



**SOUTH  
BRUCE  
GREY**  
HEALTH CENTRE

CHESLEY | DURHAM | KINCARDINE | WALKERTON



ANNUAL REPORT 2018/2019

**BACK (L-R):** Michael Barrett (President & CEO), John Haggarty, Doug Harris, Dr. Lisa Roth (Chief of Staff), John Gilbert, Brent MacKinnon, Leslie Hastie, Bill Heikkila

**FRONT (L-R):** Sheila Dowler, Kylie Pike, Larry Allison (Chair), Bonnelyne Park, Betty MacDonald

**ABSENT:** Jim Bagshaw, Maureen Rydall (Chief Nursing Officer), Dr. Daniel Soong (Medical Staff President)



## MESSAGE FROM THE

Reflecting on the past year, our team has achieved many important milestones that have positioned the hospital to continue to be a leader in the provision of high quality health care to the people living in the southern part of Grey and Bruce Counties, as you will see highlighted in this report to our communities.

The R.J. Creighton Family Birthing Centre had another record setting year, welcoming 445 babies, our Emergency Department wait times continue to be among the lowest in the province across our four sites, and we were fortunate to welcome a new surgeon, Dr. Zeeshan Rana, to our organization in the fall of 2018.

Our successes have not come without challenges, most significantly the development and implementation of a Budget Recovery Action Plan. Faced with a projected \$1.7M shortfall at fiscal year-end, six strategies were developed to return the organization to a balanced position by March 31, 2020. The plan was released in January 2019, and since that time, implementation plans have been progressing. We have created a Seniors Centre of Care that has allowed us to better care for our patients that have completed their hospital stay and are waiting to go home or to a long-term care home. We have ensured that we have the appropriate number of beds across our four sites, and are working to make sure our patients do not have to spend any longer in hospital than necessary. We have also realigned our lab functions to ensure we are only performing the tests for which we are compensated, with no impact to the people we serve.

Looking ahead, there are sweeping changes to the health care system on the horizon for the province of Ontario in the coming years. In April 2019, legislation was passed which will see the consolidation of a number of provincial health care agencies and programs into Ontario Health. In addition, the new legislation is requiring health care organizations like hospitals, long-term care homes, family physician offices, and home care to work more closely together with the creation of Ontario Health Teams. The intent of these changes is to eliminate the silos that exist between organizations, reduce duplication, and ensure the transitions for people moving between organizations is smoother.

As we work through this transition on a local level, our focus will continue to be providing exemplary rural health care to the patients we serve, and cultivating relationships with our health care partners in Grey Bruce to ensure we continue to enhance the health care system for our region.

Larry Allison  
Chair, Board of Directors

Michael Barrett  
President and CEO

In September 2018,  
SBGHC welcomed  
Dr. Zeeshan Rana  
(centre) as our new  
General Surgeon



## STRATEGIC DIRECTIONS

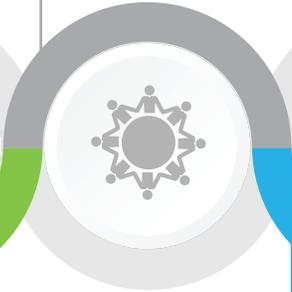
### EXPERIENCES

We will make positive patient experiences and staff well-being our focus.



### SUSTAINABILITY

We will strengthen the sustainability of health care in our communities.



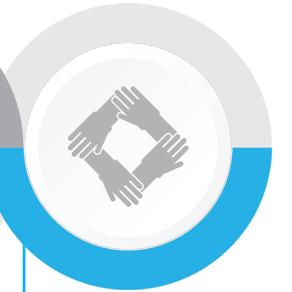
### PARTNERSHIPS

We will contribute to a stronger continuum of care to improve patient outcomes.



### LEADERSHIP

We will expand our role as an organization that demonstrates leadership in promoting rural health priorities.



