

ANNUAL REPORT

HEALTH CARE EXCELLENCE IN
A CHALLENGING LANDSCAPE

2019
2020



RPNAO

Registered Practical Nurses
Association of Ontario



EMPLOYER OF EXCELLENCE AWARD

Presented to

Stevenson Memorial Hospital



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 three years

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LEADERS' LETTER

Message from the CEO and the Board Chair

Stevenson Memorial Hospital (SMH) is a progressive, acute care, community-based hospital that is setting a new standard for community hospital care. This is your hospital, and we are proud to bring you the 2019/2020 Annual Report. It is our privilege to lead an organization that is so essential to this community, that ranks high in patient satisfaction and wait times, and continues to provide high quality patient care.

The onset of the COVID-19 pandemic at the end of the 2019/2020 fiscal year has certainly created a challenging landscape for health care globally– and that is no different for us at SMH. As a small-medium community hospital with aging infrastructure, we made significant efforts to create isolation rooms, negative pressure capacity and more with limited space and resources. All to ensure we were prepared for a surge of patients due to COVID-19.

That being said, there are many more accomplishments to highlight that took place over the course of the past year.

Last fall, we received the Employer of Excellence Award from the Registered Practical Nurses Association of Ontario (RPNAO – now known as WeRPN). This is a significant achievement in recognizing the important role of RPNs at SMH, how we support and elevate our staff, and the impact they make at our organization. We also launched Phase 2 of our Health Information System, a patient portal called Patient Connect through our SHINE partnership with Markham Stouffville Hospital and Southlake Regional Health Centre. The portal provides patients access to their health care information 24 hours a day, seven days a week.

We continue to work closely with the Capital Branch of the Ministry of Health and the Central LHIN/ON Health regarding our status for redevelopment. Even though there have been delays due to the current pandemic situation, significant progress has been made and we are moving forward with planning for this important project.

Our staff continue to go above and beyond the call of duty and persevere through challenges presented to them. Thank you to our incredible team of physicians, nurses and staff for always making high quality patient care a priority. Our volunteers are a very important part of our hospital as well and we miss their presence at SMH. We thank them for their tireless efforts to support our organization – even remotely. Our Leadership Team have been managing through it all, a driving force in following our mission: Promising Progress and Pursuing Perfection. It is thanks to their hard work and dedication that our organization runs so smoothly, even in a global pandemic.

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, William Bye** who has helped bring technology to a new level at SMH this past year with the launch of Patient Connect and Meditech Virtual Visits. Our security and facilities enhancements as well as our strong financial stewardship are all due to his leadership and strive for excellence in these areas.

- **Our Vice President Clinical Services and Chief Nursing Executive, Carrie Jeffreys** who has successfully led the South Simcoe OHT to its 'In Development' status and will continue to drive this initiative forward in the future. Her oversight and expertise in leading our clinical leaders through a pandemic, as well as the ICU implementation has been instrumental.

● **Our Chief of Staff, Dr. Barry Nathanson**, who continues to lead, recruit and inspire our strong medical team all while providing care as an ICU physician. He always remains a strong advocate for SMH, including ensuring a Level 2 ICU is made possible for our community hospital. We would not be where we are today on our road to implementing a Level 2 ICU without his guidance.

● **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.

We are so humbled and appreciative of the incredible support SMH has received from our community, especially during the COVID-19 pandemic. From encouraging messages to donations of meals, cloth mask and scrub caps, monetary donations and parades for our staff – we thank you for all you are doing to uplift our staff and support our needs during this critical time. Our community has always showed their unwavering support to our organization and for that we are grateful.

The pandemic may have put a hold on plans for some key initiatives, but we are moving forward and have a bright future ahead of us. There is more to come from SMH as we strive to pursue excellence in this challenging health care landscape.

