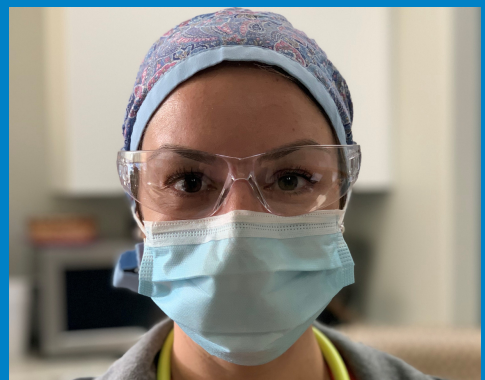
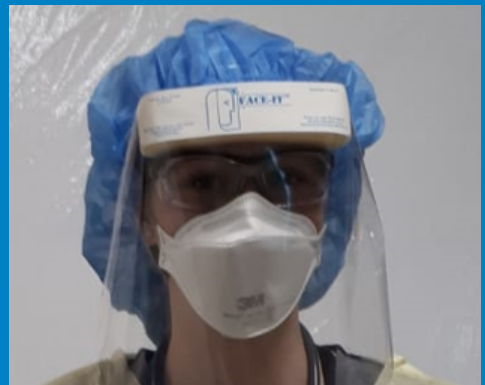


ANNUAL REPORT 2020-21

Courage and Beyond.



REPORT OF THE BOARD CHAIR AND CEO

Courage and Beyond – that's the theme of this Annual Report as it succinctly describes the essence of the past year for the team here at St. Thomas Elgin General Hospital (STEGH). We have come together for our patients in extraordinary ways to prepare and respond to the coronavirus pandemic. This pandemic precipitated a set of events unprecedented in our lifetime. So much has changed in so little time.

Our preparation and response has touched all aspects of hospital operations. Teams from across our hospital met around the clock, seven days a week, to prepare and redesign patient services and programs with the singular objective to keep everyone safe. The pandemic has been a stress test of our hospital's systems, practices, values and people. In short, STEGH's team has risen to the challenge in every respect.

Our hospital has played an important role at the local, regional and provincial levels in responding to the pandemic. STEGH has cared for a steady stream of COVID-positive patients in our Medical and Intensive Care Units and Emergency Department. STEGH opened the COVID-19 Assessment Centre in the hospital facility; we cared for patients from the Greater Toronto Area (GTA) and the province of Manitoba; we opened a staff vaccination centre; and, throughout the entire time, we maintained a safe hospital for our patients and staff.

While the pandemic was our focal point throughout the year, we did manage to go beyond to accomplish a number of other strategic priorities. We received Ministry of Health approval and funding for the Laboratory Relocation project that will modernize this key service and move it to the new North Building. As well, working with our Patient Partners, we co-designed and launched a new website for the Hospital. And, we continued to advocate for Ministry of Health approval and funding for MRI services, which is greatly needed to improve access to this vital service for our community.

Looking to the broader health care system, in 2019 the Ontario Ministry of Health introduced the Ontario Health Team (OHT) model to integrate health care providers to work as one coordinated team. Here in Elgin, approximately 25 health service providers came together to submit the full application to the Ministry to establish an OHT, and we are optimistic that an approval to proceed is forthcoming in the near future.

As we look forward into the new year, we are optimistic of a bright future. Vaccination programs are well underway, hospitals are re-opening their surgical programs, and the economy will gradually reopen. STEGH will remain vigilant and ready to serve to the highest standards of care. We extend our deepest gratitude to the entire STEGH team for their dedication and commitment to serving our patients with courage, resilience and compassion during this challenging time.



