



Annual Report

2020 - 2021

Continued Growth:
Promising Progress

Working Together to Achieve:
Pursuing Perfection





Vision:

Setting a New Standard for Community Hospital Care.

Mission:

Promising Progress, Pursuing Perfection.

Values:

Every day we deliver safe, high quality health care driven by our values (ICARE).





Integrity:

We adhere to the highest ethical principles.

Compassion:

We respond to our patients' needs with empathy.

Accountability:

We are accountable to one another and to our community.

Respect:

We embrace the diversity of our patients, staff and community.

Excellence:

We support a culture of distinction.

Visit our website at stevensonhospital.ca to view our full strategic plan including the priorities and pillars that will guide us over the next year.

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Leaders' Letter:

Stevenson Memorial Hospital (SMH) is a progressive, acute care, community-based hospital in New Tecumseth that is setting a new standard for community hospital care. This is your hospital, and we are proud to bring you the 2020/21 Annual Report. It is our privilege to lead an organization that is so essential to this community and continues to provide high quality patient care to individuals of all ages, close to home.

This time last year, we did not expect to still be fighting in the battle against COVID-19. This pandemic has been the biggest challenge we've ever had to face as an organization. As a small-medium community hospital with aging infrastructure, there are always challenges that come our way, but one of this magnitude is unprecedented. Our staff and physicians have been working harder than ever before, often managing difficult situations whether it's a COVID-positive patient, their distraught family members, being redeployed to another area or just the unknown of what will come their way. One thing that has remained constant is their courage to answer the call of duty, as a physician, nurse, allied health professional, crisis worker, environmental services worker, unit/registration clerk or administrative support to name a few. We've all had to work together as a team to get through this challenge together, and we are extremely proud of what we have accomplished.

Amongst the challenges that the COVID-19 pandemic created, our team pushed ahead on many important initiatives and we are extremely proud of their efforts in reaching these achievements. We lived by our mission of Promising Progress and Pursuing Perfection regardless of the fact that we were working through a global pandemic.

In July, 2020 we received an official approval from the Ministry of Health on our Stage 1 proposal for a redeveloped hospital. This also granted us approval to move to Stage 2 in the process. This is a significant milestone in our journey to expanding our hospital and revitalizing our dated infrastructure. We continue to work closely with the Ministry and have an updated Stage 2 proposal in front of the Treasury Board for approval.

In the fall of 2020 we opened our new COVID-19 Assessment Centre in the lower parking lot of the hospital. The winterized structure is fully insulated and accommodates the drive-thru element of the service provided. In March, 2020 we celebrated one year of operation of the COVID-19 Assessment Centre with 18,000 swab tests completed. This is a service that we are proud to offer our community, and one that we know our community members are grateful to have locally.

In January, 2021 we celebrated the completion of our new unit, the High Acuity Unit (HAU). This project had no shortage of challenges with the onset of the pandemic and our dated infrastructure. However, we now have a brand new, four-bed unit built for patients with advanced care needs, which couldn't have been completed at a more critical time.

Leaders' Letter:

Continued

Our staff continue to go above and beyond the call of duty and persevere through challenges in order to achieve the best outcome for our hospital, whether it's in relation to patient care, our facility or protocols and procedures. Thank you to our incredible team of physicians, nurses and staff for always making high quality patient care a priority. It has been over a year since we have had our Auxiliary members in-hospital, and we sincerely miss their presence at SMH.

Our Leadership Team have continued to lead our staff through this challenging year, all while implementing new initiatives, policies and procedures. It is thanks to their hard work and dedication that our organization has been successful with the rollout of these initiatives. We are extremely proud of everything they have accomplished.

We would also like to thank our Senior Leadership Team who always steers Stevenson Memorial Hospital in the right direction. A direction that leads to excellence and one that aligns us to our vision of Setting a New Standard in Community Hospital Care.

- **Our Chief Financial and Information Officer, VP Corporate Services, William Bye** who has overseen and implemented enhanced security measures at the hospital, as well as a significant increase in technological advances, including the Novari software for the surgical department, Savience application and Meditech update. The hospital has remained in a solid financial position due to his hard work, dedication and leadership.

- **Our Vice President Clinical Services and Chief Nursing Executive, Carrie Jeffreys** who has been the driving force behind many of IPAC (infection prevention and control) policies and procedures, ensuring not only our hospital is as safe as possible for our staff and patients, but our local long-term care facilities in need of support. She was also the lead on the opening of the High Acuity Unit and has continued her work as a lead in creating a South Simcoe Ontario Health Team (OHT), which remains in development.
- **Our Chief of Staff, Dr. Barry Nathanson**, has been an educational resource for our region and beyond with his expertise in working in an ICU during the COVID-19 pandemic. He has a regular feature on CTV Barrie, and has participated in numerous interviews with other media outlets sharing his expertise and helping to guide the public on best practices on how to stay safe. He has continued to guide our physicians and provides input on all SMH initiatives while managing his clinical role.
- **Our Board of Directors**, who are endlessly dedicated to the success and well-being of our organization and give their time to oversee and make decisions on key initiatives at SMH. We are grateful for their commitment to ensuring our hospital achieves excellence in all aspects and thank them for their contributions.

