

SAULT AREA
HOSPITAL

2017/18 ANNUAL REPORT

Trusted Partner. Outstanding Care.



VISION MISSION *Values*

OUR VISION

Trusted Partner. Outstanding Care.

OUR MISSION

EXCEPTIONAL PEOPLE WORKING
TOGETHER TO PROVIDE OUTSTANDING
CARE IN ALGOMA.

OUR *iCare* VALUES

INTEGRITY | COMPASSION |
COLLABORATION & PARTNERSHIP |
ACCOUNTABILITY | RESPECT | EXCELLENCE

Our **ACCOMPLISHMENTS**

Launch of our new vision:

Trusted Partner. Outstanding Care.

An in-depth consultative review of our **Strategic Plan** resulting in the development of priority initiatives with key milestones and deliverables.

A revitalized commitment to our **Patient Perspective.**

Exceptional PEOPLE

Care is provided by compassionate, highly-skilled staff, physicians and volunteers who enjoy their roles, are proud to work at the hospital and always put patients at the centre of the health care team.

EXCEPTIONAL PEOPLE ACCOMPLISHMENTS

SAH physicians recruited in the following specialties: General Internal Medicine, Family Medicine, Urology, Geriatric Medicine, Gastroenterology, Emergency Medicine, Infectious Disease, Neurology, Critical Care, and Psychiatry.

First ever psychiatry resident recruited as part of the recent Canadian Resident Matching Service matching process.

Volunteers contributed over 67,000 hours of dedicated service.

Indigenous Cultural Safety training was completed by organizational leaders.

Enhanced learning for staff through improvement of our Learning Management System and the provision of high-caliber learning events.

Continued focus on our **Always Behaviours** to support Leaders in providing effective coaching and ensuring they have the tools and skills required to facilitate continuous improvement.



Our People

...I recently had major surgery and a two week stay in SAH.

When being whisked in the early morning hours for various tests and scans, I discovered that the hospital is a city within a city that never sleeps.

I was treated by many nurses, doctors and student nurses who were courteous, cheerful and answered my many concerns as well as my dumb questions.

From admitting to housekeeping to the many departments that fit together to make SAH, there were no exceptions.

We are blessed indeed by these heroes who regard their work as helping people and not only as a job.

There is dedication and pride in giving their best performance and not settling for anything less.

I noticed especially when the patient was very old and confused that the staff never wavered in gentleness and patience.

Multiculturalism is alive and well in SAH...

3,248

STAFF, PHYSICIANS,
LEARNERS, & VOLUNTEERS



“We are blessed indeed by these heroes who regard their work as helping people and not only as a job.”

- Gene Monin

Our Goal

is to improve our Employee, Physician and Volunteer engagement.

2017/2018 ENGAGEMENT RESULTS

EMPLOYEE RESULT 63%	PHYSICIAN RESULT 58%	VOLUNTEER RESULT 97%
TARGET 67%	TARGET 62%	TARGET 98%

How we measure: Engagement survey results for staff, physicians and volunteers

Working TOGETHER

Our community has timely access to the right care from an integrated system.

WORKING TOGETHER ACCOMPLISHMENTS

ONE Initiative launched, making SAH one of the first three hospitals in the NE LHIN embarking on implementing a fully electronic medical record.

Our **Senior Friendly Care** was enhanced through the coordination of geriatric-focused services for our frail medically complex older adults.

HealthLink Sault Ste. Marie improved the patient experience for medically complex patients by creating care plans that meet people's needs as defined by them.

Support for SAH standalone **Percutaneous Coronary Intervention [Coronary Angioplasty]** service was confirmed by the Ministry of Health and Long-Term Care.

60 plus Advisors supported Patient and Family Advisory Councils in the following areas: Algoma District Cancer Program, SAH Corporate, Algoma Regional Renal Program, Mental Health & Addictions, and the Emergency Department.

The local **Opioid Task Force** successfully secured funding to collaboratively serve Algoma through the opening of the **Rapid Access Addiction Medicine Clinic**.



Our Partners

...February 26, 2018 at 3:30 am I went to SAH's Emergency Department with excruciating chronic back pain.

Dr. Stephen Bondar and his expert staff did not just give me a needle for pain and send me home. Ordered was a urine sample and x-ray, not satisfied an ultrasound was ordered.

The results a mass on my left kidney. Immediately a CAT scan was in the works for confirmation.

I left the hospital 13.5 hours later with a urology appointment for March 1, 2018 and a biopsy March 16, 2018.

I cannot express my appreciation, gratitude and satisfaction for the professional and timely attention I received in such a short period of time.

This positive note should outweigh any negative attitude one hears out in the community about the SAH Emergency Department...

10,147

TOTAL ADMISSIONS
TO SAULT AREA HOSPITAL



“I cannot express my appreciation, gratitude and satisfaction for the professional and timely attention I received in such a short period of time.”

- SAH Volunteer

Our Goal

is to ensure our patients do not return to hospital unexpectedly after a previous stay in hospital.

