



Middlesex Hospital Alliance

Strathroy Middlesex General Hospital site
Four Counties Health Services site



Annual Report

2020/2021



Message from the Board Chair, President & CEO and Chief of Staff



Bonnie Twyford
Chair, Board of Directors

Over the past year, COVID-19 has been massively disruptive to our traditional Hospital activities, touching every part of our operational and financial footings. It has played a role in every decision, action, and response at MHA since early 2020 and continues to do so, and we continue to work to minimize disruption to non-COVID related hospital services. We rapidly assembled a new branch of operations to manage pandemic services that includes ensuring extra cleaning and disinfecting processes are occurring, supporting additional lab testing that is required, participating in the South West Incident Management System supporting patient transfers from other hospitals, staff re-deployment within MHA as well as to other organizations when needed. We have managed Personal Protective Equipment (PPE) sourcing and distribution, being available to support the LTC homes in the area, adjusting to rapidly changing new guidelines to ensure patient and staff safety and increasing our communication efforts to disseminate vital information. We have done all of this while delivering on our strategic plan accreditation and Ontario Health Team implementation with our community partners.



Todd Stepanuik
President and CEO

Throughout the past year, we have had to make some exceedingly difficult choices and yet our staff has risen to challenge after challenge and our community has bolstered us with its steadfast support. Our preparation and response has touched all aspects of hospital operations. Teams from across our hospital met around the clock, seven days a week, to prepare and redesign patient services and programs with the singular objective to keep everyone safe. The pandemic has been a stress test of our hospital's systems, practices, values and people. In short, MHA's team has risen to the challenge in every respect. From a partnership perspective, COVID has offered MHA the opportunity to cement linkages with existing partners and to establish creative relationships with new ones.

We are extremely grateful for the tremendous support from the community in these unprecedented times. When we put out a call for personal protective equipment and other resources, the outpouring of support was extraordinary. Whether it was in the form of masks and gowns or meals or vehicle parades and supportive messages and signs or artwork from local

The MHA Team has continued to develop best practices, and developed policies and guidelines working with our regional and ministry partners. We continue to develop emergency plans to address supplies, testing and other considerations for managing a potential surge of patients.

Ensuring our patients continued access to timely care and services is one of our key priority as our hospital sites adapts to significant changes in the provinces health system.

We would like to take this opportunity to thank our hospital leaders, staff, physicians, volunteers and Foundations for their dedication and commitment to our patients and community. We would also like to give our heartfelt gratitude to our communities for your donations and endless support.



Dr. Ian Ferguson
Chief of Staff

Strategic Plan 2019-2022

Our Renewed Mission

To provide the healthcare we would expect for our own families.

Our Vision

Exceptional Care by Exceptional People

Our Principles

We are committed to providing the highest standards of quality care to all of our patients and families. In our commitment to champion excellent health services for our community, our actions are guided by five core principles:



OUR STRATEGIC PILLARS

We will continue to provide exceptional care to our patients through our ongoing commitment and dedication to our five strategic pillars.

PEOPLE - Be an Employer of Choice

QUALITY CARE - Create Exceptional Patient Experiences

RELATIONSHIPS - Collaborate with Key Partners to Enhance Services in the MHA Community

RESOURCES - Establish a Modern and Efficient Infrastructure

INNOVATION - Foster a Culture of Innovation



People

Our most important resource is our people. At MHA, we strive to provide a positive work environment for our staff, physicians and volunteers.

Wellness/Wellbeing Framework

The MHA has formed a Wellbeing Committee that has the objective to enhance the inclusive programs and initiatives that support a healthy lifestyle and create a healthy environment in which we live and work. This encompasses the physical, mental and social health of our employees and recognizes that employees' values, personal development and work within the MHA contribute to their overall wellbeing at work and at home.



**Workplace
Wellbeing**

The Wellbeing Committee is comprised of five integrated sub-committees. Each of these sub-committees meet independently to further support the goals and objectives of the Wellbeing Committee as a whole.