### VALUES

We are **accountable**  
We are **leaders**  
We **collaborate**  
We have **integrity**  
Safety is **priority**  
in everything we do  
We have **empathy**  
for our patients  
We strive for **excellence**

### MISSION

Quality Health  
Care — Close  
to Home

### VISION

Exemplary  
Rural Health  
Care

Family Presence Policy  
Working Group  
members Ruth Robb  
(Patient Registration),  
Meghan Legge (Manager,  
Communications &  
Patient Experience)  
and Lynne Domm  
(Patient and  
Family Advisor)



## FOCUSING ON POSITIVE PATIENT EXPERIENCES



### ***Strengthening the Patient and Family Voice***

This year, in partnership with our Patient and Family Advisory Council (PFAC), we initiated a quality improvement project to evaluate our visiting hours policy to ensure that it reflects the guiding principles of patient and family-centered care that SBGHC has adopted.

A working group with representatives from various areas of the hospital, and two Patient and Family Advisors, was formed to review the policy and make recommendations for improvement.

The review identified that our existing visiting hours (2:00-8:00 PM) puts a limit on patients spending time with their loved ones, and places more importance on hospital workflow priorities than what is best for the patient and family.

The result of this initiative was the development of a Family Presence Policy that allows patients to identify who the important people are in their life that they would like to support them during their hospital stay and encourages families to be active participants in the care team. This change in practice from set visiting hours to open visiting for partners in care will have a positive impact on many facets of a patient's experience, including improved communication with patients and families, and enhanced quality of life for patients in the hospital.

The Family Presence Policy will be implemented across SBGHC's four sites in July 2019.

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*South Bruce Grey Health Centre's Patient and Family Advisory Council (PFAC), a collaboration of patients, family members and staff, is now in year-three of advocacy for patient-centered care. This approach to health care focuses on the central role of the patient and family in the health care journey and upholds the importance of the family as partners on the health care team.*

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*"I joined SBGHC's Patient and Family Advisory Council to contribute to improving overall patient experience, and more specifically, to help make improvements for patients and families to navigate the health care system and know what options are available to them."  
— Barb Aikens, Patient and Family Advisor*





## PARTNERSHIPS TO STRENGTHEN THE CONTINUUM OF CARE

### *Optimizing Service Delivery*

In March 2019, SBGHC entered into a partnership with the Kincardine Family Health Team and Life Labs to provide outpatient laboratory services.

Across SBGHC's four sites, 70% of the testing completed in our laboratories relate to community outpatient tests, which hospitals are not funded for by the Ministry of Health and Long-Term Care (MOHLTC). The remaining 30% of laboratory tests performed at SBGHC are for inpatients and the Emergency Department.

The new service delivery model for outpatient laboratory in Kincardine includes hospital laboratory staff working in the Kincardine Family Health Team collecting samples from patients, which are sent to Life Labs for processing, a third party provider that is funded by the MOHLTC for outpatient laboratory tests.

As the Kincardine Family Health Team is located on the same property as the hospital, the transition has been seamless for patients and offers added benefits, including allowing patients to access their test results online.

A similar model for outpatient laboratory services will be implemented at SBGHC's Chesley, Durham and Walkerton sites in July 2019.

*Sherry Henkenhaf,  
Medical Laboratory Assistant at  
SBGHC's Kincardine site, collects  
laboratory samples from patients  
at the Kincardine Family Health  
Team for processing by Life Labs.*



The Walkerton & District Hospital Foundation's CT Committee, along with SBGHC Staff and a Patient and Family Advisory Representative, celebrating the opening of the new CT suite in Walkerton



PARTNER

### ***Hospital Foundations - our partners in the community working to raise funds to ensure that we have current medical equipment and technologies to treat and care for our patients***

In June 2018, the CT scanner at SBGHC's Walkerton site was replaced with a new 256-slice scanner that features significantly reduced radiation exposure for patients, expanded diagnostic technologies and applications, advanced diagnostic capabilities and improved image quality.

SBGHC received generous support from all four hospital foundations in our region for the purchase of the new CT scanner, including \$1.4M from the Walkerton & District Hospital Foundation's Come Together Campaign.