Sincerely,



Jody Levac,
President and CEO



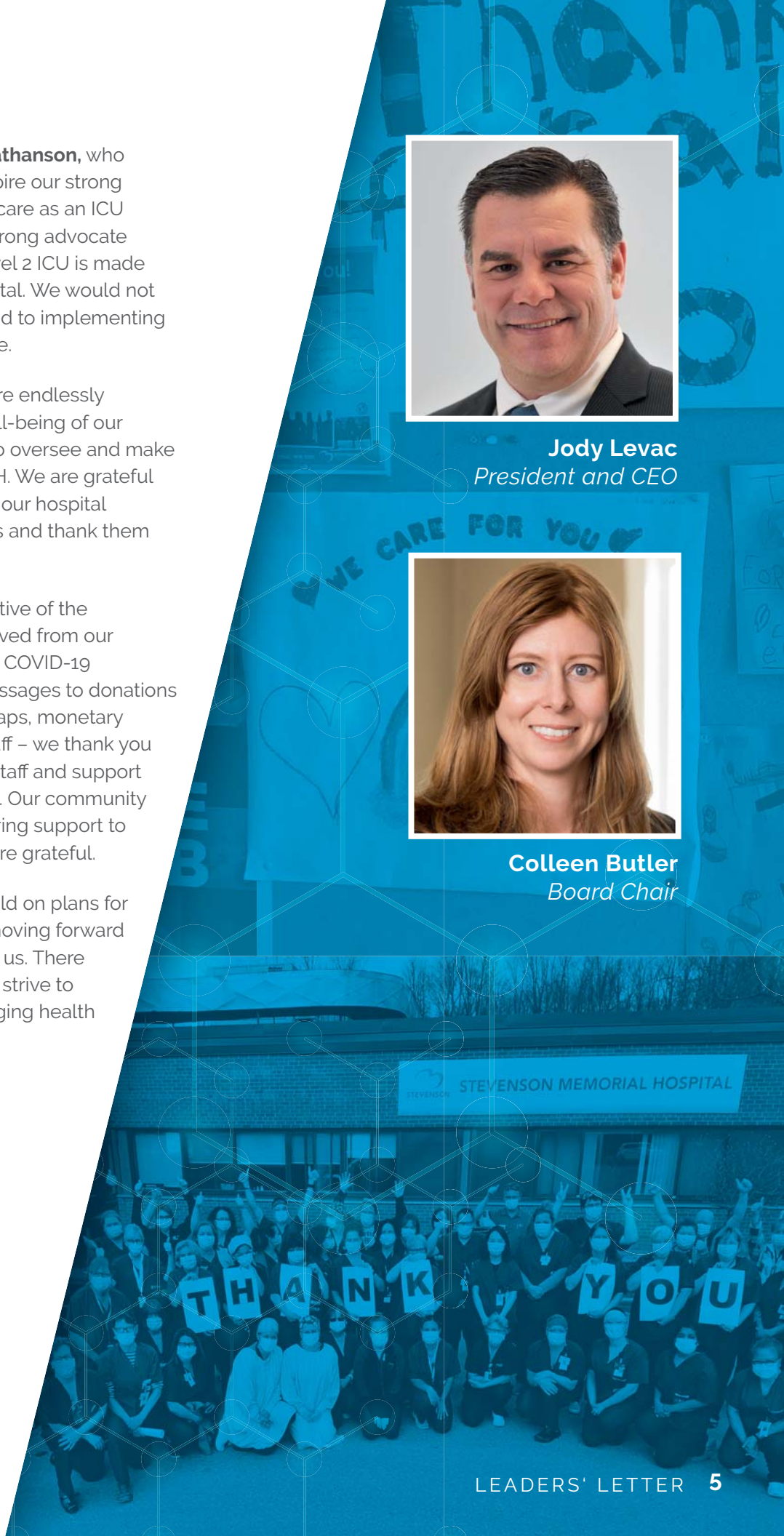
Colleen Butler,
Chair, Board of Directors



Jody Levac
President and CEO



Colleen Butler
Board Chair



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 and is part of the Central LHIN. 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

www.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

www.stevensonfoundation.ca

for more information.



HEALTH CARE EXCELLENCE

In October, 2019 SMH was named the 2019 Employer of Excellence by the Registered Practical Nurses Association of Ontario (RPNAO – now known as WeRPN). This award recognizes outstanding achievement in the utilization of RPNs across an organization, the creation of multi-disciplinary teams and empowering RPNs to work to the fullest of their knowledge, skill and judgment while maintaining a safe and respectful work environment.

The RPNAO also awarded SMH with a \$10,000 grant to implement the Hospital Elder Life Program (HELP) for Prevention of Delirium. This patient care program ensures optimal care for seniors with a sudden change in mental state and loss of functioning.

