

# SAH Annual Report

2015 / 2016



**EXCEPTIONAL PEOPLE WORKING TOGETHER TO PROVIDE  
OUTSTANDING CARE IN ALGOMA**



SAULT AREA  
HOSPITAL  
HÔPITAL DE  
SAULT-SAINTE-MARIE





SAULT AREA  
HOSPITAL  
HÔPITAL DE  
SAULT-SAINTE-MARIE



# VISION MISSION VALUES

## Our Vision

We will be recognized as the best hospital in Canada and an active partner in the best community health care system in the country.

## Our Mission

Exceptional people working together to provide outstanding care in Algoma.

## Our iCare Values

Integrity, Compassion, Collaboration & Partnership,  
Accountability, Respect, Excellence

# A MESSAGE FROM SAULT AREA HOSPITAL

This past year we have continued on our journey towards excellence; utilizing our Mission and Strategic Plan as our guide to improving the health care for everyone we serve in the community of Sault Ste. Marie and Algoma.

A continued focus of our plan is our 2020 Patient's Perspective - a description for how health care will be delivered in our community; for our community.

We are working to create:

- ◆ A future where our patients are seen for who they are and not the diagnosis on their chart
- ◆ A future where our health care system is seamless and smooth; where patients move through the system and their health care providers have the patient's most accurate and up-to-date information when needed
- ◆ A future where the care provided at Sault Area Hospital is top notch and treatment is sought outside of Algoma only when it is in the patient's best interest
- ◆ A future where patients are the voice of their health care

## OUR SUCCESSES

Achieved Accreditation with Exemplary Standing  
Celebrated five years in our new facility



## OUR FOCUS

### Leadership: Best Leadership

- SAH was recognized as one of Canada's safest employers - **Gold Level - Safety & Silver Level - Wellness**
- SAH received the 2015 Quality Healthcare Workplace Award - **Gold Level (2014 & 2015)**

### Culture: iCare Way

- Launch of iCare Development Institutes - education for our Exceptional People
- Revised our Standards of Performance

### Learning and Development: Best Skill

- iCare Conversations Training - enhancing accountability and communication
- Continued Lean education investment

# OUR STORY

## COMPLIMENTS TO ONE OF OUR EXCEPTIONAL PEOPLE

I'd like to share the great experience my partner Ryan and I had with Chris Fera, Phlebotomist in the Algoma District Cancer Program last Thursday and commend her for her exceptional service and care.

Ryan was diagnosed with Hodgkin Lymphoma in November 2013. He underwent 6 months of chemotherapy and is now cancer-free. He has regular appointments with Dr. Hill every 3 months and these appointments involve a review of blood work taken the week prior. On one particular occasion, Ryan came in to the ADCP to have his blood taken and had the pleasure of seeing Chris Fera.

Chris greeted Ryan with a smile and she invited him to have a seat in the chair in the phlebotomy room. She confirmed his first and last name, and introduced herself as she cleaned her hands. She then confirmed his date of birth as she got the specimen tubes ready and assured him that he would feel only a tiny pin prick and that drawing blood would only take a minute. She took the time to ask him how he was feeling and learn a bit about his medical history, and acknowledged and included me in the discussion. She thanked him and wished him a good day.

Chris's use of AIDET (Acknowledge, Introduce, Duration, Explanation, Thank You) put us both at ease and gave us confidence that Ryan was in good hands. She treated him like a person and not just a cancer patient, and even involved me in the process. Knowing that people like Chris are taking care of our loved ones makes me proud to work at SAH. I couldn't have asked for Ryan to be treated any better that day.

A big thank you to Chris for living our iCcare values and delivering outstanding care.

**“She treated him like a person and not just a cancer patient, and even involved me in the process. Knowing that people like Chris are taking care of our loved ones makes me proud to work at SAH.”**

- SAH Patient Family Member

## OUR GOALS

We will ensure we have highly-skilled, capable and passionate staff, physicians and volunteers who care for the person (not just the diagnosis) as well as for the success of the team.

