

2013/14

Annual Report

Delivering an Excellent Patient Care Experience



Paul Collins
STE GH President and CEO

Sustainable Results

The past year has been a busy and exciting time for STEGH and for our community. A few highlights:

Our clinical services expanded in January with the addition of our new Mental Health program. Our community now has 15 dedicated mental health beds, a vibrant outpatient program and a team of very dedicated and professional staff and physicians.

Front-line user group teams from Emergency, Surgical Suite, Mental Health and Sterile Processing worked throughout the fall and spring to develop the detailed plans and design for our “Great Expansion” rebuilding project. The teams are determined to ensure that the designs are not only efficient for their work processes, but evidence-based and supportive of an excellent patient care experience as well.

Our patient experience strategy was launched with the formation of our Patient Experience Council whose members were selected from our community and from our front line staff, leaders and physicians. This council will be very busy participating in planning, policy setting and virtually all aspects of the patient experience.

We took the next big step on the road to the electronic patient record, affectionately called “HUGO”. As part of a consortium of eight regional hospitals, STEGH Nurses, doctors and other providers are now entering treatment orders and other information directly onto computers rather than on paper.

We were very pleased to appoint Tonya Sheldon to role of STEGH Chief Financial Officer last year. You will see in Tonya’s report that we have once again been able to end the year in the black!

Finally, our transforming care journey, initiated in 2011 and based on lean principles and the Toyota Production System model adapted to hospital care, continued to drive engagement of teams across STEGH in sustainable improvement. Our recruitment for an executive leader with deep clinical and lean experience to help us on this journey was successful in the appointment of new Vice President, Mary Stewart.

“Thanks to all of the wonderful people here at STEGH who put their energy and hearts into delivering an excellent patient care experience. I am proud to count myself among them!”

Report from the Chair

It has truly been a privilege to serve as Chair of the Board of Governors for the St. Thomas Elgin General Hospital for the past two years.

There were numerous achievements and many good things that happened during that time and it was exciting and rewarding to be associated with such a great organization. Having the shortest Emergency Department wait times out of 74 Ontario hospitals is amazing. The efforts, teamwork and communication of our front-line staff and doctors, managers and senior leaders made this happen. Those best practices are being implemented right across the hospital. The “lean” journey and transforming care is being embraced by all. A third and fourth consecutive Platinum OHA Quality Health Care Workplace Award was earned. The agreement was finally signed with the Ministry of Health and Long-Term Care to redevelop and build our new Emergency Department, Surgical Suites, Mental Health Facilities and Sterile Processing Department.



Paul Bode
Chair, STEGH Board of Governors

So many people have worked on this over the years to make this happen. The Hospital Foundation has embarked on its largest fundraising endeavour in our history. Moving and improving Ambulatory Care, building a temporary Mental Health Department and razing the old Snell building were early signs of our redevelopment. It’s been one outstanding achievement after another for the team at STEGH.

“It’s been one outstanding achievement after another for the team at STEGH.”

Our Board follows a policy governance model which essentially means we are in an oversight role and not involved in the day-to-day intricacies at our hospital. This model works well because we have some of the most talented executives, doctors, nurses, managers, clinical staff, support staff and volunteers who make this an incredible community hospital with balanced books. While on the board and as chair, I have had the opportunity to work with some of the brightest minds and hardest working people I could ever meet. I look forward to continuing as a governor for one more term. I can’t tell you what a thrill it’s been in the last two years to tell people in our community and outside of the community that I was Chair of the St. Thomas Elgin General Hospital. The community and health care industry know who we are!

Chief of Staff Report

Over the past year, STEGH has experienced the addition of new departments, the enhancement of many clinical processes and has started the detailed design phase for a substantial addition to the existing hospital.

In September, we welcomed Dr. Waleed Chehadi to STEGH as our new ICU lead to further develop our Intensivist Program. This development will continue into the coming year as we move to a more comprehensive model of intensive care and internal medicine support.

Over the past year, STEGH also successfully added a comprehensive Mental Health program to our organization. This program includes 15 inpatient beds as well as outpatient services. To support this program we have established a new Department of Psychiatry led by Dr. Giuseppe Guaiana.