UNPLANNED READMISSION RATES

2017/2018

RESULT 14.7%*

TARGET 15.5%

* Results may change due to final submission

How we measure: There are 8 Health Based Allocation Model (HBAM) inpatient groups (HIGs) that are measured. Success is measured by how many times we avoid a patient with one of these Case Mix Groups (CMGs) from being readmitted to any hospital within 30 days, by ensuring all of the appropriate services and care are in place. The 8 HIGs are – Cardiac, Congestive Heart Failure, Chronic Obstructive Pulmonary Disease, Stroke, Acute Myocardial Infarction, Diabetes Mellitus, Gastrointestinal and Pneumonia.

Outstanding CARE

Patients and their families are active partners in realizing the highest quality care, as close to home as possible.

OUTSTANDING CARE ACCOMPLISHMENTS

Our iCcare Pharmacy completed its first year in operation and exceeded expectations.

Algoma District Cancer Program was recognized for highest patient satisfaction in Ontario for coordination and continuity of care.

New state-of-the-art **renal dialysis units** and a **computed tomography scanner** [CT or CAT] were deployed.

SAH's Laboratory Services received a 4-year accreditation.

We experienced collaborative multi-disciplinary support for the implementation of **Medical Assistance in Dying**.

The **Excellence in Patient Care Award** was presented by the Studer Group for Emergency Department Achievement Excellence.



Our Care

...I was just discharged this morning from 3A following total knee replacement surgery on Wednesday.

I would like to thank everyone involved in my care during my stay.

Right from first encounter in Admitting, Day Surgery, OR including Drs., Recovery Room, and 3A staff, everyone was extremely professional and perhaps more importantly, kind and understanding.

Even the ladies that brought my meal trays and the housekeeping staff had a smile and a kind word.

Of course I would be negligent not to mention the excellent volunteers.

As a former employee of SAH, I had never imagined that I would someday have need of its services. You should feel proud to know that you work with such a great group of people.

Please extend my thanks and best wishes to everyone...

97,448

INPATIENT DAYS



“You should feel proud to know that you work with such a great group of people.”

- Rick Thorold

Our Goal

is to improve our Admitted Patient Wait Time & our Patient Experience.

ADMITTED PATIENT WAIT TIME

AVERAGE

2017/2018
RESULT 15 HOURS

TARGET 15 HOURS

90TH PERCENTILE

2017/2018
RESULT 32 HOURS

TARGET 24 HOURS

PATIENT EXPERIENCE

2017/2018
RESULT 57% PERCENT EXCELLENT

TARGET 57%

How we measure: ED Length of Stay for admitted patients is defined as the time from triage or registration (whichever comes first) to the time patient leaves the ED for admission to another unit. (*90th percentile* - the maximum length of time in which 9 out of 10 patients have completed their ED visit. Average - the average length of stay for all admitted ED patients.) Patient Experience is reported as percent excellent. (Percent Excellent - the number of patients who respond with a ranking of excellent on one overall patient experience question on our Patient Experience Survey.)

Operational **EFFICIENCY**

Financial Report

Condensed Statement of Financial Position

As at March 31, 2018 with comparative figures for 2017

	2018	2017
Assets		
Current assets	\$25,617,447	\$21,855,904
Capital assets	283,352,954	292,630,881
	<u>\$308,970,401</u>	<u>\$314,486,785</u>
Liabilities, Deferred Contributions and Net Assets		
Current liabilities	\$39,338,506	\$35,490,623
Long-term liabilities and deferred capital contributions	309,531,133	316,101,191
Deficiency in net assets	(39,899,238)	(37,105,029)
	<u>\$308,970,401</u>	<u>\$314,486,785</u>

Condensed Statement of Operations

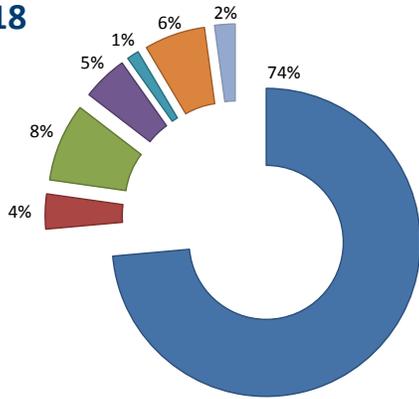
As at March 31, 2018 with comparative figures for 2017

Revenues		
Ministry of Health and Long-Term Care and Local Health Integration Network and Cancer Care Ontario funding	\$170,454,328	\$161,224,183
Other	29,053,366	30,243,487
	<u>\$199,507,694</u>	<u>\$191,467,670</u>
Expenses		
Compensation and benefits	\$127,981,991	\$123,870,489
Other	70,694,711	67,330,559
	<u>\$198,676,702</u>	<u>\$191,201,048</u>
Excess (deficiency) of revenues over expenses*	<u>\$830,992</u>	<u>\$266,622</u>