Peter van der Westen
Board Chair



Robert Biron
President and CEO



BY THE NUMBERS - 2020/21 AT A GLANCE

Urgent/Emergent



Emergency Department

42,415 Patient visits

Post-Acute Care



Complex Continuing Care

9,275 Inpatient days



Rehabilitation

3,492 Inpatient days

Clinical Support Services



Diagnostic Imaging

60,840 Exams



Laboratory

1,410,429 Tests

364,274 Pathology specimen tests

Acute Inpatient Care



ICU

1,964 ICU Inpatient days

1,022 Telemetry Inpatient days



Maternal Child Care

1,068 Obstetrics Inpatient days

840 Newborn Inpatient days

645 Special Care Nursery Inpatient days



Surgery

2,734 Inpatient days



Medicine

20,004 Inpatient days



Paediatrics

270 Inpatient days



Mental Health

3,623 Inpatient days

Ambulatory/Community Services



Ambulatory/Community Services

>41,340 Visits

(Includes: Mental Health Outpatients, Secondary Stroke Prevention Clinic, Women & Children's Outpatients, Ambulatory, Diabetes, Chemotherapy Outpatients)

Community Services:

- Ontario Breast Screening Program (OBSP)
- Respiratory Home Services and CPAP Clinic
- Behavioural Support Ontario (BSO)

Surgical Services



Operating Room

5,981 Day Surgery Cases

1,811 Inpatient Surgery Cases



Pre-Operative/Pre-Admission

1,326 Visits

COURAGE IN THE FACE OF FEAR



Ross Lunn began feeling unwell in March 2020. His family's worst fears came true when he was diagnosed with COVID-19 and admitted to hospital. Ross's health continued to decline rapidly and doctors feared he might not recover. Ross was placed on a ventilator to help him breathe.

Tightened restrictions on hospital visitors meant Ross' family had to rely on technology to communicate - sharing messages and playing music to stay connected. Staff in the Intensive Care Unit (ICU) kept in touch with his family multiple times each day to provide updates and answer questions.

"It was a rollercoaster and there were times when things seemed so bleak. We quickly learned that patients critically ill with COVID-19 didn't behave like a typical ventilated ICU patient and because it was new to everyone, we really didn't know what the course of the disease was going to be like," explains Dr. Phil Andros, Intensivist, Chief of Medicine and ICU Director.

After 71 days in hospital, 50 of those days in the ICU and 41 on a ventilator, Ross was discharged home. "It was a huge success story for our hospital, for the fight against the virus itself, and most of all for Ross," said Andros. "In the face of weeks of frustration, anxiety and fear, Ross' success was finally something good that came out of this pandemic. It gave us hope."

Ross' care team remembers the moment that June, his wife of 49 years, embraced her husband as he left the hospital. "It really put things into perspective," said Andros.

Fast forward one year later. Ross and his family came back to visit and say thank you to the ICU and Respiratory teams. Ross told the team that he "feels like he has a new lease on life." If everything goes according to plan, Ross, a farmer for 38 years, plans to go back to Alberta this year to help with the fall harvest – an annual event that he missed out on last year.

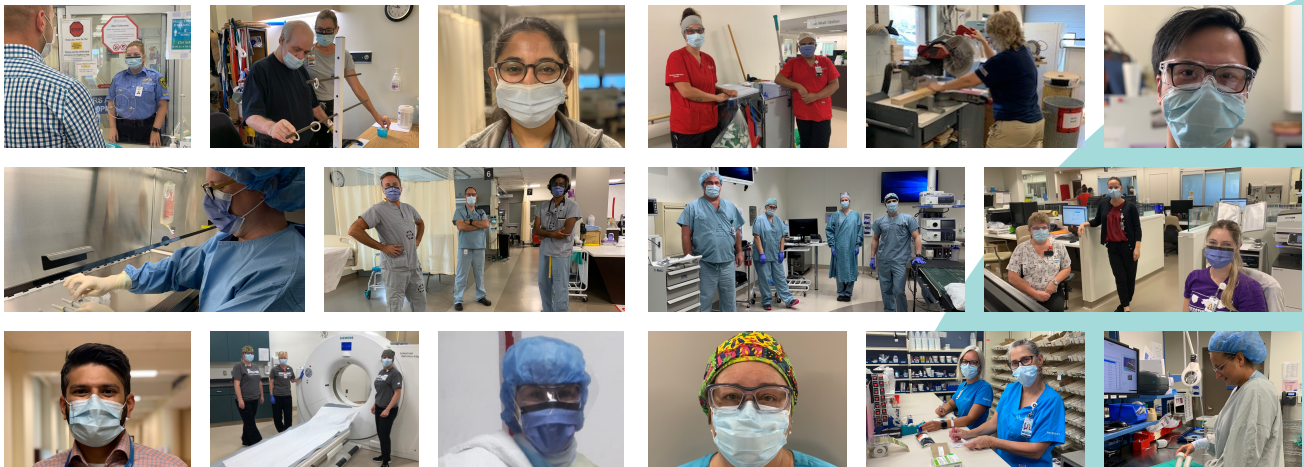
Unfortunately, Ross is one of many COVID patients cared for by the critical care teams at STEGH over the past 15 months. Not everyone celebrated a joyous homecoming like Ross, but all touched the lives of our frontline health care heroes, who show unwavering courage and compassion through their actions.