PEOPLE

Mary McGill Community Mental Health Program Celebrates 40th Anniversary

In January, 2020 Hospital staff, Board members, community partners and local officials celebrated the 40th anniversary of providing mental health services at SMH.

The Mental Health Clinic at SMH opened in January, 1980 to provide a much-needed service to the community. Within two years of the program operating, the clinic had seen over 1,300 patients. The Clinic changed its name to the Mary McGill Community Mental Health Program in the following years to honour the staff member who was instrumental in bringing the mental health program to the Hospital and the community.

This program continues to thrive and we are grateful to have mental health services at SMH to support patients and our community.

SMH Welcomes Respiratory Therapists

SMH is thrilled to have implemented a new role at the Hospital, in support of the new Level 2 ICU. This past spring, we hired Respiratory Therapists (RTs), who have been instrumental during the COVID-19 pandemic and have added to and enhanced our strong frontline staffing complement.

The RT role will not only support the ICU, but will be utilized to support other units in the Hospital based on patient and staff needs.

Staff Redeployment: COVID-19

Our staff have adapted to many changes throughout the COVID-19 pandemic, but one of these significant changes was the redeployment of staff as a result of needs for staff and patient screening. With all non-essential services suspended, frontline staff from the Peri-Op (Day Surgery) and Diagnostic Imaging Units stepped in to support this critical role.

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 selflessly putting themselves at risk to help keep our staff, patients and community safe.



Mallory Caldwell, Respiratory Therapist

CARE

Obstetrics Unit Reaches over 500 Births

The Obstetrics Unit reached a milestone in the 2019/20 fiscal year with 512 births recorded. This is unprecedented in SMH history 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.

Planning Moving Ahead for Level 2 ICU

SMH received funding from the Central LHIN/ON Health in 2019 to support the creation of a Level 2 ICU. Three Level 2 ICU beds will be available for patient care within the current facility once the project is complete. Minor construction will need to take place in order to accommodate the new equipment and to facilitate a proper Level 2 ICU. Our ICU staff will be caring for patients of a higher acuity and in a setting designed to do so.

There were delays with the project due to infrastructure constraints and the COVID-19 pandemic, but the ICU Steering Committee is moving forward with the implementation of this significant initiative. The project is due to be complete by the end of 2020.

COVID-19: Capacity Planning

In order to ensure that an appropriate number of isolated patient rooms were available to accommodate a surge of patients due to COVID-19, some restructuring at SMH was completed in the spring of 2020.

The Obstetrics Unit moved to the second floor in the Ambulatory Care Unit, which made seven isolated patient beds available. This open space became the Respiratory Unit, where patients with respiratory care needs (some COVID or suspect COVID) were cared for. Staff from the Medical/Surgical Unit provided care in partnership with Peri-Op nursing staff.

To ensure that patients were still able to connect to their families if admitted to the hospital (due to visitor restrictions), our Patient Experience Team provided tablets and helped set up virtual video calls with families.

PARTNERSHIPS

Launch of Patient Connect Online Portal

Signifying Phase 2 of the implementation SMH's new Health Information System (HIS) Meditech Expanse, SMH Launched an online portal called Patient Connect in September 2019. This was done in partnership with Southlake Regional Health Centre and Markham-Stouffville Hospital.

Patient Connect is an online tool that gives patients and families the ability to view upcoming appointments and procedures, laboratory results, diagnostic imaging reports and appointment history. Patients have access to their health care information 24 hours a day, seven days a week, which includes health care information from all three hospitals in the partnership.

South Simcoe OHT

In July, 2019 The Ministry of Health informed South Simcoe OHT (SSOHT) that they are moving forward in the Development phase of the Ontario Health Team (OHT) process. Out of the 150 OHT self-assessments received, 31 were identified as ready to submit a full application and 43 were identified as in development. The in development submissions are identified as having a strong degree of readiness and will prepare for a future full application submission.

Since then, an abundance of work has been completed, including research, presentations, sub-committee meetings and planning sessions. In January 2020, a Progress Report was submitted to the Ministry of Health, which will determine their status of moving on to the next phase (i.e. submitting a full application). The SSOHT is awaiting a response from the MOH, which has been delayed due to the COVID-19 pandemic.

