

2022-2023 ANNUAL REPORT



Our Path

forward



St. Thomas Elgin
General Hospital



St. Thomas Elgin
General Hospital
Foundation



counting on each other

This report reflects on the past year for both St. Thomas Elgin General Hospital and St. Thomas Elgin General Hospital Foundation. Our achievements would not have been possible without our incredible staff, physicians, volunteers, donors, and the support of our tight-knit community.

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More Care, Closer to Home

Leadership for Patient Impact

MESSAGES FROM STEGH HOSPITAL LEADERSHIP



As we transition to a post-pandemic world, we have the opportunity to reflect and learn from the unforeseen events that took place over the past three years. Our teams were required to pivot and diversify the ways in which we delivered care.

Our reliance on the use of technology to conduct medical care remotely became significant. We leveraged digital health options to stay connected and expand care options. You will read more in this report about some of the innovative digital tools we've recently adopted at STEGH.

The pandemic also brought to light the importance of flexibility in supporting our teams. Like those in our community, many staff were juggling work and childcare, isolation, and for some, losing loved ones due to COVID-19. We erected a temporary Staff Support Centre and provided in-house counselling, coaching and resources. We will continue to stay focused on the wellness of our staff, physicians, learners and volunteers.

One of the biggest learnings is that it's possible to be resilient in a crisis. We understood our duty, as the only hospital in Elgin County to lead, support, and work with our primary care and community care health care partners to ensure the health of the community we serve.

As we move from recuperation to regeneration, I would like to express my heartfelt gratitude to everyone in our hospital and our community. It is the shared collaboration and investment in partnerships that allowed us to emerge stronger and keep moving forward. We've gained a deeper understanding of the importance of collaboration. Thank you for your patience and cooperation, and for standing shoulder to shoulder and continuing to go above and beyond to ensure our patients receive the care that has come to be expected at STEGH.

Our highest priority remains the safety of our patients, staff, visitors, physicians, volunteers, and learners. Our decisions will always support our shared vision – creating healthcare excellence for our community.

Continue to be well,

A handwritten signature in black ink, appearing to read 'Karen Davies'.

Karen Davies

STEGH President & CEO



When I think about St. Thomas Elgin General Hospital, I think about people. STEGH is built on a foundation of continuous quality improvement, and people are at the heart of what we do. There are eight people who make up the Patient Experience Council, and several others who assist our teams in various ways.

These individuals represent our patients and their families and share their insight and experiences in an effort to make improvements to not only how we deliver care, but they work together with our health care teams to improve the quality and safety of hospital care.

Speaking of our teams working together, our laboratory will move to the basement of the North Tower later this year. This new space will provide a more efficient workflow and will position the lab closer to the Emergency Department. Pending construction timelines, the lab is scheduled to move in early 2024. We are also excited to bring Magnetic Resonance Imaging (MRI) services to the people of St. Thomas/Elgin County. Our Foundation Office is embarking on a campaign to raise \$8 million to support this equipment, as well as enhancements to the Diagnostic Imaging Department. This campaign will ensure more transformational care is available, close to home.

As a resident of this community, I am grateful for the people who work at this hospital. Their talents are unmatched; their kindness and compassion unparalleled. This is an exciting time for our hospital, for health care, and for our region.

The Board of Directors has been busy planning for the future. This Master Planning work includes consideration of new service delivery models as well as infrastructure challenges due to increasing patient volumes and the overall needs of our community. We are developing a roadmap for future growth that will help to ensure we are prepared for the changing demographics in our region.

I wish to thank my fellow directors who, despite having to meet remotely for much of the past three years, have attended board and committee meetings with enthusiasm and vigour. These volunteers offer their advice and thoughtful input on governance matters and take courageous steps to approve initiatives which will lead to a brighter future for our hospital.

With gratitude,

A handwritten signature in black ink, appearing to read 'Peter van der Westen'.

Peter van der Westen,
STEGH Board Chair

Leadership for Patient Impact

MESSAGES FROM STEGH FOUNDATION LEADERSHIP



This report highlights how you, our generous donors, partnered with the Foundation to make great things happen at St. Thomas Elgin General Hospital.

This past fiscal year, you helped purchase scopes for Surgical Services and replace IV pumps for the Intensive Care Unit and OR. In November, you funded 10 wheelchairs for the Emergency Department and 10 patient bedside tables for the Integrated Stroke Unit. These are just some of the many ways you responded to the needs of your hospital, and we can't thank you enough.