Leaders' Letter:

Continued

Our community has continued to support us in many ways throughout the pandemic and we are grateful for the many donations, encouraging messages and more for our staff. Your support makes a significant difference in brightening the more difficult days for our staff.

We have continued to grow and work together to achieve in one of the most challenging years in health care. We will continue to do so to ensure that our hospital receives the revitalization it needs and our community deserves. We will continue to live by our vision of Setting A New Standard in Community Hospital Care by promising progress and pursuing perfection.

Sincerely,

Jody Levac,

President and CEO



John Murray,

Chair, Board of Directors





Who We Are

The Hospital and the Foundation



The Hospital

Stevenson Memorial Hospital is a vibrant, fully-accredited hospital located in the Town of New Tecumseth, serving the South Simcoe region. It is our priority that the residents of our community access safe, quality care where and when they need it. SMH is a progressive, acute care, community-based hospital that offers 38 inpatient beds and a range of outpatient diagnostic and treatment services, including cataract, general surgery, maternal childcare and dialysis, as well as an emergency department with 24/7 coverage. SMH is accredited with Exemplary Standing, the highest possible designation from Accreditation Canada. To ensure access to high quality healthcare closer to home, SMH maintains and builds partnerships with healthcare providers along with many local health and community stakeholders. SMH is home to a wide variety of family practice and medical practitioners including midwives, as well as specialists in a range of healthcare areas.

Please visit stevensonhospital.ca for more information.

The Foundation

The Stevenson Memorial Hospital Foundation (SMHF) supports the needs of SMH by raising funds for capital projects and equipment. Through philanthropic giving, special events, direct mail campaigns, planned giving and more, our donors give generously to ensure that the needs of SMH are met. SMH rarely receives government funding for these priorities, so we would not be able to provide the level of care that we do without the support of our community. Thank you for continuing to support our hospital. Your contributions make a tremendous impact to the lives of our patients, staff and volunteers.

Please visit transformingstevenson.ca for more information.



Continued Growth:

Promising Progress

Over the course of the year, we have continued to grow in many ways. We have accomplished so much, including opening a new unit, the High Acuity Unit (HAU), built a COVID-19 Assessment Centre structure in our lower parking lot and implemented new technological advancements.

We have also grown in our number of staff, adding more new roles to our complement than ever before. Many of these roles were to help support our needs during the COVID-19 pandemic, including screening staff and high touch environmental services staff. We also recognized ways in which we could enhance the patient care experience, adding physiotherapists to provide care on weekends as well as float nurses available to support not only the HAU, but other clinical units in need when busy.



SMH Implements New Staff Roles

Over the 2020-21 year, there were 90 new staff hired at SMH. The following new roles were introduced at the hospital for the first time:

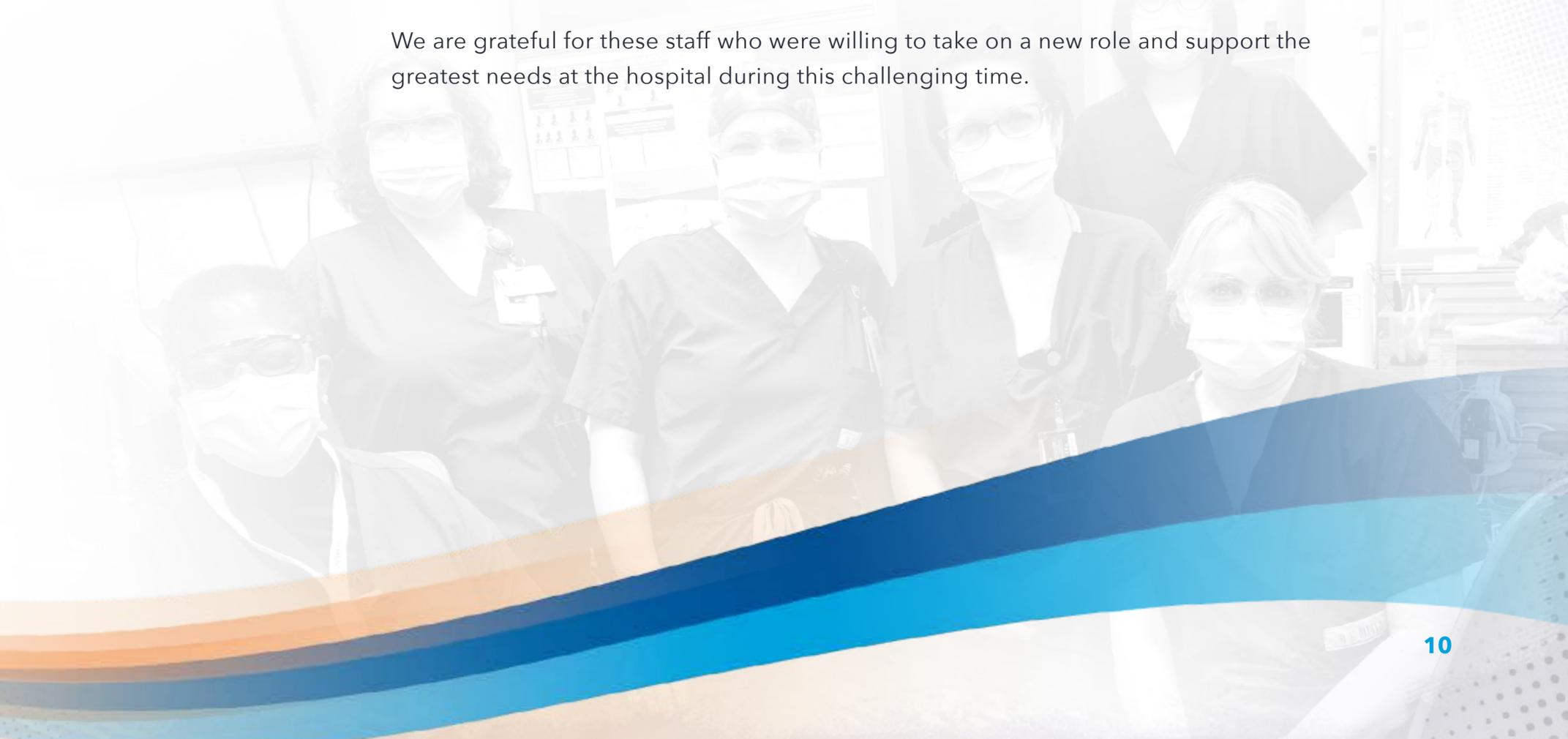
- Clinical Coordinator, EVS
- Patient Experience, Professional Practice & Clinical Informatics
- Infection Prevention and Control (IPAC) and Occupational Health (separate roles)
- Clinical Coordinator, OB & Peri-Op
- Physiotherapists - weekend
- High Acuity Unit (HAU) nursing staff
- Float Nurse
- COVID-19 Screeners
- High Touch EVS
- Assessment Centre admin & nursing staff
- Porter

Staff Redeployment: COVID-19

Due to the critical care needs during wave 3 of the COVID-19 pandemic, nursing staff from the Perioperative Services team were again redeployed throughout the hospital, such as our Assessment Centre, Emergency and HAU.

We also have a number of frontline staff supporting the COVID-19 Assessment Centre from the Laboratory as well as the Emergency Department. These staff are helping test patients, manage documentation, PPE, supplies and reporting.

We are grateful for these staff who were willing to take on a new role and support the greatest needs at the hospital during this challenging time.



Obstetrics Unit Reaches new Milestone

The Obstetrics Unit reached a new milestone in the 2020/21 fiscal year with 523 births recorded. This number grows year by year and confirms the continued population growth in our community.

Our attentive and dedicated Obstetrics Team provides high quality care to our infants and maternity patients day in and day out. They continue to have a 100% satisfaction rate and are the reason families continue to choose SMH as the place where their newest members are brought into the world. This Team continued to excel and manage a high patient volume while the Unit moved to the second floor of the hospital during wave 1 of the pandemic.

IPAC Protocols and Successful Implementation

To ensure our hospital remained as safe as possible for our staff, patients and essential visitors, a number of protocols were implemented from an infection prevention and control perspective over the 2020-21 year. All patients were screened in the Screening Trailer upon entrance of the hospital and staff participated in active screening including temperature checks at the start of their shift.

All staff are to wear the required PPE based on their role and potential exposure within the hospital. This includes a mask at all times as well as eye protection when within 6 feet of anyone outside of their household. Capacity limits were set for staff lounges, break rooms and common areas and audits were completed regarding the use of PPE, breakout rooms and handwashing. The outcome was very successful with no COVID-19 outbreaks taking place within the hospital.

COVID-19 Assessment Centre

Our COVID-19 Assessment Centre has been in operation since the onset of the COVID-19 pandemic. In March, 2021 the Centre hit its one-year milestone, having completed 18,000 swab tests for the community. We are extremely proud of this team of nursing and admin staff who continue to provide friendly, high quality care and service to our community members in need.



Virtual Visits

Launched in May, 2020, the Virtual Visits program provided patients in need of medical assessments and support the ability to participate virtually from the comfort of their own home. A branch of the Patient Connect online portal hosted by Meditech Expanse, the secure platform allowed a face to face conversation between a patient and physician/medical for the purposes of an assessment and plan of care. Areas participating in this program included the Mary McGill Community Mental Health Program, and cardiology and nurse practitioner/Well Woman clinics in the Ambulatory Care Unit.