"Bravery is not the absence of fear, but the action in the face of fear."

- Mark Messier

HEROES AMONG US

As a hospital, our mission is to treat patients when they're most vulnerable and compromised. The compassion and dignity exhibited by our front-line staff is at the heart of what they do. With the pandemic, it's added another layer of emotional stress to our front-line staff, who place themselves, and potentially their families, in harm's way. They are truly heroes.



05 | Courage and Beyond

CHELSEA'S STORY

During an unpredictable year filled with restrictions and lockdowns, one thing that even COVID-19 could not overshadow (or postpone) was the birth of a new life. While giving birth during a pandemic might seem scary, especially for a first-time mother, for Chelsea, her experience in the Women & Children's Unit at STEGH could not have been more positive.

Two days overdue, on November 13, already five hours into her early stages of labour, Chelsea was admitted to STEGH. Right away, Chelsea and her husband were settled into a private room. The room was spacious with its own bathroom and shower, but for Chelsea, the best part about the room would later come to be its large window. Designed for home-like comfort, the room helped the couple settle in and they were at ease knowing that they would stay in the same room for the entire duration of their time in the unit. They went into the room as a family of two, but they would leave it as a family of three.



Eager to meet her new baby, Chelsea had made sure to be well prepared for her labour and delivery and was excited to give birth. Even though this preparation helped her feel confident, Chelsea was in a lot of pain, and as a first-time mother, she did not know how much more pain to expect. However, despite the pain, Chelsea remained firm on her decision to have no medical intervention—not even an intravenous line for fluids. The Women & Children's team helping Chelsea were more than supportive of her wishes. "I never felt like other people were making my decisions for me," Chelsea recounts, "and that was really important to me."

While Chelsea's labour and delivery lasted for nearly the whole duration of the nursing staffs' shift, the team in Women & Children's remained by her side the entire time with unwavering positivity, compassion, and stamina. "I never felt like just another mother giving birth," says Chelsea.

The team worked hard to make sure Chelsea's husband also felt supported throughout the process, and at 6:41 in the morning of November 14, they let him make a very special announcement. In a room bursting with anticipation, Chelsea's husband announced the birth of a beautiful baby GIRL. Thanks to the large window in their room, baby Raija watched her very first sunrise from Chelsea's arms.

The Women & Children's team continued to care for Chelsea and her family after the delivery, answering questions and providing support in ways that empowered Chelsea as a new mother. "She was gentle and knowledgeable, and I never felt like she was trying to tell me about my own baby," says Chelsea about her after-birth care nurse. "I couldn't have asked for more compassionate care from start to finish."

When asked how COVID-19 impacted her experience delivering at STEGH, Chelsea's response is a testament to the care and comfort provided by the Women & Children's Unit: it didn't. Chelsea's story is proof that despite the pandemic and a year of disruptions and uncertainties, some things do not change. One of these things, is the family-centred health care excellence at STEGH's Women & Children's Unit that Chelsea "unequivocally recommends" to any expectant mother. And the second, is that the birth of a new baby is so special, that pandemic or not, it's a story that deserves to be shared and celebrated.