Donor support is vitally important to hospitals across Ontario. While the provincial government funds the day-to-day operations, hospital foundations partner with the community to help fund the equipment our skilled healthcare teams use to care for their patients. We are deeply grateful for your continued partnership.

As we look to the future, we are excited to make significant strides in advancing healthcare for our region.

The Transforming Tomorrow Diagnostic Imaging Campaign will bring MRI technology to STEGH. This campaign will also enhance diagnostic imaging services for anyone needing it. There are thousands of patients travelling outside of the community for an MRI each year. When patients from our area are referred, they often join a long waitlist. The Transforming Tomorrow Campaign will mean quicker diagnosis and treatment for St. Thomas and Elgin County residents.

When STEGH needed to expand to keep up with the needs of our growing community, you gave generously and supported the construction of the North Building Tower. We know we can count on our dedicated and compassionate community to partner with us again on this new campaign.

With sincere gratitude,

A handwritten signature in blue ink, appearing to read 'Tonya Sheldon'.

Tonya Sheldon

STEGH Vice President & CFO,
Interim Foundation Executive Director



Reflecting on this past year, I am always proud of how the community rallies around St. Thomas Elgin General Hospital.

Our incredible donors helped purchase vital signs monitors for inpatient units, funded specialized stretchers for the Emergency and Diagnostic Imaging Departments, and moved and renovated the Chemotherapy Unit to enhance patient care and comfort. In fact, thanks to donor generosity, over \$1.9 million was provided to fund capital equipment items at the hospital. Thank you for making a lasting local impact at STEGH!

The Foundation offers a number of different ways donors can support the hospital. This past year, staff in the Foundation began planning a new fundraising initiative in support of the tiniest patients at STEGH. Born at STEGH is a beautiful mural on the 3rd floor Women & Children's Unit of children blowing bubbles that soar high up in the sky. I invite you to learn more about how you can have your child's name in a custom heart bubble to be added to the wall on page 14.

Over the past several months, the STEGH Foundation Board of Directors began a regional and national search for a new Executive Director for the organization. I am pleased to share that Mary Lou Crowley will begin her role with the Foundation in July. Mary Lou joins the STEGH Foundation from the Chatham-Kent Health Alliance Foundation where she has served as President & CEO since 2017.

I would also like to express my sincere gratitude to Tonya Sheldon, who acted as the Interim Executive Director of the Foundation while we worked on filling this critical role. She provided excellent leadership and direction to staff during this transitional period. To the Board, and in particular, the Executive Committee, thank you for all of your support over this past year.

Finally, I thank the incredible staff for their hard work and steadfast commitment to the Foundation. All of our collective efforts help ensure patients in St. Thomas and Elgin County have access to the very best care possible, close to home.

With heartfelt thanks,

A handwritten signature in black ink that reads "Danial Dale".

Danial Dale
Foundation Board Chair



Before Moving Forward, We Must Look Back

Reflecting on COVID-19

When we look back over the past three years, it's difficult to comprehend how far we've come. We've had to pivot to respond to changing guidelines, revise existing policies and procedures, and dedicate additional resources to ensuring the health and wellness of our teams. COVID-19 presented challenges that many of us had never faced before in our healthcare careers. Through the struggle and uncertainty, we learned to persevere. It is the support of each other that provided the backbone upon which we thrived.

We celebrated many successes over the course of the pandemic:

- The COVID-19 Assessment Centre opened on April 15, 2020 to provide testing for our community. The COVID-19 Assessment Centre provided over 80,400 PCR tests!
- Obtained approval to bring Magnetic Resonance Imaging (MRI) services to STEGH.
- Launched the Advancing an Inclusive Culture at STEGH committee.
- Developed an in-house Aspiring Leadership Program.
- Achieved Distinction in Stroke Services, demonstrating our leadership in the provision of high-quality stroke care.
- Supported staff through over 5,000 wellness activities and thank you events, including therapy dog visits, on-site massages, wellness counselling, appreciation breakfasts, wellness baskets, on-unit stretch breaks, mindfulness sessions, an after-work running group, free coffee and tea, and much more!
- Recognized by the Canadian Mental Health Association for a commitment to supporting workplace mental health.
- Awarded Leadership in Energy and Environmental Design (LEED) Certification by the Canada Green Building Council for our North Tower.
- Received Top Local Employer Award as voted by residents in St. Thomas and Elgin County in the myFM Spirit Awards.