1. **Recognition** – Focusing on employee recognition
2. **Wellness** – Providing pro-active initiatives to support wellbeing
3. **Joint Health & Safety Committee** – Providing input from a safety and environmental perspective
4. **Social** –Increasing social connections and building positive relationships with others in the workplace
5. **Engagement** – Measuring employee engagement and motivation

MHA is committed to being an Employer of Choice where the health and wellbeing of our employees is paramount.

Volunteer Services

This year unfortunately we were unable to have our volunteers on-site during the pandemic. We are looking forward to re-introducing our volunteers later in 2021. A robust on-boarding and health and safety orientation is being created to ensure that we can provide a safe environment for our volunteers when they are able to return.

MHA Emergency Preparedness

At MHA, we are charged by our community with an important trust which goes beyond the provision of the highest quality medical care available. In caring for the most vulnerable members of our community, an essential part of that trust is that we, as an organization, will do everything in our power, both collectively and as individuals, to guarantee the safety of those in our care. We are also responsible to our colleagues to ensure that the environment in which we all work is as safe as possible. The MHA Emergency Management Program addresses how the organization mitigates, prepares for, responds to, and recovers from internal and external emergencies. One component of the emergency planning program is the emergency response plan and specific risk based emergency response procedures. In 2020/21 The Emergency Preparedness Committee reviewed current emergency codes, implemented an annual work plan and rolled out a virtual placard.

Quality Care

The Middlesex Hospital Alliance has many quality improvement achievements to celebrate this year, each of which are in direct alignment with our MHA Strategic Plan and our Clinical Services Plan. As a result, the MHA is well positioned to continue to initiate, implement and sustain quality improvement strategies that result in quality care for our patients and families and the community we serve. We continue to invest in hospital resources and program growth as demonstrated by additional physician and interdisciplinary staff to enhance patient assessment and care and the patient experience.

RNAO Best Practice Spotlight Organization

The Registered Nurses' Association of Ontario (RNAO) has confirmed that the Middlesex Hospital Alliance has been awarded the Best Practice Spotlight Organization Designation for 2021-2023. MHA was successful in completing the pre-designation requirements from 2018 – 2021. MHA has also implemented smoking cessation and pain management strategies as part of different best practices guideline (BPG) initiatives.

Opioid Stewardship Committee

MHA recently established an Opioid Stewardship Committee. This new committee serves to promote and standardize safe opioid use in the acute care setting taking into account the safety of patients, and staff with the goal of helping to combat the opioid crisis within surrounding communities. This group is focusing on standardizing opioid prescribing and supporting medication substitution or alternatives when appropriate.

OneChart Electronic Health Record

MHA's journey to implement an electronic health record (EHR) began many years ago with the goal of moving from a paper record to a fully electronic health record. MHA is achieving this in collaboration with other hospital partner across the Southwest region to improve access to health information and enable a seamless record of care for each patient. To date MHA has implement Computerized Provider Order Entry (CPOE) and electronic documentation in both of our Emergency Departments. We have also implemented electronic documentation for all health disciplines (physio therapy, dieticians, occupational therapy, and social work) and nursing on the inpatient units at SMGH and FCHS. Electronic documentation for the inpatient areas at both sites was completed in May 2021.

Interprofessional Practice Council

MHA has recently established an Interprofessional Practice Council (IPC) to provide a professional forum that promotes and fosters excellence in patient and family-centered care through evidence informed practices, collaboration and communication. The IPC forum provides the opportunity for healthcare professionals to collaborate and provide subject matter expertise in matters related to professional practice across Middlesex Hospital Alliance (MHA).

South West Regional Bed Board

Across the province and across the region, all hospitals have enacted plans to create additional occupancy in advance of a potential surge of patients who may require acute care because of COVID-19. In order to review all hospitals capacity in the South West Region, A regional Bed Board was created. This regional bed board has enabled MHA to see real time occupancy as well as different areas within each hospital. The ability to see the daily occupancy rates is extremely useful from an access and flow perspective.