**MEASURES:** Engagement survey results for staff, physicians and volunteers

## ENGAGEMENT RESULTS 2015/2016

EMPLOYEE	PHYSICIAN	VOLUNTEER
RESULT	RESULT	RESULT
60.7%	60.2%	61.4%

### 2015 iCcare Award Recipients

Velma McClelland - Volunteer  
Dr. Michael D'Agostino - Physician  
Franca Iachetta - Employee

### Dr. Hutchinson Award Recipient

Dr. Derek Hopgood

WORKING TOGETHER



## OUR PARTNERSHIPS

### Community Partnerships

- Health Link Sault Ste. Marie start up and onboarding of patients
- Patients First: Health Care System changes announced by Ministry of Health and Long Term Care
- Cedarwood Lodge opened
- Mobile Crisis Intervention initiative with Sault Ste. Marie Police Services
- Exploratory work with War Memorial Hospital

### Information & Information Technology

- 4,172 Telemedicine Visits in 2015-16
- Hospital Information System (HIS) renewal direction established and business case developed

# OUR STORY

## OUTSTANDING CARE DELIVERED BY OPHTHALMOLOGY

I am writing to compliment Dr. Mitchell and his staff in the Ophthalmology Clinic for their wonderful care and compassion. I have seen Dr. Mitchell on a number of occasions to receive treatment for a recurring eye issue.

Both his administrative and clinical staff have treated me with respect and dignity, always making me feel comfortable.

Dr. Mitchell exemplifies the iCare values of SAH. He demonstrates integrity, accountability, compassion and respect; treating me like a person and not a patient.

He routinely asks me how I have been and is genuinely interested in having a meaningful discussion, listening intently while sharing his own stories in turn.

He is calm, relaxed and professional ensuring he

details his every move for the patient so there aren't any surprises. I appreciate this approach as it makes the procedure feel less clinical and more collaborative.

He and his staff should be proud. SAH is well represented by these exceptional individuals.

Thank you.

**“Dr. Mitchell exemplifies the iCare values of SAH. He demonstrates integrity, accountability, compassion and respect; treating me like a person and not a patient.”**

- SAH Patient

## OUR GOALS

We will create a seamless way for patients to access the right care from one system

**MEASURES:** Working with partners to develop shared measures such as caring for patients in the most appropriate place (Alternate Level of Care (ALC)), unplanned readmissions, and admissions to SAH where a different approach to care could have prevented that admission (Ambulatory Care Sensitive Admissions); degree to which patient information is available electronically across the community (Electronic Medical Record Adoption Model (EMRAM))

## UNPLANNED READMISSION RATES

### 2015/2016 RESULT

17.3%\*



OUTSTANDING CARE

## OUR CARE

### Patient and Family First Culture

- Patient and Family Advisory Council (PFAC) involvement, renewal and expansion

### Transforming Care

- Patient Centred Flow Redesign effort launched focusing on improving how patients move through the hospital from admission to discharge
- Medical Short Stay Unit start up and expansion
- Completed review of Perinatal services

### Care Close to Home

- Cardiac Angioplasty proposal supported by Cardiac Care Network
- Stereotactic Ablative Body Radiotherapy (SABR) received honourable mention from Cancer Quality Council of Ontario (CQCO) Innovation Award

# OUR STORY

## OUTSTANDING CARE IN THE EMERGENCY DEPARTMENT

A patient was experiencing tongue swelling and redness in his face. He thought he was having dental complications and went to see Dr. Wong earlier in the day. Dr. Wong sent him to the Emergency Department immediately as he was worried that he may be experiencing an allergic reaction.

When the patient arrived at the Emergency Department, the triage nurse took him in to the unit right away. He was immediately assessed by Dr. Derek Garniss, and as it turns out, he was indeed having an anaphylactic reaction.

“From the time I arrived at the Emergency Department, the care and service I received from the nursing staff and from Dr. Garniss was wonderful. Dr. Garniss was excellent at explaining everything to me and reassuring me during my entire ordeal. He gave me medication and I began

feeling better within a very short time. I could not have received better care from the entire team in the Emergency Department and I want to make sure that everyone at SAH knows that I had an excellent experience.”

**“From the time I arrived at the Emergency Department, the care and service I received from the nursing staff and from Dr. Garniss was wonderful.”**

- SAH Patient

## OUR GOALS

We will provide our patients with access to the highest quality care as close to home as possible and will respect their decisions.