This past spring, we were able to thoughtfully ease masking requirements. The decision was made in response to guidelines shared by Public Health Ontario and in collaboration with other hospitals across the region.

When it comes to the future, much is uncertain. We don't know what the fall and winter months will bring, nor can we predict if or when we will face another public health crisis. We take comfort in the unique culture that exists at STEGH. It's evident in the compassion shown to one another and the care that is extended to our community.

A photograph of the St. Thomas-Elgin General Hospital North Building, a multi-story brick structure with a prominent corner. The building features a large white cross logo and the text "St. Thomas-Elgin General Hospital NORTH BUILDING" on its facade. In the foreground, there is an "EMERGENCY" entrance with a red awning and a person in a wheelchair. A sign for "JR Thanks to AGNA INTERNATIONAL" is visible on the lower right. The sky is a clear, light blue.

**Through the struggle and
uncertainty, we learned to
persevere.**

**It is the support of each other
that provided the backbone
upon which we thrived.**



Home Away from Home

Petra's Story

Petra Stockford was born at 28 weeks, weighing just 1.3 lbs. The healthcare team estimated that Petra had a chance of less than 1% of survival. Not only did Petra beat the odds, but this happy little girl will be celebrating her third birthday on September 18.

Petra was transferred to St. Thomas Elgin General Hospital (STEGH) for the last month of her journey in the Neonatal Intensive Care Unit (NICU). Since her birth, Petra has been in and out of the hospital several times, needing extra support.

“As a parent, you never want to see your child sick enough to be in hospital,” says Jackie. “We feel very fortunate to have STEGH so close.” Jackie jokes that the Women & Children’s Unit at STEGH has become a home away from home.

Aside from receiving care closer to their home in Aylmer, Mark and Jackie Stockford experienced many benefits from the care provided at STEGH. Jackie was comforted by the familiarity of the nursing staff at each visit. She even went to elementary school with a few of them!

“From the moment we entered the hospital until the time we left, we met the kindest, most wonderful professionals we could ask for,” says Jackie. “The most impactful part about our stay at STEGH was the people.” Mark credits not only the physicians and nurses with making their experience brighter but everyone from the Respiratory Therapists to the Housekeeping team. “Everybody was on Team Petey,” says Mark. “The staff at STEGH refuse to let you down and refuse to let you fail.”

Mark and Jackie were engaged in Petra’s care from the very beginning. At STEGH, this is what we value; patients and family caregivers as care partners. We ensure that patients and caregivers are involved in decisions about their care and treatment, and actively monitor this metric through our patient experience surveying. For Mark and Jackie, staff listened to their concerns, and ensured they were educated and comfortable in caring for Petra before they left the hospital.

“While we hope not to be back any time soon, it is an incredible relief to know that STEGH and the beautiful humans that work there are highly skilled and ready when we need them,” says Jackie.

Stories of Impact

Patients, Families, and Community Support

Our donors play a crucial role in our ability to deliver high-quality care to our tight-knit community. Donations to STEGH allow us to purchase medical equipment, complete renovations, and support staff training and development. These stories are some of the many ways donors have supported the hospital this past year.



Gifts of Gratitude

Recognizing Staff at STEGH

We often hear about the great care patients and families receive at STEGH. One way to thank your care provider or care team is with a Gift of Gratitude. Dr. Chris Hollingsworth, an Emergency Department Physician, was recognized by a grateful patient who shared this note:

"I can't tell you how grateful I am for your compassion in my time of need. I indeed had surgery the next day and the problem is now resolved. Thank-you so very much!"

In 2022-2023, we celebrated 38 Gifts of Gratitude throughout the hospital. Staff recognized with a Gift of Gratitude receive the patient's note of thanks on a certificate. This helps to remind staff of the community's appreciation for the great work they do.

Essential Medical Equipment

10 New IV Pumps Funded

You helped purchase 10 new IV pumps for the Intensive Care Unit and OR. These machines are a vital piece of medical equipment, as they are the fastest way to deliver fluids and medicine to a patient.

Thank you for ensuring our highly skilled healthcare professionals have the equipment they need.





Hitting the Greens for STEGH

Annual Golf Tournament

In June 2022, the 12th Annual Marr Family Golf Tournament and Fish Fry organized by the Lions Club of Port Stanley Lioness raised \$15,000. This money was used to fund an IV pump in its entirety.

We know it takes a lot of time, effort, and dedicated volunteers to hold a successful event year after year. Thank you so much for your ongoing support!