New High Acuity Unit Opens in January, 2021

Our team worked very hard to complete planning, staffing and overseeing construction for the opening of our new four-bed unit, the High Acuity Unit (HAU), which opened in January, 2021. Our first patient was admitted in early February, which was another significant milestone. There were many challenges with this project due to the COVID-19 pandemic, as well as our dated infrastructure, but the end result is a brand new space that is optimal for our patients with advanced care needs, close to home.

Lab Accreditation

In January, 2021 the Lab Team participated in a virtual assessment and Diagnostics Accreditation process through Accreditation Canada. To prepare for the three-day assessment, the Lab Team ensured hundreds of documents were reviewed and updated, and accommodated a virtual accreditation by taking the time to scan all evidence. Their results were exceptional with a 99% success rate, a significant increase from the previous result of 90%. The Lab continues to be a critical component of the hospital and the results show their hard work and dedication to providing the high quality health care services.

Partnerships

Supporting Long-Term Care and Congregate Settings

Throughout the COVID-19 pandemic, members of our SMH Team including our VP Clinical Services & CNE, Director, Emergency & Medicine, Director, Quality & Risk and IPAC supported local long-term care facilities and congregate settings in a variety of ways. IPAC assessments were completed, policy and procedures were reviewed and COVID-19 tests were administered on site. Our team participated in numerous meetings and were a key support when outbreaks occurred in these facilities.



Partnerships

Education and Training Initiatives:



MOAB Training

In the spring of 2021, SMH introduced MOAB training (Management of Aggressive Behaviour) after a review on safety within our organization. The training is a helpful support for all staff, with the goal to enhance confidence in de-escalating situations.

Clinical Skills Days

Clinical/nursing skills days provide an opportunity for the staff to receive hands-on education regarding various skills and equipment twice a year. This year, education on documentation standards, basics for Neonatal Resuscitation Principles and Fall Prevention and Safety was provided. Education regarding equipment such as Chest tubes, Pinel Restraints, Rapid Infuser and the LUCAS mechanical CPR device were also provided this year. We are fortunate to have partnerships with various health care companies to provide this critical training.

South Simcoe OHT

We have continued to work with our South Simcoe OHT throughout the 2020-21 year which remains in Development with the Ministry of Health. The Team connected on how to best support each other through the COVID-19 pandemic and has recently submitted an application to create a COVID-19 At Home program for our local community.

Health Informatics - Technological Advancements:

OTN Emergency Department Visits

As a response to the COVID-19 pandemic and to keep vulnerable populations safe, this program was implemented to help triage patients in long-term care homes to determine if the patients needed to come to the Emergency Department (ED). The patient would be assessed virtually using the OTN platform, which reduced volume in the ED during this critical time.

Front-End Dictation and ED pDoc - Meditech

Front-end dictation through Meditech was implemented in November 2020 in order to enable physicians to conversationally create complete clinical notes directly within EHR templates. The front-end dictation was originally set up with 20 licenses for the ED physicians and eventually will be rolled out to all the high end users of dictation services within the hospital.

Novari Software

In early 2021 the surgical program received funding from the LHIN to implement a new software program called Novari. The software integrates booking, registration and pre-admission into one system, which will increase efficiency in the surgical program. It provides wait list management, paperless electronic booking of patients and automates the reporting of wait times and more to provincial authorities. We are thrilled to be implementing this software at SMH in the summer of 2021.

Savience Application - Self Check-In

A self check-in app called Convey (hosted by Savience Ltd.) was launched in early 2021 at SMH as an online service available for patients with scheduled appointments at the Outpatient Fracture Clinic and Ultrasound Unit in Diagnostic Imaging. Offering leading, convenient options to register, use this app can be used to register for an appointment at home, receiving timely notifications and directions on how to navigate the hospital to find the appropriate location. SMH will be working to include this service in other areas of the hospital.



Investments

COVID-19 Assessment Centre Structure

In the fall of 2020, a winterized structure was built as the COVID-19 Assessment Centre in the lower parking lot at SMH. The structure provides protection from the elements for community members and staff with the ability to be heated in the winter and cooled in the summer. The 40 ft long x 20 ft wide structure has a garage door on each end that can house two cars at a time, accommodating the drive-thru operation.



Facilities Upgrades

There were many upgrades that were completed by the Facilities Department to enhance various areas of the hospital. These include:

- New physician sleep room.
- Upgraded printer/ photocopier/ scanner machines to a new provider, which have the ability to complete secure printing.
- An updated air audit survey for a sample of rooms across the hospital. These results will aid IPAC in making recommendations based on best practice.
- An increase of internal security cameras in the Emergency Department including Waiting Room.
- A lighting upgrade to LED lights in 90% of the hospital.
- An updated oven in the kitchen as well as air conditioning in the kitchen and cafeteria.
- A new intelligent load shedding panel in the electrical distribution system.
- A flooring update to Trauma Room 1, Mechanical Room and the walls in Operating Room #2

SMH Auxiliary Report

A Word from the Auxiliary President

Stevenson Memorial Hospital Auxiliary

President's Report 2020/2021

It has been a very different year. It is the first time in a long time that the Auxiliary has not been a presence inside our hospital. From the comments I have received we have been missed by the staff and look forward to our return.