The CT program at South Bruce Grey Health Centre's Walkerton site serves a diverse patient population in Southern Grey and Bruce Counties for emergency/trauma scans, cancer diagnosis and follow-up, and more. South Bruce Grey Health Centre was the first rural hospital corporation in the province to acquire a CT license and technology thanks to community support.

Renovations to the suite began in March 2018 with CT service delivery continuing in a mobile CT trailer throughout the duration. The project was completed one week ahead of schedule, with service resuming in the new CT suite on June 18, 2018.

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In February 2019, SBGHC's Board of Directors approved the submission of an application to the South West Local Health Integration Network (LHIN) for a CT scanner at the Kincardine hospital.

The Board supported the submission of an application based on a number of factors including the demand for CT services at the Kincardine site, the ability to improve the staff and patient experience, and a desire to reduce patient transportation costs.

Kincardine has the highest demand for CT scans from emergency department visits and inpatients across the four sites of SBGHC. In addition, SBGHC is currently incurring significant costs to transfer patients between Kincardine and Walkerton when a CT is required.

The Board's decision to submit an application to the LHIN is the first step in the CT approval process. Future decisions will be required to confirm the timing of implementation, the model of scanner, and where the CT will be situated, following a response from the LHIN.

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*"Consideration of this application would not have been possible without the generous support of the Kincardine and Community Health Care Foundation and Bruce Power. With a total cost of approximately \$4 million for the CT, Bruce Power has committed \$1 million and the Kincardine Foundation has committed to funding the remaining amount, ensuring that the costs of both the equipment and required renovations are completely covered." — Larry Allison, SBGHC Board Chair*

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## Chesley Hospital Auxiliary Celebrates 70th Anniversary

In September 2018, the Chesley branch of the Hospital Auxiliaries Association of Ontario celebrated their 70th anniversary. The Auxiliary marked this occasion by funding the refurbishing of the patient lounge at our Chesley Site. From 2003 to the present, the Chesley Auxiliary has contributed \$46,000 to SBGHC.

*To learn more about our Foundations and Auxiliaries and ways to donate, visit [sbghc.on.ca/about-us](http://sbghc.on.ca/about-us).*

### Chesley and District Health Services Foundation

<http://www.chesleyfoundation.ca/>

### Durham and Community Health Care Foundation

<http://www.durhamfoundation.ca/>

### Kincardine and Community Health Care Foundation

<http://www.kincardinefoundation.ca/>

### Walkerton & District Hospital Foundation

<http://www.walkertonhospitalfoundation.com/>

*In July 2018, the Durham and Community Health Care Foundation supported an upgrade to the x-Ray equipment at SBGHC's Durham site, significantly advancing the imaging technology and improving patient and staff experience.*



*In 2018/2019, the contributions of the four foundations that support our hospital totaled over \$2.1 M.*



## Kincardine Hospital Redevelopment

In March 2019, SBGHC completed the Stage 1 report for the redevelopment of the Kincardine hospital for submission to the Ministry of Health and Long-Term Care (MOHLTC). The preparation of this 1,800-page report was a significant undertaking, and is the first in a series of five steps the ministry requires in its capital planning process.

After receiving approval from the MOHLTC in July 2017 to proceed with the first of the five-stage capital planning process, SBGHC has been actively working with a comprehensive project team, staff, physicians and the Kincardine and Community Health Care Foundation to prepare the submission.



The Stage 1 submission includes a detailed Master Plan (20-year vision of program and service elements) and a Master Program (physical and cost elements).

With the upcoming Major Component Replacement Project at the Bruce Power Nuclear Facility, the population of the Kincardine area will increase significantly in the coming years, with a corresponding increase in demand on our emergency department, diagnostic imaging, and laboratory services.

The project is a phased redevelopment, with the first phase of the project focusing on the outpatient areas of the hospital – an expansion of the Emergency Department, Diagnostic Imaging (including space for a CT scanner), Lab and Registration, and bringing the Ambulatory Care Clinics down to the main level. The second phase of the redevelopment, which will not occur for several years, will include primarily the inpatient unit.



If the Stage 1 proposal is approved by the Ministry of Health and Long-Term Care, SBGHC will move on to Stage 2 of the capital planning process, the development of the Functional Program.