A Gift for Diagnostic Imaging

Enhancing Hospital Services

The Elgin-St. Thomas Community Foundation was delighted to support the Diagnostic Imaging Campaign at STEGH, with a donation from the Barrie Family Community Fund.

The Transforming Tomorrow Campaign will see MRI technology brought to STEGH, as well as enhancements to the Diagnostic Imaging suite.

Giving Tuesday

We Asked, You Answered

Although the hustle and bustle of the holiday season was in full swing, you paused to take time to support your local hospital. November 29, 2022, was Giving Tuesday, and we asked you to help fund 10 wheelchairs for the Emergency Department and 10 bedside tables for the Integrated Stroke Unit, for a total cost of \$8,770. We were blown away by the quick response and all of the equipment was funded in a matter of days.



Enjoying a Delicious Treat

Tim Hortons Smile Cookie Week

From September 19-25, 2022, the community purchased smile cookies at St. Thomas Tim Hortons locations in support of STEGH. Over \$50,000 was raised to help purchase a new ultrasound machine for the Emergency Department.

We are grateful to our local Tim Hortons owners, who have continued to select STEGH as the recipient of these funds. Also, thank you to everyone who bought cookies!



Supporting our Tiniest Patients

Canada Post Grant Awarded

In October 2022, Canada Post granted us \$25,000 to help fund a Drager Resuscitaire.

This equipment is important to have during labour and delivery procedures. It combines an effective warming therapy platform and the components needed for clinical emergency and resuscitation. We are grateful to have this technology in our Women & Children's Unit.



Your Chance to Win Big

A Guaranteed Win for Patient Care

October 2022 marked the second year of our monthly 50/50 raffle. The raffle has funded various equipment including shower chairs for the Continuing Care Centre, a blanket warmer, a cassette printer for labeling in the Lab, and a patient monitor for the Intensive Care Unit.

We are grateful for all of the excitement surrounding the 50/50 raffle. We get caught up in the excitement too and always enjoy calling the lucky winners!



Sunflowers for Hope

Raising Funds for Chemotherapy

There is no denying the beauty of bright, yellow sunflowers and their ability to bring about joy and happiness. For local farmer Jay Curtis, sunflowers represent hope. Hope for chemotherapy patients to recover and be well again. A few years ago, Jay was diagnosed with prostate cancer and went through treatment and recovery. He also had close friends fight their own battles with cancer.



Last year, he worked with the STEGH Foundation to encourage the public to visit his sunflower fields and take some fantastic photos while making a donation to the Chemotherapy Department. As London and area media began sharing Jay's story, people from far and wide travelled to see the beautiful sunflowers. With proceeds from photoshoots and the sale of sunflower oil, Jay raised close to \$19,000 for the Chemotherapy Department.

Jay will be planting a sunflower field in support of the Chemotherapy Department again this year. Follow the Foundation on social media for updates on this fundraiser and more!

Born at STEGH

Every Bubble Makes a Difference

In 2022, the STEGH Foundation began planning a new fundraising initiative in support of the Women & Children's Unit. Born at STEGH is a special way to honour the birth of your baby at St. Thomas Elgin General Hospital.

Born at STEGH offers you the opportunity to have your baby's name on a custom heart bubble, while at the same time making a meaningful donation in support of the Women & Children's Unit.



Along with your bubble, a certificate is mailed to your home as a keepsake along with a photo emailed to you once the child's name has been added to the Born at STEGH wall. This makes a lovely memento of your baby's special day and is an ideal gift from parents, grandparents, relatives, and friends.

Born at STEGH also memorializes the loss of a child with wings added to the bubble. These bubbles soar high up in the sky in memory of babies who have passed on.

Donors Investing in Heartfelt Care

STEGH Foundation Financial Statements

Statement of Fund Operations and Changes in Net Assets

Year Ending March 31, 2023

Revenues	2023	2022
Individual/Major.....	1,155,880	963,446
Annual Giving.....	999,153	919,074
50/50 Raffle.....	486,570	584,960
Community Events.....	147,273	91,798
Legacy Giving.....	112,110	1,423,101
Investment Income.....	112,286	16,396
Total.....	3,013,272	3,998,775
Expenditures		
Salaries and Benefits.....	627,991	492,298
50/50 Raffle Direct Costs.....	330,356	408,204
Direct Fundraising Costs.....	128,543	147,517
Indirect Fundraising Costs.....	745,287	262,392
Total.....	1,832,177	1,310,411
Excess of Revenue over Expenditures	1,181,095	2,688,364
Net Assets Beginning of the Year	3,484,210	2,149,235
Distributions to STEGH.....	(1,988,730)	(1,353,389)
Net Assets End of the Year	2,676,575	3,484,210