Our vision of “an excellent patient care experience every time” was enhanced this year with the launch of our Patient Experience Council, which includes Dr. Nicole Campbell, as our physician representative. This Council is a partnership of community members and hospital personnel which serves in an advisory capacity on matters influencing the experience of patients and families.

The addition of a CPOE (computerized provider order entry) system occurred in January and brings STEGH one significant step closer to a fully electronic medical record.

Participation in the education of medical learners is an important role for STEGH and in the past year, 129 medical trainees did a portion of their training here under the supervision of our professional staff. In addition, we hosted 14 first-year Medical Students from Western University for Discovery Week last year and will host again this June.

The hospital redevelopment project that will result in state-of-the-art Surgical Suites, emergency room, inpatient and outpatient mental healthcare space and a new sterile processing department has actively engaged many physicians who have been working closely with the architects to design these new spaces.

We will continue to collaborate with our community, our patients and their families, and our regional partners to advance our commitment to an excellent patient care experience every time.



Dr. Nancy Whitmore
STE GH Chief of Staff

Financially Strong Through Major Change

For the eighth year in a row, the hospital has achieved a balanced budget from hospital operations despite all of the major changes happening in the healthcare field.



Tonya Sheldon
STEGH CFO

This is the second year of the three year Health System Funding Reform (HSFR) lead by the Ministry of Health and Long-Term Care. This reform has hospitals moving away from ‘global’ funding (a single envelope of funding) to funding tied directly to patient volumes and procedures.

In 2011-12 the hospital was funded 100% by global funding. In 2013-14 global funding has reduced to 45%, while the remaining 55% is comprised of patient specific and procedure funding. Our ongoing lean transformation was launched in 2011 to design care and service around the patient experience, and to enable STEGH to meet this anticipated increased funding pressure by reducing waste that does not contribute to safe, quality-driven patient care. From a financial perspective, this change in thinking and working at STEGH has helped us to do more with less, but also to receive additional ‘incentive’ funding as we exceed the targets set by the Southwest LHIN.

The hospital also qualified for its third and final annual installment of working capital funding from the Ministry of Health and Long-Term Care. Over the last three years, the hospital has received over \$22 million dollars in special funding to address its long-standing working capital deficit problem. Through these funds, combined with the hospital’s own investment, STEGH negative working capital has decreased from a high of \$30.7 million in 2011 to \$5.8 million in 2014, that is a staggering improvement of nearly \$25 million!

I would like to take this opportunity to thank all of the staff, volunteers and auxilians who contribute every day to support the operations of the hospital. Also our many donors, who through the Foundation have contributed over \$555,000 towards patient care equipment. Without your support we would not be able to achieve these results.

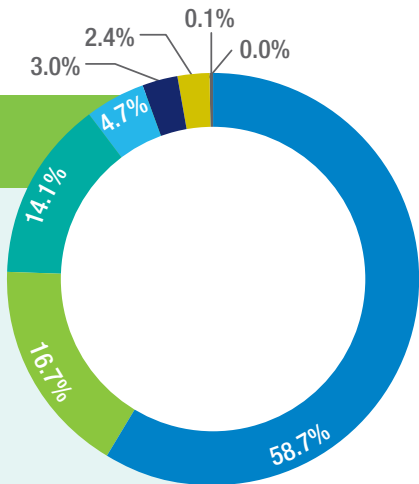
Statement of Operations

For the Twelve Months Ending March 31, 2014 (\$'000)

