations, \$7,380,000 of additional funding directed towards improving its working capital. Consequently, the hospital's negative working capital has moved from a high of \$30.7 million in 2011 to \$12.8 million at March 31, 2013 – an improvement of nearly \$18 million! The

only long term debt that the hospital has is primarily related to the major renovations currently underway and the HUGO project. The latter is a complex regional clinical transformation project involving nine hospitals, including London Health Sciences Centre and St Joseph's Health Care, aimed at significantly improving patient safety through innovation and technology.

The Ministry is gradually changing the way hospitals are funded, forcing hospitals to reinvent themselves, since in many cases these changes (Health System Funding Reform) mean reduced or at best static revenues. It was in anticipation of the health care funding challenge facing the Province that the hospital embarked on its transformation project as a key strategy to enable it to not only survive reform, but also to thrive. Much of the credit for the continuing sound financial performance of the hospital goes to the transformation project which seeks to eliminate waste (i.e. redundant processes) and to remove silos and other barriers which impede the effective flow of patients through the hospital – whether as inpatients or as outpatients. As a result of these process improvements, the Emergency Department (the main gateway to the hospital for most patients) has been able to see more patients and decrease the time that it takes for an admitted patient to be placed in a hospital bed. In addition, the hospital has been able to reduce the average length of stay of all patients by a day or more while at the same time maintaining the appropriate quality of patient care. There has also been an increase in the number of surgeries performed. These are achievements of which we are proud. From a financial perspective they have also enabled us to not only to do more with less, but also to reap incentive monies from the LHIN as we meet and exceed the targets that have been set.

Finally, I would like to take this opportunity to thank all our staff, particularly the finance and informatics staff, who have worked so hard to support the operations of the hospital, and also our many donors who through the Foundation, have contributed over \$500,000 towards much needed equipment. Without your support and commitment we would never be able to achieve these results.

Statement of Operations

For the Twelve Months Ending March 31, 2013 (\$'000)

	2012/13	2011/12
REVENUE		
MOHLTC Base Allocation	60,020	61,248
MOHLTC Working Capital Funding	7,391	7,391
One Time Payments	7,247	3,596
Subtotal MOHLTC	74,658	72,235
Patient Revenue from Other Payors	9,379	9,022
Recoveries and Miscellaneous Revenue	5,483	5,688
Differential & Co-Payment Revenue	1,004	1,310
Amortization of Grants and Donations for Equipment	1,000	1,024
Total Revenue	91,524	89,279
EXPENSES		
Compensation	49,092	48,076
General Supplies	14,101	12,564
Medical Staff Remuneration	11,802	10,994
Medical and Surgical Supplies	3,949	3,826
Amortization of Equipment	2,012	2,411
Drugs	2,154	2,189
Short Term Interest	167	242
Bad Debts	116	88
Total Operating Expenses	83,393	80,390
Surplus (from Hospital Operations)	8,131	8,889
Other Expenses	1,564	1,314
Surplus of Revenue over expenses	6,567	7,575

STE GH Operating Expenses

- Compensation
- General Supplies
- Medical Staff Remuneration
- Medical and Surgical Supplies
- Drugs
- Amortization of Equipment
- Short Term Interest
- Bad Debts

