



PROMISING PROGRESS,
PURSUING PERFECTION.

2017
2018
ANNUAL
REPORT





TABLE OF CONTENTS

- 5** LEADERS' LETTER
- 6** WHO WE ARE
- 8** PROMISING PROGRESS
 - 8** Building the Best
 - 10** Safe, Quality Care
 - 11** Power in Partnerships
 - 12** Our People - Champions of Care
 - 13** Financial Health
- 14** REVENUE/EXPENSES
- 15** BY THE NUMBERS
- 16** PURSUING PERFECTION



Jody Levac *President and CEO*

The Stevenson Memorial Hospital (SMH) is a progressive, acute care, community based hospital that is truly setting a new standard for community hospital care. This is your hospital, and we are proud to bring you the 2017/2018 Annual Report. Thank you for entrusting us with leading SMH into a new chapter in its life in this community.

The 2017/2018 fiscal year has been marked by significant change. In addition to our continued pursuit of a redevelopment of the hospital, we set ambitious goals for the organization. We have made targeted upgrades in equipment that allow us to provide you with high-quality care, moved forward with the planning and implementation of our Health Information System (HIS), brought on talented professionals to lead the organization, and made the hard decision of reorganizing some areas

of the organization. We are in pursuit of perfection. We believe this bold and ambitious goal will ensure that we are always progressing as an organization.

The community has galvanized behind the redevelopment of our hospital, and thanks to you, the hospital redevelopment continues to move forward. We are still awaiting a formal project approval, but it is clear that the community is behind this redevelopment, and with your continued support, the new SMH will be built to service the growing needs of this community.

We continue to make progress, and without the amazing people who support this organization, that would not be possible. Thank you to the physicians, nurses, staff and volunteers that work together to provide attentive, high-quality care for our community. Thank you to



Michael Martin *Board Chair*

LEADERS' LETTER

Message from the CEO and the Board Chair

our corporate team for ensuring that the organization continues to run smoothly, and for keeping our finances strong. Thank you to our leadership team that sets the tone for fostering a culture of caring commitment within the organization:

- **Our Chief Financial and Information Officer, Paul Heck**, who is only with the organization for two days per week, but brings the commitment and passion of a full-time executive.
- **Our Chief Nursing Executive and Vice-President, Carrie Jeffreys** for her endless dedication to staff and continued pursuit of professional excellence.
- **Our Chief of Staff, Dr. Barry Nathanson**, who has helped to deliver a bold strategic direction for the organization, that will guide us well into the future.
- **Our Board of Directors, and the**

many committees that they lead.

You are all energized, engaged ambassadors of the community and ensure that all of the decisions we make as an organization keep the community and patient-centered care as the focus.

And, thank you to the community for your continued faith in this organization. There is a bright future ahead for the Stevenson Memorial Hospital, and it's a privilege to be a part of that journey.

Sincerely,



Jody Levac,
President and CEO



Michael Martin,
Chair, Board of Directors



The Foundation

Stevenson Memorial Hospital Foundation is dedicated to raising funds in support of capital and equipment needs at SMH, consistent with donor interests and enabling the Hospital to deliver excellent healthcare to our community. It is because of the generous donations from the community that we are able to maintain our current level of care. With your support, we can equip an inspiring hospital that will continue to respond to emergencies, save lives, and provide excellent and compassionate care for years to come.

Please visit

www.transformingstevenson.ca

for more information.

WHO WE ARE

Stevenson Memorial Hospital and
the Stevenson Memorial Hospital Foundation



The Hospital

The Stevenson Memorial Hospital is a vibrant, fully-accredited hospital located in the Town of New Tecumseth, serving the South Simcoe region and is part of the Central Local Health Integration Network (Central LHIN). We endeavor to ensure that the residents of our communities can 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, inclusive of 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 www.stevensonhospital.ca or more information.



Health Information System
going live December 2018

Over \$500,000 in community
dollars invested in building
and equipment

In 2012, we committed to a collaborative process—collecting the feedback of staff, physicians, volunteers and our community in the development of our 2012 – 2017 strategic plan. We invited you to stay tuned, as we promised to [champion your care...every step of the way](#).

Through this year's Annual Report, we are excited to demonstrate how we have remained committed to the priorities we set through the last strategic planning process, and unveil the priorities that you helped us to establish for the 2018 – 2023 strategic planning period.

We asked the leaders of the organization to outline some of the highlights of the 2017/2018 fiscal year, using the previous strategic plan as a framework. This will demonstrate how we have delivered on our commitments, our Promise of Progress, and will serve as a hand-off to the new strategic plan, our Pursuit of Perfection. .