COVID-19 restrictions caused the cancellation of the Auxiliary's two outside fundraisers, Tag Day and the annual Raffle.

The Auxiliary was asked if they would be able to provide the hospital with "handmade" cloth masks. We reached out to the community and several thousand were made. All by local volunteers in Alliston, Cookstown, Tottenham, and Baxter. These masks were provided to the public by the hospital.

The Auxiliary ran a four consecutive Thursday "Side Walk" sale in September for hospital staff and community members. All items were marked 25% off and the event was well received. This event was very popular and is on our list for future consideration.

During the year the Auxiliary did not hold regular member meetings and was not able to provide volunteer support to the hospital. The executive held meetings as needed.

Our line of communication was always maintained thru regular contact with Jennifer Manicom, Director, Human Resources, Occupational Health & Volunteer Services and I would like to thank Jennifer for her guidance and support.

I appreciate the assistance the Auxiliary executive has provided over the year. The executive members are as follows: Gary Munro (President), Ann Hamby (Treasurer), Margret Deparolis (1st Vice President), Carla Becket (2nd Vice President), Ann Turnbull (Recording Secretary) and Diane Munro (Past President).

I have now completed three years as Auxiliary President. I believe that when the COVID-19 restrictions are lifted and we are able to return to the hospital there will be a change from what we are accustomed to. As a group I know the Auxiliary volunteers will be able to adapt and are looking forward to resuming their volunteer roles within the hospital.

Respectfully submitted,

Gary Munro

President, SMH Auxiliary





Annual Priority Needs - SMH Foundation

In 2020/21, over \$4 million was raised in received gifts and pledges to support critical needs including equipment, technology and renovations that are essential for the transformation of Stevenson Memorial Hospital (SMH), as well commitments to the redevelopment of the hospital. This includes over \$620,000 raised through the COVID-19 Pandemic Response Fund and donations of PPE that helped to keep hospital staff and the community safe, and over \$248,000 that was raised to help transform the new, 4 bed LEVEL 2 Intensive Care Unit (High Acuity Unit - HAU). Some of the critical needs that were funded include endoscopes for the Operating Room, a trauma stretcher in the Emergency Department and a Power Pro IT ambulance cot for our Obstetrics Unit. Because of you, we are steps closer to a revitalized and redeveloped SMH, and to meeting the demands of our growing community. Together we are transforming health care in our community.



Financial Health



Stevenson Memorial Hospital (SMH) has truly embraced the goal of *“living within our means”*.

This past year we have succeeded in our efforts to demonstrate to the Ministry of Health and Long-Term Care and the Central Local Health Integration Network (Central LHIN) that we can successfully manage our annual operating budget and raise sufficient donations from our community to fund our critical equipment needs. This is no easy task, as each year inflation outpaces our funding and during this fiscal year significant financial pressure was brought upon us by COVID-19. We believe that demonstrating our commitment to being fiscally responsible will be a key factor in gaining Ministry approval for our major redevelopment plans.

Financial Overview

For the financial year ended March 31, 2021, SMH reported a balanced budget. This was no small feat in a very complex fiscal year. The major contributing factors included a 15% increase in salary costs, an 8% increase in benefits and a 14% increase in supply and services costs. This was offset by consistent reimbursement of COVID-19 expenditures from the Ministry. In conjunction with this timely Covid expense reimbursement, the organization demonstrated strong budgetary control through staff redeployment in collaboration with LEAN and other cost reduction initiatives. The result was an increase in revenue of 13.7% and an overall 13.5% growth in expenses both of which were largely attributable to COVID-19 expenditures. Despite the anomaly presented this year, on average over the last five years, the hospital has maintained a small operating surplus, and this latest fiscal result reflects cost control in conjunction with the necessary COVID-19 spending. This is reflective of an organization that is responsible and is making timely investments in our staffing, where they will have the most impact. Staff and physicians play a key role in helping identify opportunities.

Financial Health

Strong Working Capital Position

SMH ended the 2020/2021 fiscal year with a strong working capital position, that is, current assets minus current liabilities, of \$2,428,609 for an ending Current Ratio of 1.335. This compares very favorably to a LHIN mandated minimum target of 0.80. We achieved this in part due to active management of our operations and optimizing the structure of our bank debt.