**MEASURES:** Patient satisfaction results; delivering care here when we can do so in a quality and safe way; best performing hospital on quality measures including Hospital Acquired Infections, wait times, Hospital Standard Mortality Rate (HSMR)

## PATIENTS RATE US AS EXCELLENT

### 2015/2016 RESULT

45.8%

How is the “Overall Patient Satisfaction EXCELLENCE Rating” calculated?

Patients are mailed a survey after their hospital stay.

SAH is then rated on how many times patients choose **EXCELLENT** as our rating for the survey question “**Overall, how would you rate the inpatient care and services you received at the hospital?**”

The rating scale is  
**Excellent - Good - Fair - Poor**

# Financial Report

## Condensed Statement of Financial Position

As at March 31, 2016 with comparative figures for 2015

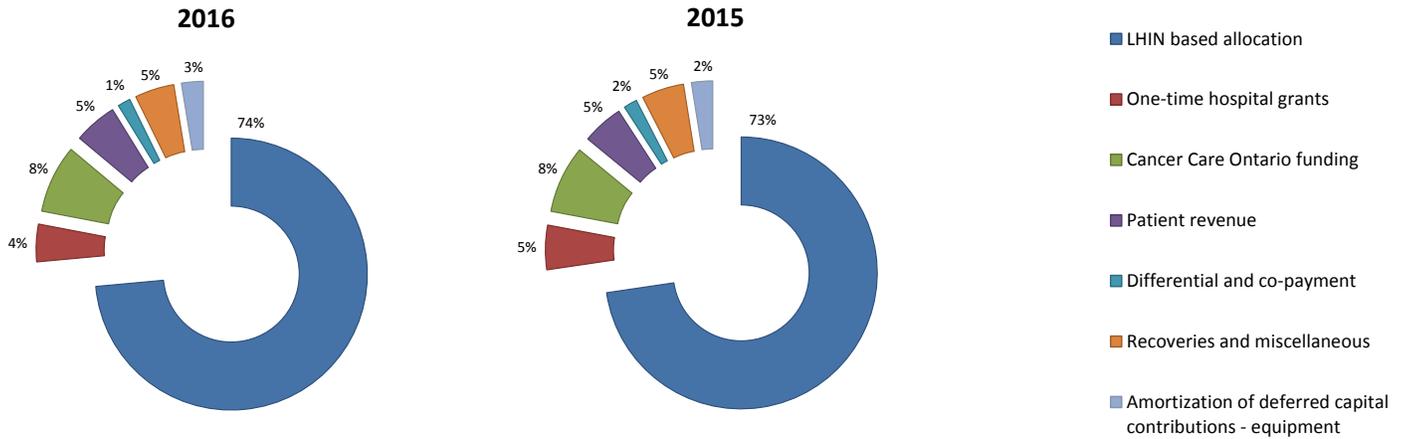
Assets	2016	2015
Current assets	\$26,903,259	\$35,830,013
Long-term receivables and restricted cash	100,000	4,842,603
Capital assets	303,967,451	316,067,144
	\$330,970,710	\$356,739,760
<b>Liabilities, Deferred Contributions and Net Assets</b>		
Current liabilities	\$39,597,597	\$53,136,168
Long-term liabilities and deferred contributions	324,898,184	334,198,278
Net assets	(33,525,071)	(30,594,686)
	\$330,970,710	\$356,739,760