NEW WEBSITE IMPROVES ONLINE EXPERIENCE FOR PATIENTS AND FAMILIES

Earlier this year, STEGH unveiled a new website. The goal of the redesign process was to create a more accessible, user-centric and responsive resource across all platforms and devices. The hospital worked closely with patient partners to obtain insight and feedback at various points in the process, which helped to tailor the site to meet the needs of the community. Created with the user experience in mind, the site includes many new features to help users quickly and easily navigate the site to find the information they need.



COVID-19 has created challenges for visiting loved ones, especially those who are in the hospital. Virtual greeting cards have been added to the website and are a way to help the community to show their love and support for patients while in hospital.

Visit the new website: www.stegh.on.ca

ELGIN HEALTH CARE PROVIDERS "TEAM UP" TO PROVIDE BETTER, CONNECTED CARE FOR PATIENTS

In 2019, the Ontario Government announced a restructuring of how health care is delivered in the province. Fundamental to the plan is the creation of Ontario Health Teams (OHTs). These teams are providing a new way of organizing and delivering care that is more connected to people in their local communities.

Locally, a group of health care providers have come together to develop a plan for the creation of an Elgin Ontario Health Team with a goal of improving access to health care in Elgin County.

A key focus will be promotion of overall health and wellness along with equitable and convenient access to health care services. The model will examine the social and environmental determinants of health, and focus on keeping people healthy and out of the hospital.

Although still in its early stages, Ontario Health Teams are already breaking down long-standing barriers to better connect care for both patients and frontline heroes. In a recent interview, Ontario Minister of Health, Christine Elliott said, "[Ontario Health Teams] have demonstrated remarkable responsiveness to the COVID-19 outbreak by helping to address challenges in a variety of areas, and they are essential to building a connected health care system centred around the needs of patients." The strong partnerships and integrated care established by Ontario Health Teams and Ontario Health have helped better position the province to respond quickly and effectively to COVID-19.

In its first year, the Elgin OHT plans to address respiratory disease, which has a significant prevalence in Elgin County compared to the rest of the province. The Elgin OHT submitted its full application to the Ministry in December 2020 and is awaiting final approval.

Learn more about the Elgin Ontario Health Team: www.elginohht.ca



WE'RE GETTING A NEW LABORATORY!

Late last summer, the province announced it would financially support the relocation of the laboratory to the basement of the North Building.

The current lab is located in an area of the hospital that was built in 1954, and the age and inadequacies of the building have caught up with it. "The lab is in an area of the hospital which has aging infrastructure and the systems in that area are difficult and costly to upgrade," says Lee-Ann Babcock Manager of the Lab. "With increasing technologies and diagnostic demands of the services we provide, we outgrew our space many, many years ago."

The new space will offer 6,500 square feet to accommodate the fully functional lab and will serve chemistry, hematology, pathology, transfusion-medicine, and point-of-care testing. It is the final piece of the puzzle for the North Building, built in 2018.

Planning work has begun and the move will take place in 2022.



FINANCIAL STATEMENTS

SUMMARY STATEMENT OF FINANCIAL POSITION

as at	March 31, 2021 (000's)	March 31, 2020 (000's)
ASSETS		
Current Assets	15,942	8,788
Capital Assets	128,499	131,876
	<u>144,441</u>	<u>140,664</u>
LIABILITIES, DEFERRED CONTRIBUTIONS AND NET ASSETS		
Current Liabilities	16,117	15,256
Long-term liabilities and deferred contributions	112,317	114,518
Unrestricted Net Assets	16,007	10,890
Restricted Net Assets	-	-
	<u>144,441</u>	<u>140,664</u>

SUMMARY STATEMENT OF OPERATIONS

Year ended	March 31, 2021 (000's)	March 31, 2020 (000's)
REVENUES		
Ministry of Health and Long-Term Care and South West	85,253	85,145
Local Health Integration Network		
Other	26,086	26,355
	<u>111,339</u>	<u>111,500</u>
EXPENSES		
Salaries and benefits	63,581	63,060
Other	49,031	47,021
	<u>112,612</u>	<u>110,081</u>
Excess of revenues over expenses from operations	<u>(1,273)</u>	<u>1,419</u>
Other revenue (expenses)	6,389	(2,317)
Excess of revenues over expenses	<u>5,116</u>	<u>(898)</u>