Trillium Gift of Life Network (TGLN)

The Trillium Gift of Life Network partners with hospitals to match potential organ and tissue donors with potential organ and tissue recipients. This is accomplished through their donor notification program of which both SMGH and FCHS are part of. Tissue and Organ donation is tracked on a monthly basis and MHA receives regular reports on our notification compliance.



“The MHA is well positioned to continue to initiate, implement and sustain quality improvement strategies that result in quality care for our patients and families and the community we serve.”



Relationships

At MHA, we continue to collaborate with key partners in order to enhance services for our patients in our community.

FCCHS Health Village

There was ongoing work throughout 2020/21 to continue positioning FCCHS as a Health Village role in the community.

The Newbury Dental Clinic joined the FCCHS Health Village to provide their dental services in a professional building space adjacent to the hospital and opened in early June 2021.

The Southwest Ontario Aboriginal Health Access Centre (SOAHAC) approached FCCHS for a satellite space to its Windsor clinic, which would expand primary care and traditional healing services to Indigenous clients, thus providing easier access and an alternative to receiving care closer to home. In the spring of 2021, FCCHS and SOAHAC signed a lease and SOAHAC opened in June, occupying almost 2,300 square feet of the FCCHS footprint.

Spiritual Care

MHA is committed to a holistic approach that addresses the needs of mind, body and spirit. Healthcare involves treating the whole person and that spiritual wellbeing can help improve health and quality of life. Spiritual care attends to a person's spiritual or religious needs as he or she copes with illness, loss, grief or pain and can help him or her heal emotionally as well as physically, rebuild relationships and regain a sense of spiritual wellbeing.

Work continues on implementing the work plan at both sites, including developing discussion papers on the role of Spiritual Care in the overall model of care, raising the profile of Spiritual Care with hospital staff & physicians during Spiritual Care week, and organizing annual virtual memorial services to honour patients who have passed away at the hospital.



Indigenous Health Strategies

The Middlesex Hospital Alliance (MHA) is embarking on indigenous health strategies and will be exploring various initiatives as part of our strategy. The intent is in building long term relationships with area Indigenous communities premised on the right to health determination and the principles of: shared control, health equity, cultural inclusion, and holistic health. As a result, the development of a plan will emphasize actions for awareness, reflection, education, and a supportive environment as precursors and an underlying base. It is essential that a fulsome collaborative approach with Indigenous organizations and neighbouring First Nations communities continues in order to build and strengthen existing relationships. The MHA is exploring a variety of possible initiatives and initially is planning is to provide Indigenous Cultural Safety (ICS) training to all MHA staff.

Innovation

We continue to foster a culture of innovation and challenge the status quo.



Smoking Cessation

In partnership with the Ottawa Model for Smoking Cessation, we have developed a Smoking Cessation Program for inpatient areas.



Alternate Level of Care (ALC)

We have developed strategies for Alternate Level of Care (ALC) patients at complex discharge rounds to provide more access to beds to incoming patients. From the day patients are admitted, we begin planning for their discharge.



Recycling

Through our recycling program, housekeeping services diverted 0.20 metric tonnes of cardboard from landfill and recycling collection has increased by 16.8 metric tonnes.



Research and Best Practices

We continue to explore new ways of providing care through research of emerging innovations and best practices.



Choosing Wisely

To improve patient care, we have implemented the Choosing Wisely initiative, which can reduce unnecessary tests, and promotes conversations between clinicians and patients. MHA has Level 1 designation.



Patient Safety

Through the implementation of bedside safety checks during shift changes and online nursing documentation in the Emergency Departments, including the Braden falls scale, we are increasing patient safety.



OTN

We are excited to be exploring a "Virtual Care" strategy through Ontario Telehealth Network (OTN) technology as means to provide better access for patients to outside specialists.



Patient Care Technology

We continue to invest in patient care technology, including a 3-D laparoscopy system, new digital x-ray at FCHS and SMGH, new CT at SMGH, digital stethoscope to augment OTN visits related to COPD program at FCHS and new endoscopy equipment at FCHS.