Foundation Impact

April 1, 2022 - March 31, 2023

7,190

gifts generously donated

2,902

thoughtful donors

203

monthly donors

120

STEGH staff and physician donors

Hospital Encounters

April 1, 2022 - March 31, 2023

55,947

visits to our Emergency Department

81,884

diagnostic imaging exams

1,920,436

laboratory tests

731

babies born

9,227

surgical procedures



Funding Healthcare for You

St. Thomas Elgin General Hospital Financial Statements

Summary Statement of Financial Position

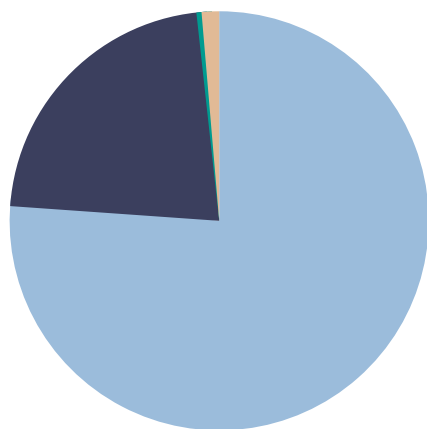
Year Ending March 31, 2023 (000's)

Assets	2023	2022
Current Assets.....	25,132	23,437
Capital Assets.....	119,761	123,593
Total.....	144,893	147,030

Liabilities, Deferred Contributions and Net Assets	2023	2022
Current Liabilities.....	24,605	18,940
Long-Term Liabilities & Deferred Contributions..	103,423	109,005
Unrestricted Net Assets.....	16,865	19,085
Total.....	144,893	147,030

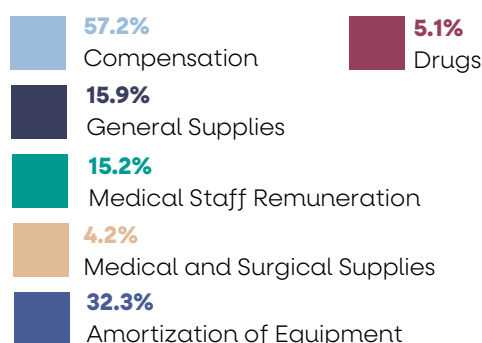
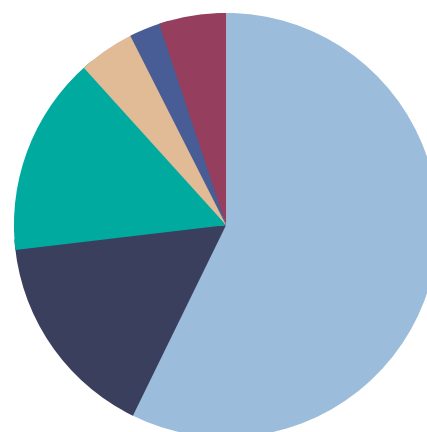
Total Revenue by Type

2023 FIGURES



Operating Expenses

2023 FIGURES



Summary Statement of Operations

Year Ending March 31, 2023 (000's)

Revenues	2023	2022
Ministry of Health.....	104,436	98,969
Other.....	32,762	29,740
Total.....	137,198	128,709
Expenses		
Salaries and Benefits.....	79,070	71,831
Other.....	59,071	54,550
Total.....	138,141	126,381
Excess of Revenues Over Expenses From Operations.....	(943)	2,328
Other Revenue (Expenses).....	(1,276)	1,339
Excess of Revenues over Expenses.....	(2,219)	3,667

Summary Statement of Cash Flows

Year Ending March 31, 2023 (000's)

Cash Provided by (used in)		
Operating Activities.....	5,581	15,279
Financing Activities.....	(89)	878
Investing Activities.....	(4,436)	(3,795)
Net Increase in Cash.....	1,056	12,362
Cash, Beginning of Year.....	12,850	488
Cash, End of Year.....	13,906	12,850



Advancing Our Digital Journey

The Benefits of Innovative Technology

Over the last year, St. Thomas Elgin General Hospital has adopted new and innovative technology to better meet the needs of our patients, staff and community partners. These digital tools are critical, given the need to use our resources wisely, leverage tools that are scalable and adaptable across the continuum of care, meet expectations of our staff, and provide better or improved outcomes for our patients. As such, the following digital health tools/solutions were recently implemented at STEGH:

New e-referral platform changes how healthcare referrals are sent and managed.