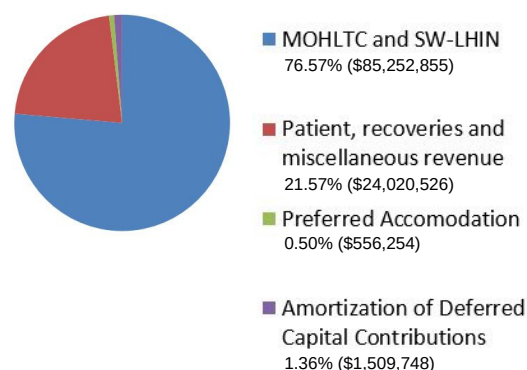
SUMMARY STATEMENT OF CASH FLOWS

Year ended	March 31, 2021 (000's)	March 31, 2020 (000's)
CASH PROVIDED BY (USED IN):		
Operating Activities	820	3,368
Financing Activities	2,910	790
Investing Activities	(4,874)	(4,657)
Net decrease in cash	<u>(1,144)</u>	<u>(499)</u>
Cash, beginning of year	\$ 1,632	\$ 2,131
Cash, End of year	\$ 488	\$ 1,632

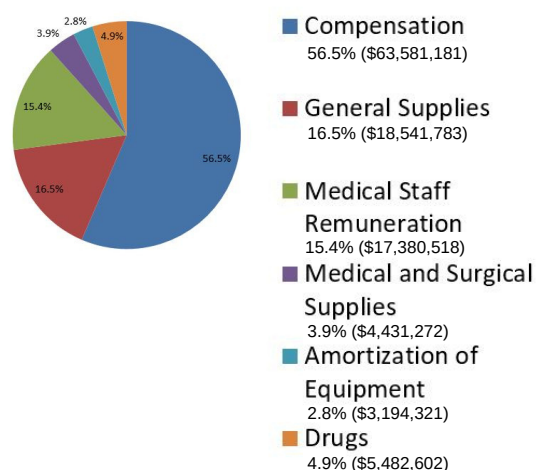
BASIS OF PRESENTATION

Source: 2010/21 Audited Financial Statements

Total Revenue by Type



STEGH Operating Expenses



ST. THOMAS ELGIN GENERAL HOSPITAL COVID-19 RESPONSE

March 2020 - March 2021

4.15

**OPENED COVID-19
ASSESSMENT CENTRE**



We have processed over 40,000 COVID-19 swabs.



We have hired 320 staff – that's triple our usual hiring rate!

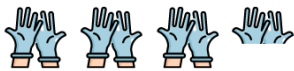


We have redeployed 365 staff to assist where needed.

PERSONAL PROTECTIVE EQUIPMENT



Issued 5,913 bottles of hand sanitizer.



33,607 boxes of gloves.



252,683 isolation gowns.



Over 300,000 masks.

... AND WE HAVE CARED FOR OVER 60 COVID-19 PATIENTS.



WWW.STEGH.ON.CA

TO OUR COMMUNITY

We have been through tremendous change over the past 15 months.

Despite the uncertain times, one thing remains unchanged – the ongoing expressions of support we have received from the residents of St. Thomas and Elgin County.

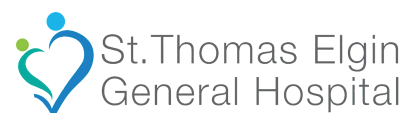
THANK YOU for the thoughtful donations, parades of vehicles, words of encouragement, and acts of kindness.

The outpouring of love and support toward our nurses, physicians and support staff has been overwhelming.

By now, it's understandable that we're all feeling COVID-19 fatigue - the past year has been very challenging and a lot has been asked of us.

Your commitment to following public health measures is so important to everyone working on the front line – including our teams here at STEGH who are working tirelessly to care for those who get sick.

Here's a heartfelt "thank you" from us to you.



189 Elm Street
St. Thomas, Ontario N5R 5C4
519.631.2030
www.stegh.on.ca