Strong Balance Sheet

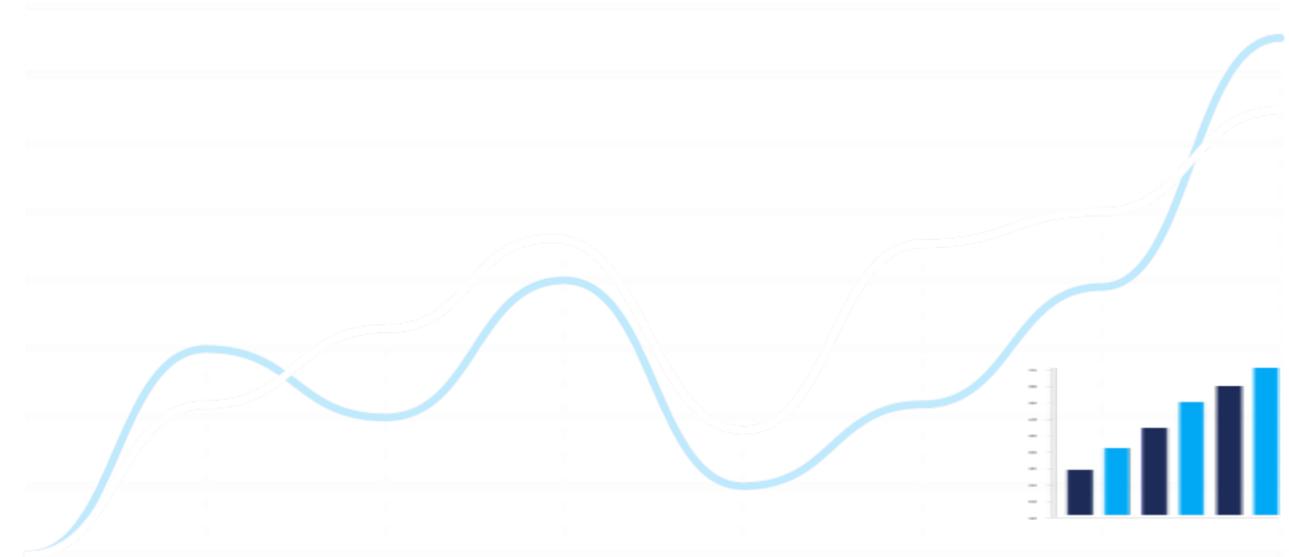
A strong balance sheet continues to be presented as SMH's continued implementation of phase 2 of the SHINE collaborative Meditech health information system has been delayed due to COVID and resource pressures with our partners. As per this delay, SMH decided not to borrow towards this project in 20/21. This existing debt is structured as both short term and long term, the details of which may be seen in our audited financial statements. The SHINE collaborative includes Southlake Regional Health Centre and Markham Stouffville Hospital.

The hospital has been able to achieve many infrastructure improvements in this fiscal with the completion of the High Acuity Unit (HAU), boiler replacements, enhanced security and renovations to the Emergency Department and trauma room and medical gas upgrades. This was amongst many other upgrades needed to battle COVID such as a new Assessment Centre. Despite the financial pressures of redevelopment and continual improvements, the net assets (Assets minus Liabilities) of the hospital remain positive at \$811,123. This leaves the hospital in a position to address the inevitable challenges ahead, and is indicative of the high quality financial stewardship the team commits to every day.

Service Accountability Performance

As required by the Central LHIN, SMH entered into a Hospital Service Accountability Agreement (H-SAA) that took effect April 1, 2008 and has now been extended to March 31, 2022. As discussed above, SMH is well positioned to address the myriad of challenges in the months and years to come.

SMH is proud of the work we've done as a team with strong financial stewardship from Executive and Directors and continues to operate in an arena where revenue growth is difficult, despite inevitable growth in costs annually. Management will continue to work towards a balanced outcome of providing strong clinical results with attention to high quality and continued financial sustainability.





By the Numbers:

2020-21 Stevenson Memorial Hospital Stats



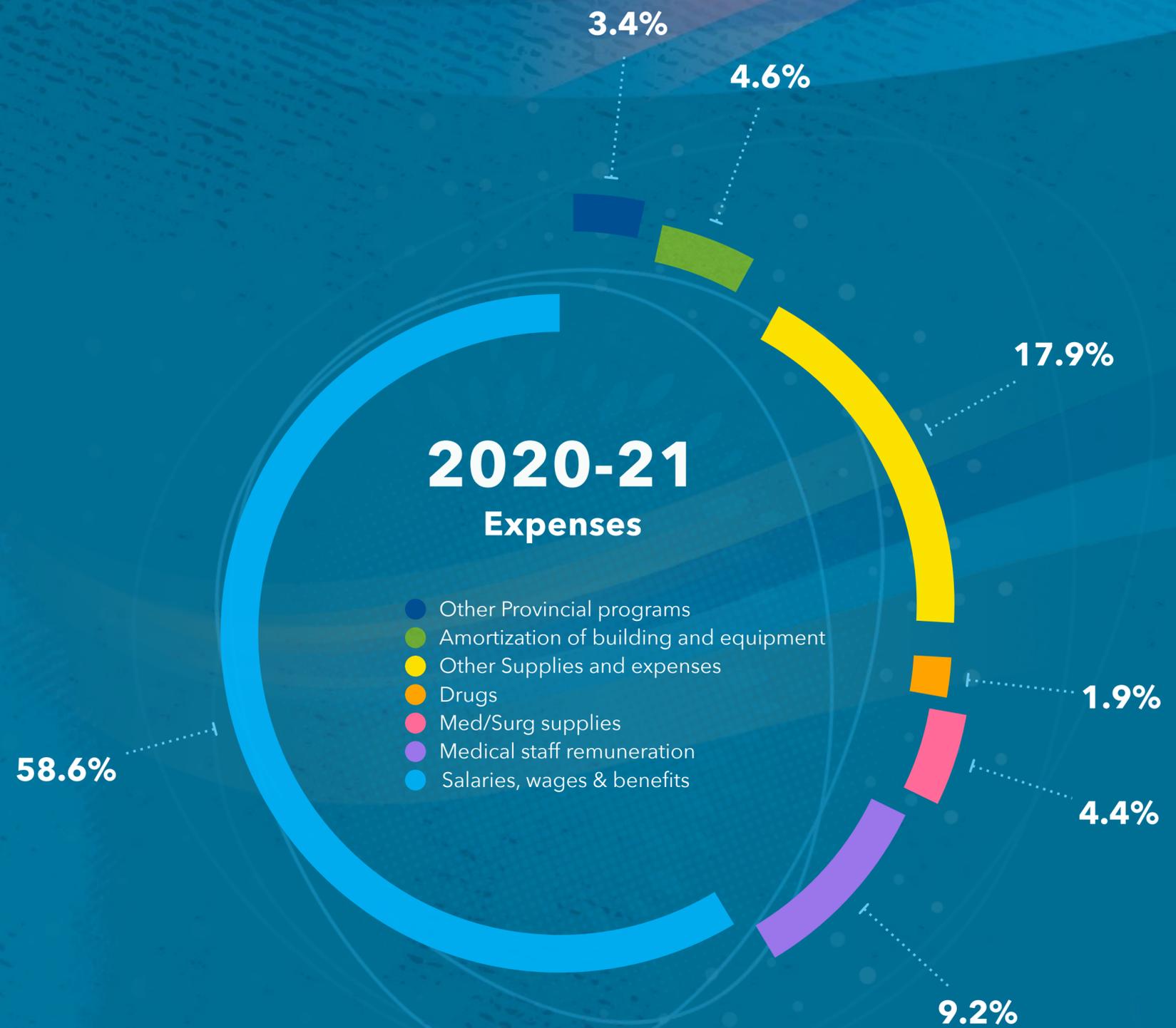
ACTIVITY	2019-20	2020-21
Inpatient Days	10,923	10,479
Hospital Occupancy Rate	75%	71%
Births	512	523
Emergency Visits	35,442	26,055
Outpatient Clinic Visits	24,538	26,102
Dialysis Treatments	3,481	3,486
Surgical Procedures	3,918	2,798
Diagnostic Imaging: X-Ray	21,109	19,283
Diagnostic Imaging: Computed Tomography	5,965	9,245
Diagnostic Imaging: Ultrasound	6,481	8,655
Diagnostic Imaging: Mammography	3,498	2,731
Non-Invasive Cardiology Exams	8,968	7,603

OUR PEOPLE

Employees	324	373
Medical/Dental/Midwives	118	123
Auxiliary Membership	142	142
Active Volunteers	102	10

