



Middlesex Hospital Alliance

Strathroy Middlesex General Hospital site
Four Counties Health Services site



Annual Report

2019/2020



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



Bonnie Twyford
Chair, Board of Directors

2019/20 has been an extraordinary year which has seen significant change throughout the health care system with the biggest healthcare challenge of our generation, with the COVID-19 Pandemic. These have been unprecedented times- unlike anything many of us have ever experienced in our lives. COVID-19 has tested the strength and resilience of our two hospitals, physicians, staff, and our communities in ways we couldn't anticipate. It has been a truly remarkable time, characterized by truly remarkable people. Thank you to all the individuals who generously gave their time to serve on our Board and our Committees in 2019-2020. Thank you to our staff and physicians for your courage, strength, excellence and professionalism. You have all risen to the challenge with a fierce determination to overcome one of the biggest threats to public health in our lifetimes. The pandemic has challenged, frustrated and in many ways strengthened our organization. Everyone navigated uncharted waters under extreme pressure and uncertainty. We are so proud of the resiliency, the professionalism, the commitment, the creativity, the calm and the kindness towards one another that has been demonstrated during the pandemic

The pandemic has highlighted the amazing support we have received from the community. There are so many examples of kindness and generous donations. It is with deep appreciation that we say thank you for all the support provided by MHA.



Todd Stepanuik
President and CEO

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.

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

The common thread driving us throughout the decades, has been our organizational values, and our focus on compassionate care and service to those in need. We have a long and notable history of making a positive impact on the MHA catchment community. MHA refreshed our Strategic Plan and Clinical Services Plan 2019-2022 which will continually challenge us to think differently about the way we provide care. Our community can be confident that we are well positioned to continue with our steadfast commitment to patient centered care.

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.

Engagement will be a cornerstone of our work as we design and implement our community's healthy future. We will continue to engage with our staff, patients and the community as active participants to ensure that their voices remain heard.

As we look to the future, we will continue to build on our successes and keep up to date with the evolving needs of our community. We will remain focused on how to manage our resources while committing to deliver the best healthcare experience.

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 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.



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

Volunteer Services

Volunteers within the MHA are able to make use of their unique skills, experiences, and compassion to benefit the lives of all of those touched by their services. Our Volunteers continue to be a dedicated essential service that helps improve the well-being of our patients and employees at both sites. During the 2019-20 year, we recruited six new volunteers to the Palliative Care Program at FCHS. These six volunteers completed the Fundamentals course which is a required education for all Palliative Care volunteers.

During the year Four Counties Health Services established a group of specially trained volunteers to assist patients and families when receiving Palliative Care within the ACNU at FCHS. Volunteers assist the patient and family by providing support and companionship so that patients do not feel alone. The Volunteer is a complimentary role that works in unison with the Health Care Team.



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

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

MHA is working in partnership with the Registered Nurses Association of Ontario (RNAO) to become a Best Practice Spotlight Organization. MHA will implement five best practice guidelines over a three year period. These guidelines will continue to build upon and enhance strategies that are currently in place ensuring our patients receive care that is guided by the latest evidence based research. MHA has successfully completed year two of this three year journey to obtaining full RNAO BPSO Designation status.

Palliative Care Suite

MHA was pleased to see the introduction of a dedicated palliative care suite at the SMGH site open in June 2019 which provides round the clock care by a team of health care professionals with the comforts and privacy of home.

The creation of the Palliative Care Suite at SMGH directly aligns with MHA's Strategic Plan and Clinical Services plan to ensure a standardized approach to Palliative Care and demonstrated our ongoing commitment to the community to provide the healthcare we would expect for our own families.

A special thank you to the Strathroy Rotary Club who raised significant funds for the project.

Falls Prevention Strategy: Creation and Introduction of the Brain Train

The Brain Train is a travelling cart to enable patients to choose stimulating games and activities to decrease boredom and wandering. The goal is to keep patients cognitively busy and improve their safety. The Brain Train was successfully launched at both the SMGH and FCHS sites. The Brain Train was shared as a falls prevention strategy at a national conference in the fall of 2019.

Seniors Friendly Hospital

MHA continues to build on the successes of its Meal Buddy and Functional Mobility Programs and three new initiatives were identified for 2020/21.

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.

A Dose of Safety Project

MHA partnered with the Canadian Patient Safety Institute (CPSI) to develop a Medication Safety Improvement Project. This Medication Safety project focuses on care and transitions in care for our frail elderly patients. The aim of this project is to improve communication with our patients about their medications and to ensure patients go home with the correct medications and information to prevent a return to hospital.