BUILDING THE BEST

The 2017-18 year was a continuation of our strong commitment to [Building the Best](#)—ensuring the Stevenson Memorial Hospital is equipped to handle the evolving needs of our growing community. While our commitment to redeveloping the hospital remains our top priority, we continue to make the improvements to our current facility that will allow us to deliver the best possible patient care. The long-term

investments described below in our facilities help to ensure that the day-to-day costs of running the hospital remain manageable, and are a demonstration of our strong financial stewardship.

Health Information System Go-live in December 2018

After many months of effort in collaboration with Markham Stouffville Hospital and Southlake Regional Health Centre Shared Health Information Network Exchange (SHINE) Partnership, we are proud to announce the December 2018 go-live date for our new Health Information System (HIS). The system will facilitate a faster more reliable information network throughout three hospitals, seamless access to essential patient information, safer care for patients and a more efficient workflow for clinical staff.



Renovation of Heliport Lights

The purchase and placement of our new Heliport lights will allow for a more efficient working relationship with one of our vital health care partners, Ornge air ambulance. The fully automated in-ground light system can be controlled by the pilots and will replace the manual system we had in place thereby reducing overall labor costs.

Installed High Efficiency Air Conditioning Units

The installation of high-efficiency air conditioning units to replace our old water-cooled units will result in thousands of dollars in savings.

\$500,000 Planning Grant

The Provincial Government has continued to demonstrate their support for a hospital redevelopment. On February 12, 2018 it was

announced SMH would receive a planning grant of up-to \$500,000 to assist in the preparation of the hospital's redevelopment submission. We will utilize these funds to update our Stage 1 submission in reflection of the growing needs of our hospital for the community. The ultimate goal is to gain approval of Stage 1, so we can continue to forge ahead with the next phase.

Beyond infrastructure we have 286 dedicated employees (95 who are new to SMH), 112 doctors, dentists, and midwives, and we have grown our volunteer base to 161. The efforts, dedication, and passion that these people show for the hospital, create what is the best of SMH.



446 Births in 2017/18
100% Satisfaction with
Maternity Patients

100 Fracture
clinic visits per
week, including
follow-ups

SAFE QUALITY CARE

Maternal Child Program

The Stevenson Memorial Hospital was named one of Ontario's top performers in maternity care by the Ontario Hospital Association and National Research Corporation Canada and has a 100% satisfaction rate with maternity patients. We foster a collaborative model for maternal health care at SMH, offering a team of Obstetricians, Midwives and Emergency Physicians with advanced specialized training in the care of newborn children.

Baxter Infusion Pumps

"Smart Pumps" are the next generation of infusion pumps and at SMH we are proud to say that we purchased and received Baxter Infusion Pumps in March, 2018. The go-live date for the new pumps is planned for July 10, 2018. Infusion pumps are used to administer a wide variety of intravenous medications. Errors related to intravenous infusion present the greatest potential for harm because the medications given this way are often high risk medications. The new pumps will significantly reduce this risk.

Fracture Clinic

This clinic has been serving the patients of New Tecumseth, including Base Borden for the last 5 years, providing an opportunity for these patients to stay close to home. This clinic has seen a steady increase in volumes since its opening in 2013 and also generates revenue for the hospital.

Improved Patient Communication

With a common goal throughout SMH to share information and collaboratively arrive at a plan of care, SMH has implemented Huddle Boards and Bedside Rounding. This process has increased transparency and encouraged patients and their families to take a proactive role in their care, promoting positive outcomes. The boards provide a method of visual management and involve all employees in an effort to create positive change and improve quality.



POWER IN PARTNERSHIPS

Through dedicated partnerships with our community, regional government, corporate supporters, donors, and volunteers, a record breaking \$17.4 million was raised last year in received gifts and future pledges for the Transforming Stevenson Campaign to support priority capital equipment, technology and our redevelopment. Here's how your dollars were put to work to make a difference for our hospital and our patients:

Annual Priority Needs

[\\$2.4 million was raised last year in received gifts and future pledges to support annual priority needs, including critical equipment.](#)

Some of the essential equipment purchased includes 45 smart infusion pumps, a surgical headlamp for the Operating Room (OR), a new electrosurgical unit for the OR, beds, bedside tables and over bed tables in the Medical-Surgical Unit, dialysis chairs and a Bili Blanket for the treatment of neonatal jaundice.

Health Information System

[Many donors, including private foundations, committed more than \\$1 million this year toward the new HIS.](#)

In 2017, SMH entered into SHINE (Shared Information Network Exchange), a groundbreaking partnership with Markham Stouffville Hospital and Southlake Regional Health Centre to develop and implement the new HIS at all three hospitals to replace our current system that is being decommissioned. Remarkable progress has been achieved this past year and we're thrilled to share that the new system is scheduled to "go live" at SMH in December 2018.