## Condensed Statement of Operations

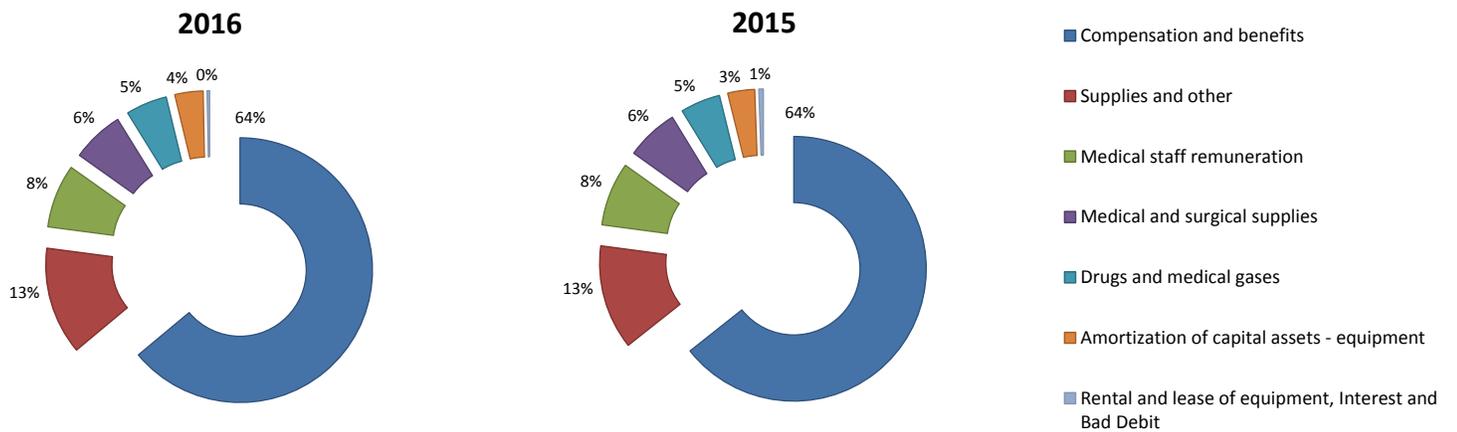
As at March 31, 2016 with comparative figures for 2015

<b>Revenues</b>		
Ministry of Health and Long-Term Care and Local Health Integration Network	\$160,509,187	\$164,055,954
Other	25,943,965	26,800,699
	\$186,453,152	\$190,856,653
<b>Expenses</b>		
Compensation and benefits	\$118,484,966	\$122,596,923
Other	66,852,774	67,959,089
	\$185,337,740	\$190,556,012
<b>Excess (deficiency) of revenues over expenses</b>	\$1,115,412	\$300,641

## REVENUES (%)



## EXPENSES (%)



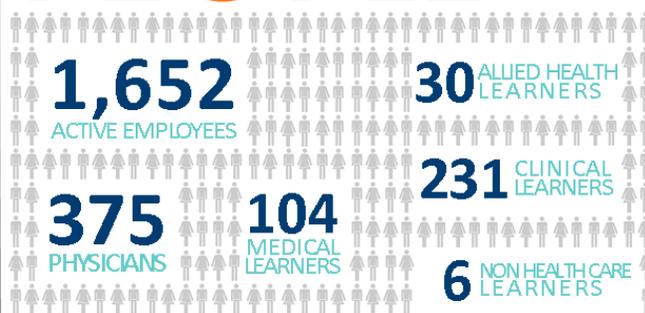
# SAH By the Numbers 2015 - 2016

## SAH By the Numbers 2015 / 2016



[sah.on.ca](http://sah.on.ca)

## EXCEPTIONAL PEOPLE



**634**  
VOLUNTEERS

**28**  
PATIENT ADVISORS



## WORKING TOGETHER

TOTAL ADMISSIONS TO SAH

**10,530**

2015 TOTAL ADMISSIONS 10,788

**88k**  
INPATIENT DAYS 2016

**104k**  
INPATIENT DAYS 2015

**2.4M**

LABORATORY PROCEDURES

**2.0M**

MEDICATION DOSES ADMINISTERED

**910**

BABIES DELIVERED

**16,009** SURGERIES PERFORMED

**58,030**

AMBULATORY CARE VISITS

**36,171**

MENTAL HEALTH OUTPATIENT VISITS

**97,121**

DIAGNOSTIC IMAGING VISITS

**17k**  
CT SCANS

**14k**  
MRI PROCEDURES

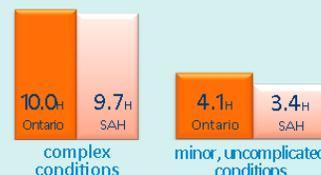
## OUTSTANDING CARE

EMERGENCY DEPARTMENT VISITS

**56,516**

2015 TOTAL VISITS 56,132

EMERGENCY DEPARTMENT WAIT TIMES  
Total Time (hours) Spent in ED [90th Percentile]



SURGICAL WAIT TIMES ORTHOPAEDIC



90th Percentile - Complete Surgical Procedures (in days)



Average Wait - Complete Surgical Procedures (in days)

HAND HYGIENE (INPATIENT AREAS)  
COMPLIANCE BASED ON REGULAR AUDITS