Clinical Placements

MHA is dedicated to educating and mentoring the next generation of frontline health care workers by growing clinical placements for students studying in all facets of health care from physicians and nurses to allied health and support services.

2020-2021 Financials



Strathroy Middlesex General Revenue (Millions) \$46.8

● Ministry of Health and Long-Term Care	\$39.5
● OHIP and Patient Services	\$2.9
● Differential and Co-payment	\$0.4
● Recoveries and Other	\$2.2
● Amortization of Donation and Grants	\$1.9



Expenses (Millions) \$46.3

● Salaries, Wages and Benefits	\$26.3
● Medical Staff Remuneration	\$6.7
● Medical and Surgical Supplies	\$3.2
● Drugs & Gas	\$0.6
● Other Supplies and Expenses	\$7.2
● Amortization	\$2.4

Four Counties Health Services Revenue (Millions) \$13.3

● Ministry of Health and Long-Term Care	\$11.8
● OHIP and Patient Services	\$0.3
● Differential and Co-payment	\$0.1
● Recoveries and Other	\$0.4
● Amortization of Donation and Grants	\$0.7



Expenses (Millions) \$12.9

● Salaries, Wages and Benefits	\$7.2
● Medical Staff Remuneration	\$1.8
● Medical and Surgical Supplies	\$0.2
● Drugs & Gas	\$0.1
● Other Supplies and Expenses	\$2.7
● Amortization	\$0.9

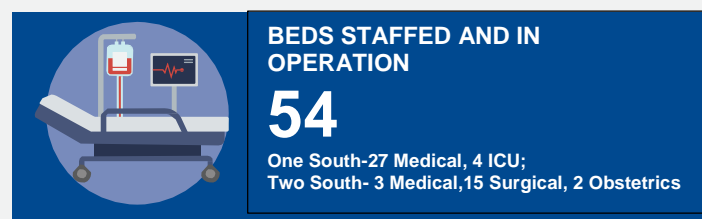
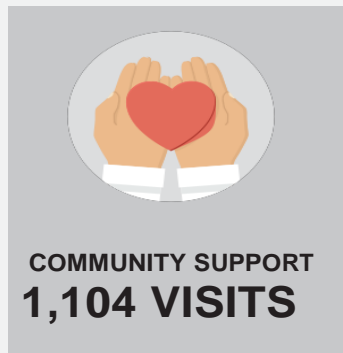
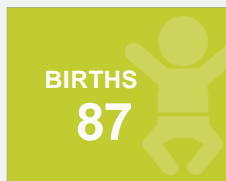
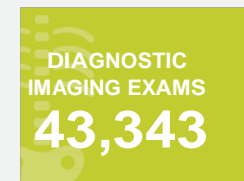


By the Numbers

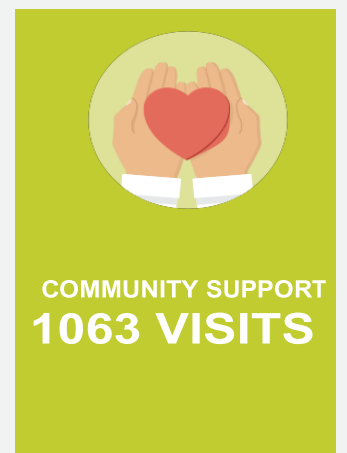
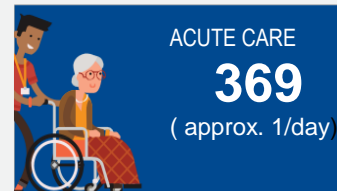
People Human Resources (MHA Combined)



Clinical Activity SMGH (2020/2021)



Clinical Activity FCHS (2020/2021)





FOUR COUNTIES HEALTH SERVICES
1824 Concession Drive
Newbury, ON N0L 1Z0
519-693-4441

STRATHROY MIDDLESEX GENERAL HOSPITAL
395 Carrie Street
Strathroy, ON N7G 3J4
519-245-5295

mhalliance.on.ca

Images throughout this brochure are of patients, staff and physicians from the MHA.