Redevelopment

Our community continues to show its passion for a redeveloped hospital with corporate partners, donors committing nearly \$14

\$2.4 million for annual priority needs

\$1M Raised for HIS

million in received gifts and future pledges. This includes a transformational \$10 million contribution from the County of Simcoe to help transform the future of quality care in our community, now and for generations to come.

[Together, we are stronger.](#) We are deeply grateful to our many corporate supporters, donors and volunteers for their dedicated support. Together, we will achieve our mission of raising funds in support of the Stevenson Memorial Hospital, consistent with donor interests, and enabling the Hospital to deliver excellent health care to our community

OUR PEOPLE – CHAMPIONS OF CARE

The Stevenson Memorial Hospital Auxiliary (the Auxiliary) was founded in 1928; however, there was an interruption in the Auxiliary services during the Second World War. In 1960 the Auxiliary was reorganized and today we have a membership of 161: consisting of 98 in-hospital volunteers, 17 student volunteers and 46 members who give support to the fundraising activities of the Auxiliary.

Since 2001 the Auxiliary has provided capital equipment support of \$920,570 to SMH and in 2017/2018 presented the Foundation with \$25,635 for the purchase of a Bili Blanket for the obstetrics department and two dialysis chairs for the dialysis department.

14,374 hours of
volunteer support

Supporting Young Leaders

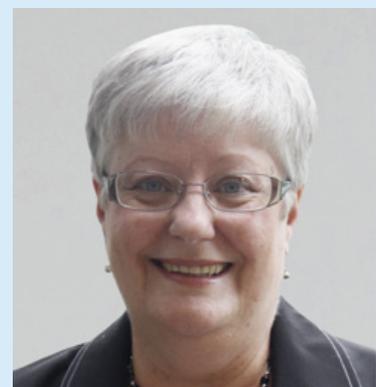
During the 2017 Annual General Meeting the Auxiliary was pleased to award Gabrielle Stefou with the Auxiliary's Bursary (Healthcare Field) and Sarah Walsh the Auxiliary's Bursary (Continuing Post-Secondary Education). Both students have shown commitment and given many hours to their community hospital and I celebrate their volunteerism.

Professional Development Opportunities

As members of the Hospital Auxiliaries & Associations of Ontario the Auxiliary continues to provide its members with education on what is happening in today's healthcare and networking with other auxiliaries across the province. The Auxiliary President and First Vice President attended the 2017 HAAO Annual Convention in Toronto. Three other members joined for the Tuesday Information Sessions and reports were provided to the membership during the January Members' Meeting.

Fostering Stronger Community Engagement

Part of the Auxiliary's role is to foster, through public relations, greater community interest and understanding of our hospital. One way this was accomplished was through the lighting of the hospital Christmas Tree on November 24. Santa arrived with his merry elf and magically the tree was aglow. The children got to visit with Santa in the cafeteria and enjoy cookies and hot chocolate.



Diane Munro *President, SMH Auxiliary*

A Word from the Outgoing Auxiliary President

As I step down from five years as Auxiliary President, I continue to be amazed by the commitment my fellow volunteers provide on a day to day basis to the betterment of our community hospital. Stevenson is growing; with the redevelopment project underway and the changes in healthcare, I see our volunteers as an integral part of the hospital team. "Volunteering does make a difference."

Respectfully submitted

Diane Munro

Diane Munro,
President, SMH Auxiliary

FINANCIAL HEALTH

The Stevenson Memorial Hospital has truly embraced the goal of “living within our means”. 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 balance our annual operating budget and raise sufficient donations from our community to fund our critical equipment needs. We believe that demonstrating our commitment to being fiscally responsible will be a key factor in gaining Ministry approval for our major redevelopment plans.

\$870,000 in net assets
1.091 Current Ratio



Financial Overview

For the financial year ended March 31, 2018, SMH reported a modest operating deficit of \$187,422. The major contributing factors include a flat growth in revenues, combined with a 3.8% growth in expenses, largely attributable to an increase in our payroll. On average over the last 5 years, the hospital has maintained a small operating surplus, and this latest fiscal result is reflective of an organization that is making timely investments in our staffing, where they will have the most impact.

Strong Working Capital Position

SMH ended the 2017/2018 fiscal year with a strong working capital position, that is, current assets minus current liabilities, of almost \$1.1 million, for an ending Current Ratio of 1.09. 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

One of the major changes in our balance sheet this year came about as a result of SMH being a founding member of an exciting collaborative called SHINE including Southlake Regional Hospital and Markham Stouffville Hospital. SMH has invested \$2.3 million in the latest version of a leading HIS (Health Information System) called Meditech. Of this, thanks to the Stevenson Memorial Foundation, SMH has had to borrow only \$1.5 million. This debt is structured as both short term and long term, the details of which may be seen in our audited financial statements.