The Diagnostic Imaging (DI) Department is now able to receive referrals as part of the Ontario eServices Program. This means healthcare providers are able to securely send electronic referrals to the DI Department in real time while keeping patients informed. This initiative will help to streamline diagnostic imaging care and services for patients across the region. By digitizing the e-referral process, the hospital is better prepared to manage the volume of requests in a seamless manner. STEGH is now able to manage the receipt, processing, and workflows associated with referrals for medical imaging. Individual workflows for CT, mammography, nuclear medicine, and other imaging modalities are complex and still paper-based at most Canadian hospitals.

This innovation will improve the patient's ability to receive timely care by streamlining the administrative processes required for patient appointments.

The electronic requisition is a valuable tool enabling STEGH to be more efficient, while focusing time and attention on direct patient care. The transition to e-referral offers many benefits for both healthcare providers and patients, all of which contribute to an improved provider and patient experience within the healthcare system. STEGH is now looking to adopt an e-referral platform in the Mental Health Outpatient Program.

Benefits of e-referral:

- Patients are better informed
- Appointments can be confirmed electronically
- Pre-populated forms ensures up-to-date patient info is received and reduces patient waits
- Automated alerts means fewer reminder calls
- Elimination of faxes/phone calls to referring healthcare providers

Remote technology advances the way we care for critically ill patients.

STEGH's Surgical Program has upgraded to Masimo's Patient SafetyNet technology. Patient SafetyNet is a remote monitoring system that displays information from connected devices at a central station and sends notifications (alarms and alerts) from the patient's bedside directly to healthcare providers.

This remote technology has allowed STEGH to free up capacity in the Intensive Care Unit (ICU), while ensuring the safety of patients in the Surgical Program.

By leveraging remote technology, additional nursing staff is not required, an important consideration in the current environment of human resource challenges. Nursing staff have adapted well to the new technology and are pleased to care for more advanced surgical patients. This new functionality can be easily expanded to other areas of the hospital and will allow STEGH to leverage this technology in other new and innovative ways.

An improved intake process for Mental Health Outpatients

The Mental Health program has adopted an intake referral module to improve the referral process for outpatients. Historically, faxes were received and there was limited ability to properly triage, track, manage, and schedule appointments in a timely and coordinated manner.

In addition, the process was manual and labour intensive. The new solution provides a digital, standardized process that creates referral lists, categorizes patients into appropriate clinics, and reduces a significant amount of waste. The program is better able to meet the needs of our patients and has reduced the referral process from 40 minutes per referral to 12 minutes – a 70% reduction!

In the coming months, STEGH is planning to implement additional digital health tools, including electronic documentation for physicians, Mental Health, and Ambulatory Care.





Transforming Tomorrow

More Care, Closer to Home

The Transforming Tomorrow Campaign will elevate St. Thomas Elgin General Hospital's imaging department to regional-level capabilities.

The \$8 million campaign will support our cornerstone project, purchasing and installing a Magnetic Resonance Imaging (MRI) machine. It will also allow us to enhance and expand the entire Diagnostic Imaging suite, improving CT, nuclear medicine, x-ray, and ultrasound.

We know the community is eager to have this technology available at STEGH; we are too. Updated timelines from the provincial government estimate the arrival of the MRI machine in the fall of 2024. The STEGH Foundation is actively working behind the scenes to ensure we have committees and community volunteers in place to help guide and support the campaign.

We recently shared the exciting announcement of our Campaign Chair, local pharmacist, Jeff Yurek. As a former provincial politician, Jeff spent years advocating for MRI technology at STEGH, so it is befitting he will lead the campaign.

"As a volunteer, donor and advocate for exceptional local health care, I know the incredible impact our hospital makes each day," said Jeff. "This campaign will ensure more transformational care is available, close to home."

The STEGH Foundation is also thrilled to share the launch of a dedicated web page for the Transforming Tomorrow Campaign, STEGHfoundation.ca/mri. There, you can learn more about the importance of MRI and enhanced diagnostic imaging technology and make a donation to the campaign.

Caring.
Healing.
connecting.

St. Thomas Elgin General
Hospital Foundation

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