Redevelopment Status

SMH continues to work very closely with the Capital Branch of the MOH, recognizing the need

of the Hospital to receive a revitalization and redevelopment and for Stage 1 approval to move forward. In November 2019, the Minister of Health, Christine Elliott announced that an approval would be sent in the near future. Although there have been delays due to the COVID-19 pandemic, plans are moving forward with Redevelopment and more will be shared in 2020 regarding this exciting initiative.

Community Partnerships

There are many partnerships that SMH is honoured to have that support the wellbeing of the Hospital's staff, programs and planning.

SMH was grateful to have Honda Canada Manufacturing as a partner in helping to build a gazebo for staff and patients/visitors to enjoy. They have also been a significant supporter in helping to provide PPE during the COVID-19 pandemic.

This past year we made additional strides in building community partnerships by participating and having a seat at the Simcoe County Emergency Planning Roundtable and the OPP Community Roundtable called Collaborate Nottawasaga.



INVESTMENTS

Updated Signage

In the fall of 2019, new signage was placed on the building - the first upgrade of its kind in SMH history. New entranceway signs, promotional signs and directional signs were designed and implemented to reflect the hospital's current branding, replacing outdated signage. A capital campaign sign was also placed on the property in partnership with the Stevenson Memorial Hospital Foundation.

Facility Upgrades

This past year, a number of upgrades were implemented to enhance the facility, increase safety and refresh some outdated spaces.

- New LED lighting was installed on the building to increase lighting in our upper and lower parking lots and entrances in the evening/early morning hours.
- The Emergency Department Trauma Room received a partial renovation to include new flooring and paint. The second phase of this project will include new lighting fixtures, a wider doorway/entrance and a state of the art boom mounted to the ceiling that will enable efficiency during a trauma. This was made possible by the donations of our community members.
- An Evacuation Chair was installed in the second floor stairwell as a mechanism to safely move patients that are non-ambulatory down the stairs in the event of a fire or other emergency.
- SMH started a contract with a new security company, GardaWorld. The security team at SMH is critical for the safety of our patients, staff and visitors. They have had a significant role in supporting the patient screening trailer at the main entrance, helping to transport patients and providing security specifically to patients requiring 24/7 patient watch.



- The installation of new elevators in the hospital was completed in January, 2020. These replace the original 1964 elevators, providing a safer option for all staff, patients and visitors.

- The staff entrance walkway was fully reconstructed, complete with wheelchair ramp, new stairs and railing. This walkway project combined with new picnic tables by the SMH Auxiliary President, our new gazebo and the volunteer efforts with the horticultural society make the hospital grounds a comfortable place to take a break and enjoy the property.

Office 365 Migration

In November, 2019 SMH started the migration of Office 365 with the Leadership Team. By the spring, all staff underwent the Office 365 migration, providing upgraded security against potential breaches, as well as technology upgrades with scheduling, virtual meetings (Microsoft Teams) and communication.

COVID-19 Investments

With the unexpected impact of the COVID-19 pandemic to our organization, SMH made some investments from a PPE supply and staff morale perspective.

The pandemic has put a lot of stress on the hospital's staff, in particular frontline staff who are providing care to those who are suspect COVID-19 or COVID-19 positive. With approval from the Senior Leadership Team, Kitchen Staff started providing complimentary meals to staff three times a week, including an afternoon snack to offset some of those stresses and build morale. After a few weeks, the lunch program became a full-time program for staff.

Also, in the spring of 2020, a Clean Flow Reprocessing Table, suitable for disinfecting N95 masks for reuse was purchased as a safety and supply tactic. With limited supply of PPE and uncertainty in a second wave of the virus, the Table was purchased so that SMH has the ability to reprocess N95 masks onsite if necessary.



SMH AUXILIARY REPORT

from the President of the
Stevenson Memorial Hospital Auxiliary

The Auxiliary provides volunteer services to the Hospital, fosters public relations, greater community interest and understanding of the Hospital and raises funds to purchase much needed equipment for our Hospital. Currently there are 147 members, of which 83 adults and 19 students volunteer in the Hospital. The balance of the members are involved in supporting the various fundraising activities of the Auxiliary. During the year, the Auxiliary donated in excess of 15,999 hours in support of the Hospital.

We held the Annual General Meeting on June 13, 2019.