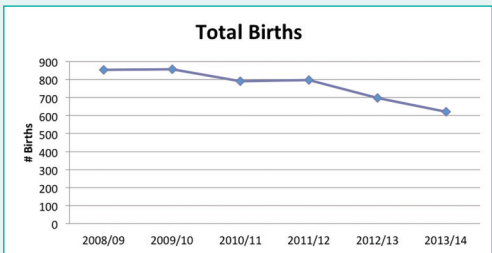
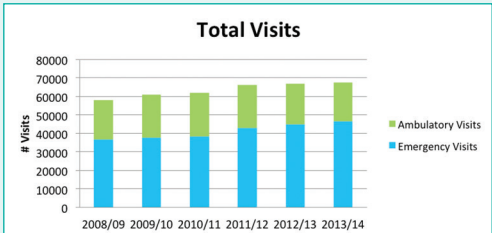
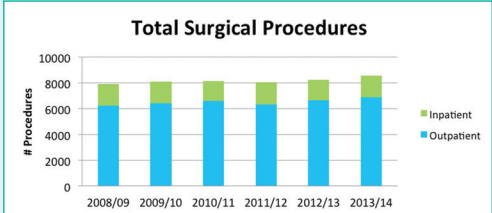
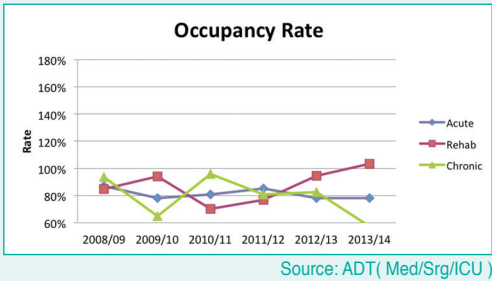
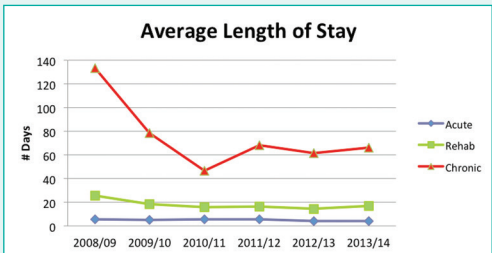
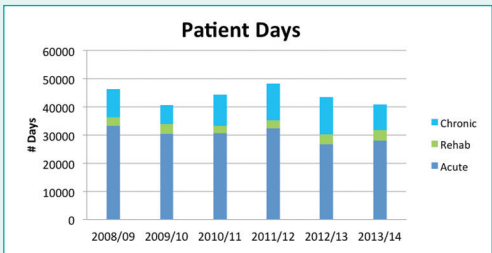
	2013/14	2012/13	
REVENUE	LHIN Funding	68,429	67,267
	Patient Revenue from Other Payors	10,232	9,379
	Recoveries and Miscellaneous Revenue	6,097	5,483
	Differential & Co-Payment Revenue	876	1,004
	Amortization of Grants and Donations for Equipment	949	1,000
Total Revenue		86,583	84,133
EXPENSES	Compensation	50,473	49,092
	General Supplies	14,403	14,101
	Medical Staff Remuneration	12,162	11,802
	Medical and Surgical Supplies	4,083	3,949
	Amortization of Equipment	2,104	2,012
	Drugs	2,612	2,154
	Short Term Interest	123	167
	Bad Debts	38	116
Total Operating Expenses		85,998	83,393
Surplus (from Hospital Operations)		585	740
Other Expenses		1,496	1,564
Other Revenue – Working Capital Funding		7,391	7,391
Surplus of Revenue over expenses		6,480	6,567

STEGH Operating Expenses

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



Patient Care Statistics



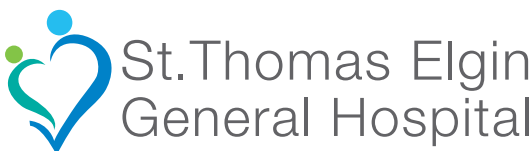
For a complete picture of STEGH’s performance measures, including hospital scorecards and performance indicators, visit our website at:

www.stegh.on.ca



STEGH Board of Governors 2013-2014

- | | | |
|-----------------------------|--------------------|----------------------|
| Paul Bode (Chair) | Carol Groves | Dave Warden |
| Melanie Taylor (Vice Chair) | Kimberlee Haines | Karen Davies |
| Paul Collins (Secretary) | Jean Fotheringhame | Dr. Nancy Whitmore |
| Bruce Babcock | Rick Robertson | Dr. Geoff Mills |
| Deborah-Anne Hennessey | Susan O’Brien | Dr. Anthony Cervinka |
| Wilf Riecker | Tom Marks | |



189 Elm Street, St. Thomas, Ontario Canada N5R 5C4
Tel: 519-631-2020 Fax: 519-631-1825
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.