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*Follow the progress of the Kincardine Hospital Redevelopment project on our website [sbghc.on.ca/kincardine-hospital-redevelopment](http://sbghc.on.ca/kincardine-hospital-redevelopment)*

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SBGHC Chesley  
Site Seniors  
Centre of Care  
team members  
Stephanie Metcalfe  
(Patient Care  
Manager) and  
Alissa Davis  
(Occupational and  
Physiotherapy  
Assistant)



## STRENGTHENING COMMUNITY HEALTH

### ***Program Specialization - Seniors Centre of Care***

On April 1, 2019, SBGHC opened a 10-bed Seniors Centre of Care unit at the Chesley hospital site.

The Seniors Centre of Care is similar to the Restorative Care Unit (RCU) at the Chesley hospital, which focuses on helping patients regain their independence after the acute phase of an illness with the expectation that they will be able to return home. The Seniors Centre of Care has the same focus on activation, physiotherapy and socialization, for patients who are awaiting discharge to an alternate destination, such as long-term care.

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*“We are experiencing higher than normal volumes of patients waiting for placement in long-term care in all four of our hospital sites,” explains Maureen Rydall, Chief Nursing Officer. “Patients waiting in an acute care setting for placement in long-term care can experience significant functional decline due to limited mobility, physiotherapy, socialization and other activities. The Seniors Centre of Care provides care that is more appropriate for this point in the patient’s journey as they are ready to leave the hospital, and transition to long-term care.”*

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The Seniors Centre of Care unit offers a variety of supports for patients including physiotherapy, occupational therapy, and communal dining and activities.

### ***Investing in Infrastructure***

In March 2019, a \$2.75M infrastructure project began at SBGHC’s Chesley site to replace the facility's air-handling units, and install a sprinkler system throughout the site.

In January 2019, the Ministry of Health and Long-Term Care announced this one-time Health Infrastructure Renewal Funding (HIRF) for SBGHC, which was earmarked for this project, and construction began in March.

This substantial investment in the Chesley hospital will ensure that this facility will be able to operate efficiently for years to come, and ensure that the site will meet the upcoming provincial requirement for all hospitals to have a full sprinkler system by 2025.



## PROMOTING A COORDINATED GREY BRUCE HEALTH SYSTEM

### ***Expanding our Role as an Organization that Demonstrates Leadership in Promoting Rural Health Priorities***

In February 2019, the province of Ontario introduced legislation to transform the public health care system to improve patient experience and strengthen local services. The People’s Health Care Act, 2019 moved quickly through legislature and received royal assent in April 2019.

The restructuring contains two main components; the creation of Ontario Health, the central point of accountability and oversight for Ontario’s health care system, and the creation of multiple Ontario Health Teams, a new model for organizing and delivering services in local communities. Through this model, groups of health care providers will work together as a team to deliver a full and coordinated continuum of care for patients, even if they are not in the same organization or physical location.

Locally, health service providers from across Grey and Bruce counties have come together to discuss our collective approach to the government’s request to submit a self-assessment on our readiness to create a new Ontario Health Team (OHT) in Grey Bruce.

SBGHC is playing an active leadership role as a member of the planning committee for Grey Bruce, alongside representatives from several other health care agencies in our region, including hospitals, primary care, long-term care, home and community care, palliative care, and mental health and addictions, to prepare and submit a readiness assessment in the fall of 2019.

*In October 2018, SBGHC was recognized by Cancer Care Ontario for being a top performing facility for Ontario Breast Screening Program wait times from screening to diagnosis.*



In September 2018, SBGHC celebrated 61 staff members for their years of service at the annual Employee Service Recognition Dinner and Awards Ceremony



## A YEAR IN REVIEW

### April 1, 2018 - March 31, 2019



**61,496**

Patient Registrations



**388**

Employees



**46,583**

Diagnostic Imaging Tests



**445**

Babies Born



**42,840**

Emergency Visits



**2,870**

Admitted Patients



**1,572**

Surgeries



**2,632,606**

Laboratory Tests

### Improving Quality, Safety and Efficiency

In April 2018, Accreditation Canada surveyors spent four days at SBGHC speaking to staff, reviewing policies and corporate documents, and completing clinical tracers of the patient experience to ensure standards of excellence are being met.