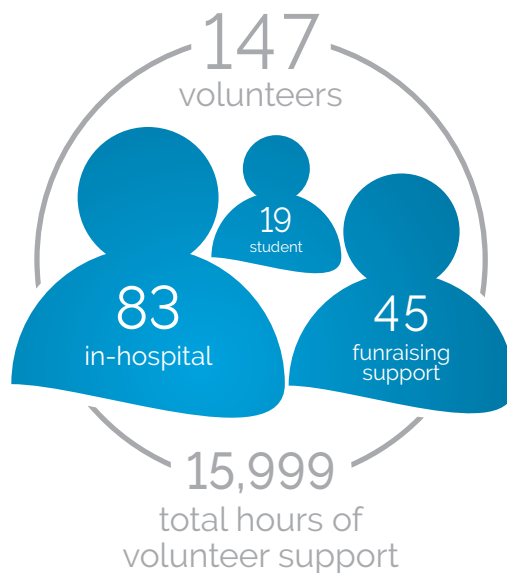
The Auxiliary presented two student bursaries. One for Continuing Education in a Health Care Field and the second for Continuing Post-Secondary Education.

Our guest speaker was Dr. Barry Nathanson, Chief of Staff at Stevenson Memorial Hospital, who provided a very interesting and entertaining discussion on the role of volunteers with the health care system.

Vicki Hoffman (Manager Paramedical Services) spoke to the group and explained some of the items that were purchased by the Hospital with the funds raised by the Auxiliary. Items purchased for the Lab were a "strainer" and two "centrifuges". Both of these items are used for blood testing. The lab also purchased "glass pipettes" which are reusable.

At the end of November members of the public and the Hospital attended the Annual Tree of Lights. We all enjoyed hot chocolate, cookies and the spirit of the Season.

In 2019/2020 the Auxiliary fundraising provided the Hospital with \$53,362 which was used to



purchase 15 Diagnostic Sets and a Trauma Light for the Emergency Department, 2 Vital Sign Monitors for the Clinics, 2 Patient Recliners and a Wound Care Cart for the Med/Surg Department, a Sleeper Chair and a High Back Chair for the Obstetrics Department and a Uroflometer for the Urology Department.

Regular members' meetings took place in April, September, November and January. Due to the Covid-19 outbreak, there was no regular member's meeting during March.

Executive meetings took place in April, May, August, December and February.

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).

The executive provides the administrative oversight for the operation of the Auxiliary. The day to day operation of the many volunteer areas of the Hospital is overseen the Auxiliary convenors. I would like to take this opportunity to say a very big thank you to everyone.

I have now completed two years as the Auxiliary President and it has been a privilege working with such an amazing group of volunteers.

As of March 13, 2020, due to the Covid-19 outbreak, the Auxiliary stopped all in-hospital activities. This decision was made to ensure that all of our volunteers were safe.

Be safe

Respectfully submitted



Gary Munro,
President, SMH Auxiliary



Gary Munro
President, SMH Auxiliary

ANNUAL PRIORITY NEEDS – SMH FOUNDATION

In 2019/20, \$2.4 million was raised in received gifts to support annual priority needs, as well as future pledges to support other priority needs, such as our HIS and redevelopment.

Some of the essential equipment that was funded includes an Echocardiogram Machine, Birthing Beds, new hospital curtains, Vital Signs monitors, Inpatient Beds, Trauma Room renovations and a PACS Monitor.

Together, we are stronger. We could not provide the care and services that we do without the support from our partners and our community. Together, we are setting a new standard in community hospital care.



FINANCIAL HEALTH

Stevenson Memorial Hospital 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 at the end of 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, 2020, SMH reported an operating deficit of \$79,032. The major contributing factors included Covid-19 expenditures, a 15% increase in supply costs and initiation of the new ICU project. With strong budgetary control in collaboration with LEAN and other cost reduction initiatives, the result was an increase in revenue of 4.75% and a 4.9% growth in expenses which were largely attributable to Covid-19 expenditures. Payroll costs were down a modest 1.9% over the previous year. 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 would have reflected a modest surplus as well had it not been for 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.