SMGH Musculoskeletal Rapid Access Clinic

The Musculoskeletal Rapid Access Clinic has been seeing patients at the SMGH site since June 2019. This provincial initiative has been proven beneficial for patients who require a total hip and knee replacement through the creation of a central intake and single wait list for primary total joint replacements. Referrals are sent to the central intake and patients are seen by an Advanced Practice Provider within 4 weeks of referral.



"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.

FCHS Health Village

There was ongoing work throughout 2019/20 to continue positioning FCHS as a Health Village role in the community.

The establishment of the Health Village at FCHS is a multi- year journey. Throughout this journey, patients visiting FCHS will continue to be the beneficiaries of the improvements in care through the creation of various partnerships, innovative practices, and system efficiencies.

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.

A work plan was developed for both sites including improving the model of care for Medical Assistance in Dying and Palliative Care patients, increasing awareness by raising the profile of Spiritual Care week and providing educational opportunities for both sites.

Ontario Health Teams

On July 23rd, 2020 the Minister of Health announced five new Ontario Health Teams (OHT) including London-Middlesex (Western Ontario Health or WOH). Middlesex Hospital Alliance is excited to be a partner in the WOH working collaboratively across the health care system. Ontario Health Teams are expected to bring together health care providers to work as one team to improve patient outcomes.

In its first year, the Western Ontario Health Team, which includes 60+ participating partners, the goal will be to focus on patients with primary diagnosis of advanced chronic obstructive pulmonary disease and/or congestive heart failure, who need more support and coordinated care; with special emphasis on patients who are at risk of institutionalization.

MHA will continue to collaborate with partner organizations in the health-care and community services sectors as we look at options for the future of health care in our region.

First Nations and Aboriginal Engagement

In 2019/20, several stakeholders were consulted to inform our engagement strategy and governance model tied to the future care experience for first nations and aboriginal patients.



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.



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.

2019-2020 Financials



Strathroy Middlesex General Revenue (Millions) \$43.9

● Ministry of Health and Long-Term Care	\$35.8
● OHIP and Patient Services	\$2.9
● Differential and Co-payment	\$0.7
● Recoveries and Other	\$2.6
● Amortization of Donation and Grants	\$1.9



Expenses (Millions) \$43.8

● Salaries, Wages and Benefits	\$24.0
● Medical Staff Remuneration	\$6.2
● Medical and Surgical Supplies	\$3.4
● Drugs & Gas	\$0.7
● Other Supplies and Expenses	\$7.1
● Amortization	\$2.4

Four Counties Health Services Revenue (Millions) \$12.6

● Ministry of Health and Long-Term Care	\$11.2
● OHIP and Patient Services	\$0.4
● Differential and Co-payment	\$0.1
● Recoveries and Other	\$0.5
● Amortization of Donation and Grants	\$0.6



Expenses (Millions) \$12.8

● Salaries, Wages and Benefits	\$6.9
● Medical Staff Remuneration	\$1.8
● Medical and Surgical Supplies	\$0.1
● Drugs & Gas	\$0.1
● Other Supplies and Expenses	\$2.9
● Amortization	\$0.9



By the Numbers

People

Human Resources (MHA combined)



533
EMPLOYEES
payroll and
benefits \$27.9M

SMGH third largest
employer in
Municipality
of Strathroy -
Caradoc

193
volunteers
providing over
15,300 hours



158 PHYSICIANS
and specialists with privileges



**BOARD
OF
DIRECTORS**
11 ELECTED
6 EX-OFFICIO



Clinical Activity SMGH (2019/2020)

EMERGENCY VISITS



24,753

AMBULATORY
CLINIC AND
PHYSIO
OUTPATIENT
VISITS

39,196

DIAGNOSTIC
IMAGING EXAMS

55,068

SURGERIES

2,256

BIRTHS

82

PATIENT DAYS

15,062




COMMUNITY SUPPORT
1,396 VISITS

ACUTE CARE

2,634
(approx. 7/day)



BEDS STAFFED AND IN
OPERATION

54
One South-27 Medical, 4 ICU;
Two South- 3 Medical, 15 Surgical, 2 Obstetrics



Clinical Activity FCHS (2019/2020)

EMERGENCY VISITS



10,710

AMBULATORY
CLINIC AND
PHYSIO
OUTPATIENT
VISITS

8,338

DIAGNOSTIC
IMAGING EXAMS

3,765

PATIENT DAYS

4,406



ACUTE CARE

400
(approx. 1/day)



BEDS STAFFED AND IN
OPERATION

12




COMMUNITY SUPPORT
788 VISITS

4,359 VISITS



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