Despite the financial pressures of redevelopment and continual improvements, the net assets (Assets minus Liabilities) of the hospital remain positive at \$870,000. 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, The Stevenson Memorial Hospital entered into a Hospital Service Accountability Agreement (H-SAA) that took effect April 1, 2008 and has been extended to September 30, 2018. As discussed above SMH is well positioned to address the myriad of challenges in the months and years to come.

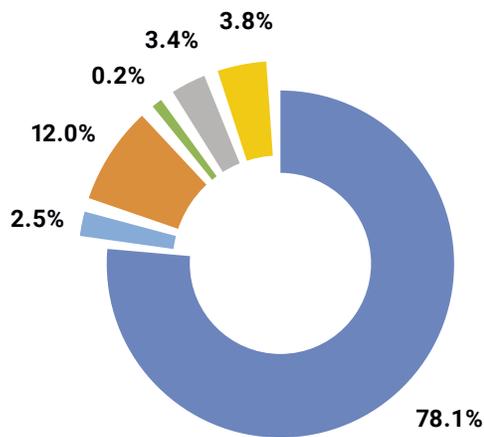
The Stevenson Memorial Hospital is proud of the work we've done as a team, and continues to operate in an arena where revenue growth is difficult, despite an inexorable annual growth in costs. Management will continue to work towards a balanced outcome of providing strong clinical results and continued financial sustainability.



FINANCIAL RESULTS

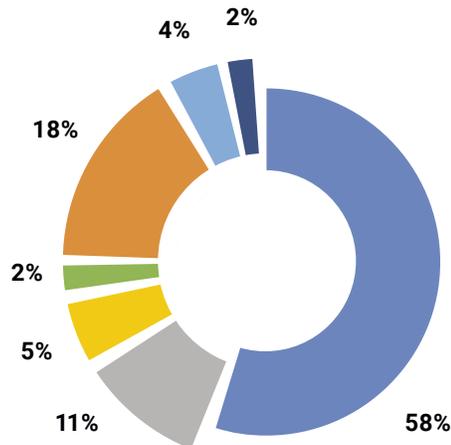
2017-18 Total Revenue – \$29,836,408

- MOHLTC/LHIN
- Other Provincial Programs
- Other Agencies & Self Pay
- Differential (Preferred Accomodation)
- Recoveries & Sales
- Amortization of Deferred Contributions



2017-18 Total Expenses – \$30,023,830

- Salaries, Wages & Benefits
- Medical Staff Remuneration
- Medical/Surgical Supplies
- Drugs
- Other Supplies & Expenses
- Amortization of Building & Equipment
- Other Provincial Programs



BY THE NUMBERS

2017-2018 Stevenson Memorial Hospital Statistics
and Financial Results



Financial Statements Online

To view our audited financial statements please visit our website at www.stevensonhospital.ca

BY THE NUMBERS

2017-2018 Stevenson Memorial Hospital Stats

ACTIVITY	2016/2017	2017/2018
Inpatient Days	11,301	10,203
Hospital Occupancy Rate	78%	68%
Births	383	446
Emergency Visits	36,795	38,369
Outpatient Clinic Visits	24,241	25,244
Dialysis Treatment	3,579	3,627
Surgical Procedures	3,886	3,988
Diagnostic Imaging: X-ray	23,541	24,538
Diagnostic Imaging: Computer Tomography	5,936	6,094
Diagnostic Imaging: Ultrasound	7,428	8,934
Diagnostic Imaging: Mammography	3,150	2,790
Non-Invasive Cardiology Exams	9,010	9,138
OUR PEOPLE		
Employees	314	286
Medical / Dental / Midwives	118	112
Auxiliary Membership	156	161
Active Volunteers	128	115
Number of Volunteer Hours	14,094	14,374



PURSUING PERFECTION

Over the past few months, Stevenson Memorial Hospital has been working to refresh our Strategic Plan. This is a pivotal time in the evolution of the hospital, marked with current and forecasted growth in our community, a planned redevelopment of the hospital, and new additions to our leadership team. It has also been a time of great change in healthcare, with renewed focus on patient-partnered care, innovations and changes to care delivery approaches and increasing attention on Ministry of Health and Long-Term Care and Central Local Health Integration Network performance indicators. The staff and leadership team at SMH welcome these challenges, vowing to make every effort on a daily basis to provide excellent care for every patient, strive for continuous improvement and not only meet but exceed targets for care.



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 principals

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

www.stevensonhospital.ca

to view our full strategic plan including the priorities and pillars that will guide us over the next 5 years



200 Fletcher Crescent, P.O. Box 4000, Alliston, ON L9R 1W7
(705) 435-6281
www.stevensonhospital.ca