Strong Working Capital Position

SMH ended the 2019/2020 fiscal year with a strong working capital position, that is, current

assets minus current liabilities, of \$1,308,355 for an ending Current Ratio of 1.19. 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 to borrow only \$500k towards this project as opposed to the original \$1.5M that was planned for this fiscal. This 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 addition of new elevators, new walkway, enhanced security and signage amongst many

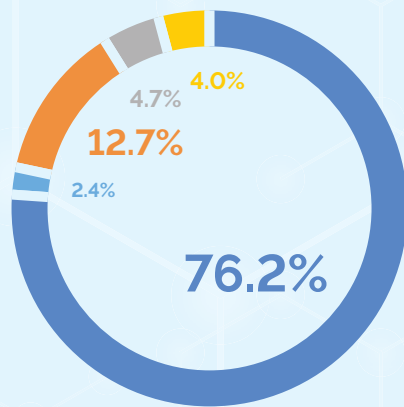
others, despite the financial pressures of redevelopment and continual improvements, the net assets (Assets minus Liabilities) of the hospital remain positive at \$811,123. This leaves the hospital in a position to address the inevitable challenges ahead, and is indicative of the high quality financial 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, 2021. As discussed above, SMH is well positioned to address the myriad of challenges in the months and years to come.

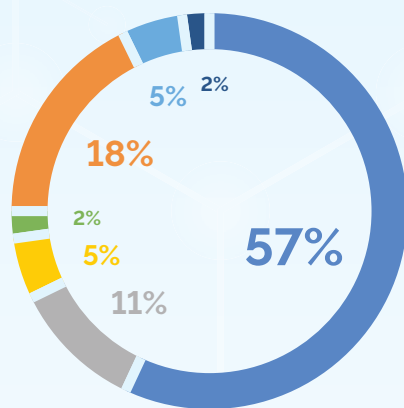
SMH is proud of the work we've done as a team with strong financial stewardship from Executive and Managers and continues to operate in an arena where revenue growth is difficult, despite inevitable growth in costs annually. Management will continue to work towards a balanced outcome of providing strong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

FINANCIAL RESULTS



2019-20 Total Revenue – \$31,976,505

- MOHLTC/LHIN
- Other Provincial Programs
- Other Agencies & Self Pay
- Recoveries & Sales
- Amortization of Deferred Contributions



2019-20 Total Expenses – \$32,055,537

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

BY THE NUMBERS

2019-20 Stevenson Memorial Hospital Statistics and Financial Results

BY THE NUMBERS

2019-20 Stevenson Memorial Hospital Stats

ACTIVITY

	2018/2019	2019/2020
Inpatient Days	10,589	10,923
Hospital Occupancy Rate	72%	75%
Births	461	512
Emergency Visits	37,319	35,482
Outpatient Clinic Visits	26,014	24,538
Dialysis Treatments	3,551	3,481
Surgical Procedures	3,913	3,918
Diagnostic Imaging: X-ray	21,505	21,109
Diagnostic Imaging: Computed Tomography	5,327	5,965
Diagnostic Imaging: Ultrasound	8,883	6,481
Diagnostic Imaging: Mammography	2,968	3,498
Non-Invasive Cardiology Exams	8,124	8,968

OUR PEOPLE

Employees	320	324
Medical/Dental/Midwives	118	118
Auxiliary Membership	158	147
Active Volunteers	140	102
Number of Volunteer Hours	15,735	15,999

Financial Statements Online

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

CHALLENGING LANDSCAPE

It is certainly an understatement to say that 2020 has been a challenging year so far due to the COVID-19 pandemic. For a small-medium size community hospital with aging infrastructure, there are challenges that we face on a regular basis. All hospitals have challenges that they face day-to-day and SMH is proud of how their team has managed through the COVID-19 pandemic.

Staff from all levels of the hospital have pulled together to provide high quality health care during a time of uncertainty in health care. Our space was reorganized in order to create as much isolation space as we could for our new Respiratory Unit. We even managed through a flood (clean water) that took place in the lower level of the hospital two weeks into the COVID-19 pandemic – a very critical time.

Our COVID-19 Assessment Centre is busy with activity and is a welcome resource to the local community who need testing. It is run efficiently by

SMH physicians, nurses and laboratory staff three times a week.

There isn't a better time to say that SMH is Promising Progress and Pursuing Perfection. No matter what challenges may come our way, SMH will work through it, succeed and be one step closer to perfection.

Ultimately, our staff have been on the frontline, selflessly keeping our community safe and providing excellent care. As a team, we are all in it together.







STEVENSON
MEMORIAL HOSPITAL

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