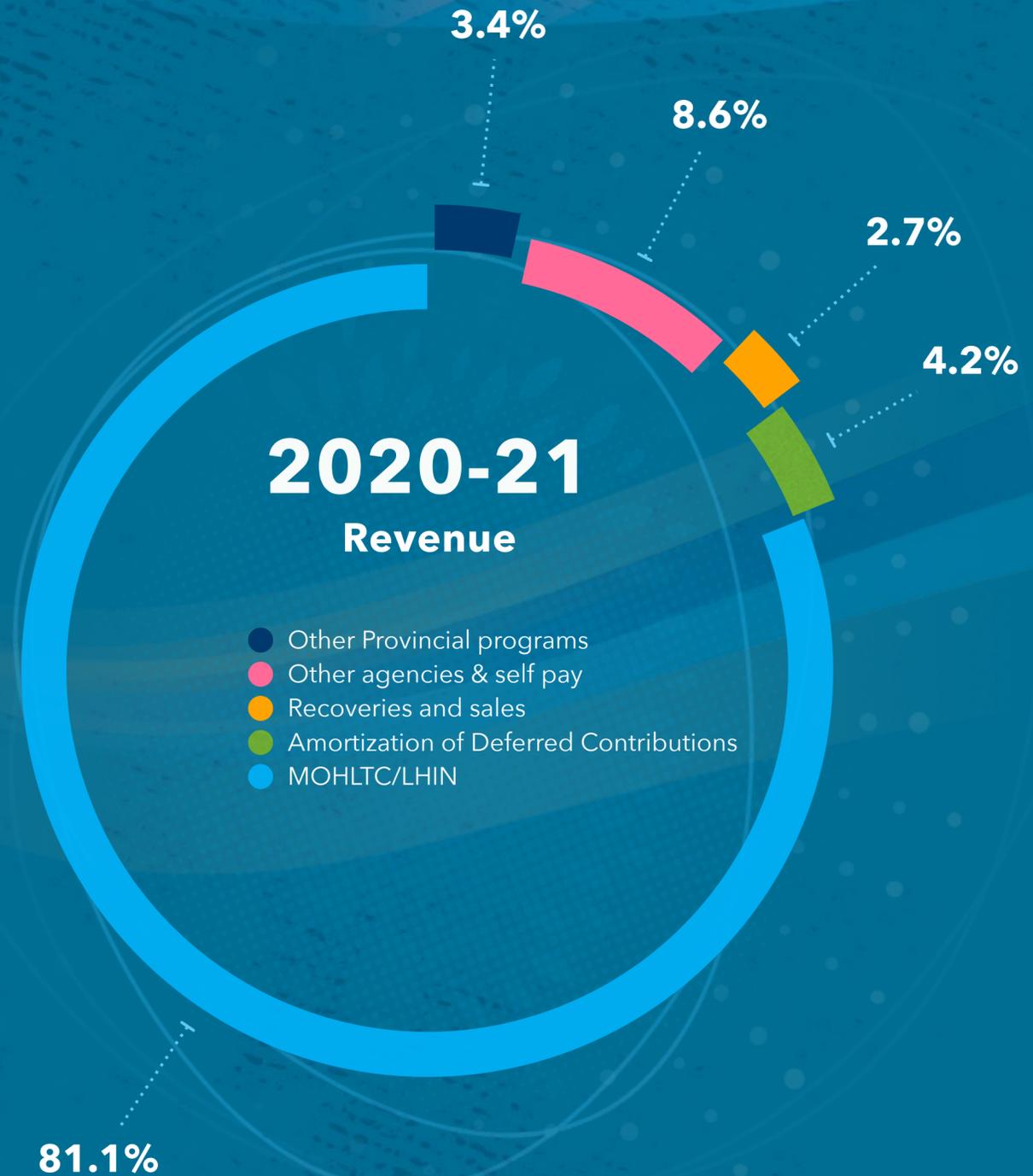
Expenses

Expenses	2020-21
Salaries, Wages & Benefits	\$ 21,336,091
Medical Staff Remuneration	\$ 3,335,871
Med/Surg Supplies	\$ 1,585,907
Drugs	\$ 688,186
Other Supplies and Expenses	\$ 6,531,587
Amortization of Building and Equipment	\$ 1,683,171
Other Provincial Programs	\$ 1,231,589
Total	\$ 36,392,402



Revenue

Revenues	2020-21
MOHLTC/LHIN	\$ 29,522,527
Other Provincial Programs	\$ 1,231,589
Other Agencies & Self Pay	\$ 3,135,887
Recoveries and Sales	\$ 980,853
Amortization of Deferred Contributions	\$ 1,521,546
Total	\$ 36,392,402



Working Together to Achieve: Pursuing Perfection

Redevelopment Update

In July, 2020 we received an official approval from the Ministry of Health regarding our Stage 1 proposal for a redeveloped hospital, with approval to move to Stage 2. This is the first official approval that SMH has received from the Ministry regarding the redevelopment project and is a significant milestone in our journey to expand and to revitalize our hospital's dated infrastructure.

We continue to work closely with the Capital Branch of the Ministry of Health on the status of our submission and have an updated Stage 2 submission ready for review by the Treasury Board.

COVID-19 Pandemic

With the persistence of the COVID-19 pandemic throughout 2020-21, this has been one of the most difficult years in health care history. Wave 3 put significant pressures on our community hospital and many challenges presented themselves, whether it was patient moves to ensure isolation rooms were available when needed, comforting a distraught family member or the unknown of what was coming next. Donning and doffing PPE, although extremely important, has created extra steps for our frontline staff with regards to caring for patients.

Visitors have been restricted for most of this timeframe and services from the Auxiliary remained suspended to keep this vulnerable population safe.

What has gotten us through this challenging year is the teamwork that has remained consistent since the onset of the pandemic. We worked together to ensure best practices from an IPAC perspective were being followed, including proper PPE and physical distancing when possible. We invested in enhanced EVS staff to ensure no space was left unturned from a cleaning and disinfection standpoint. We used technology in a new way to conduct meetings, virtual visits and to communicate with one another safely.

We are seeing the light at the end of the tunnel now that the COVID-19 vaccine is being administered at an increased pace. We are incredibly proud of all of our staff and physicians and what has been accomplished in the 2020-21 year in the midst of a global pandemic.





Thank You!

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