Our organization was evaluated on 1,559 health care standards, of which we achieved 97% compliance. We have implemented strategies to address the unmet criteria, building on our path of continuous quality improvement.

SBGHC's next Accreditation Canada on-site survey will take place in 2022.



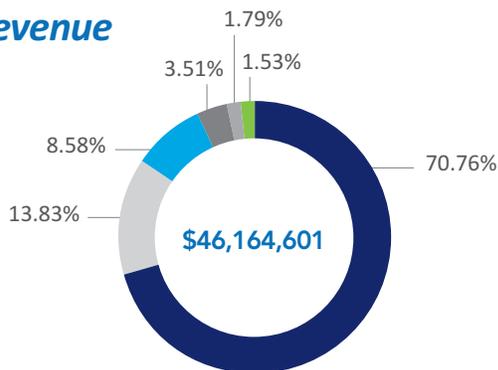
## Revenue

|   |                     |
|---|---------------------|
| Ministry of Health and Long-Term Care - Hospital Funding  | \$32,666,554        |
| Ministry of Health and Long-Term Care - Physician Funding | \$6,384,750         |
| Other Patient Revenue                                     | \$3,961,018         |
| Recoveries  | \$1,619,885         |
| Preferred Accommodation and Co-Payment                    | \$826,813           |
| Amortization of Donations                                 | \$705,581           |
|   | <b>\$46,164,601</b> |

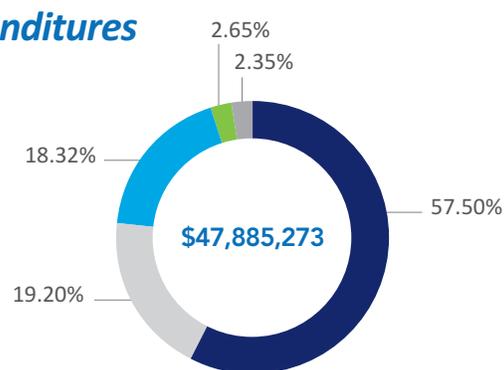
## Expenditures

|                             |                     |
|-----------------------------|---------------------|
| Wages and Benefits          | \$27,533,039        |
| Other Supplies and Services | \$9,191,691         |
| Physician Remuneration      | \$8,771,858         |
| Drugs and Medical Supplies  | \$1,261,636         |
| Amortization of Equipment   | \$1,127,049         |
|                             | <b>\$47,885,273</b> |

### Revenue



### Expenditures



View our audited financial statements at

<http://www.sbghe.on.ca/performance-and-public-reporting/financial-reporting>



## BUDGET RECOVERY ACTION PLAN

In January 2019, SBGHC released a Budget Recovery Action plan to address the organization’s projected deficit at the end of the 2018/19 fiscal year on March 31, 2019.

SBGHC’s Board of Directors approved the plan in January 2019, which outlined six strategies to reduce expenses between now and the end of the 2019/20 fiscal year.

The Budget Recovery Action Plan was developed by SBGHC’s Senior Leadership Team and Board of Directors, in close consultation with the organization’s Corporate Medical Advisory Committee, made up of physician leads from each of the four hospital sites.

**The full Budget Recovery Action Plan is available on SBGHC’s website.**

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*“The guiding principle behind the strategies in the Budget Recovery Action Plan is to maintain high quality patient care and ensure that we continue to have four strong, viable hospital sites. The strategies are intended to create efficiencies that will have minimal impact on patients and staff, and in many cases, these opportunities should have been explored regardless of our financial position.” — Michael Barrett, President and CEO*

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**SOUTH BRUCE GREY  
HEALTH CENTRE**

CHESLEY | DURHAM | KINCARDINE | WALKERTON



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WALKERTON, ON N0G 2V0*



South Bruce Grey Health Centre receives funding from the South West Local Health Integration Network.