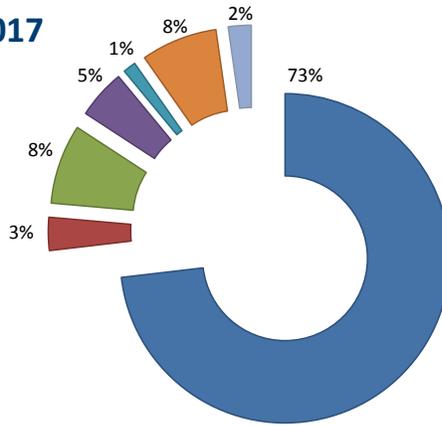
*represents earnings before interest and amortization

REVENUES (%)

2018



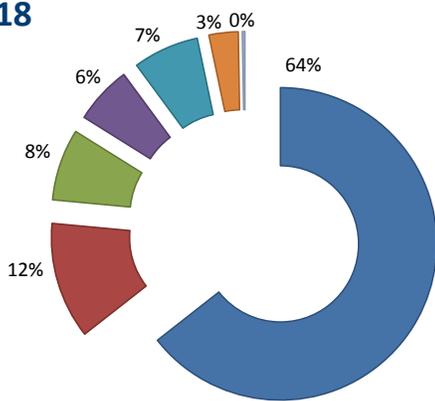
2017



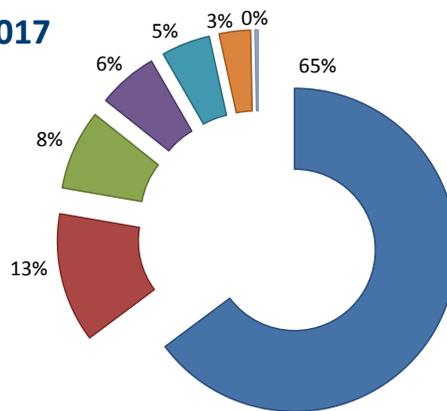
- LHIN based allocation
- One-time hospital grants
- Cancer Care Ontario funding
- Patient revenue
- Differential and co-payment
- Recoveries and miscellaneous
- Amortization of deferred capital contributions - equipment

EXPENSES (%)

2018



2017



- Compensation and benefits
- Supplies and other
- Medical staff remuneration
- Medical and surgical supplies
- Drugs and medical gases
- Amortization of capital assets - equipment
- Rental and lease of equipment, Interest and Bad Debit

Our Goal

is to ensure we are using our resources effectively to deliver outstanding care.

OPERATING MARGIN

2017/2018

RESULT \$0.8M

TARGET \$0.5M

How we measure: Total Revenue from Hospital Operation less Total Expenses from Hospital Operations as calculated in monthly financial statements. Items excluded: Amortization of Deferred Capital Contributions, Amortization of Building and Service Equipment, Net Annual Service Payments, Net Other Votes Funding, and Net Other Funding Sources.

SAH BY THE NUMBERS 2017/18



1,701 ACTIVE EMPLOYEES	69 ALLIED HEALTH LEARNERS
369 CREDENTIALLED PHYSICIANS	316 CLINICAL LEARNERS
624 VOLUNTEERS	7 NON HEALTH CARE LEARNERS
	102 MEDICAL LEARNERS
	60 PATIENT ADVISORS

Working TOGETHER

TOTAL ADMISSIONS TO SAH

10,147

2017 TOTAL ADMISSIONS 10,553

97,448

INPATIENT DAYS 2018

89,226

INPATIENT DAYS 2017

56,317

AMBULATORY CARE VISITS
2017 - 58.7K

35,724

MENTAL HEALTH OUTPATIENT VISITS
2017 - 37.2K

101,891

DIAGNOSTIC IMAGING VISITS
2017 - 100,635

2.7M

LABORATORY PROCEDURES
2017 - 2.6M

842

BABIES DELIVERED
2017 - 851

20K

CT SCANS
2017 - 19K

16K

MRI PROCEDURES
2017 - 17K

2.2M

MEDICATION DOSES ADMINISTERED
2017 - 2.1M

Outstanding CARE

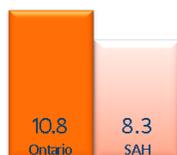
EMERGENCY DEPARTMENT VISITS

60,057

2017 TOTAL ED VISITS 57,275

EMERGENCY DEPARTMENT WAIT TIMES

Total Time (hours) Spent in ED [90th Percentile]



complex conditions (IN HOURS)



minor, uncomplicated conditions (IN HOURS)

SURGERIES PERFORMED

15,408

2017 TOTAL SURGERIES PERFORMED 15,346

SURGICAL WAIT TIMES ORTHOPAEDIC



90th Percentile Complete Surgical Procedures (IN DAYS)



Average Wait Complete Surgical Procedures (IN DAYS)

2018 AWARD RECIPIENTS

Volunteer, Employee, and Physician iCare Awards • Dr. William Hutchinson Award

iCare AWARDS

The iCare Awards are given by our Board of Directors to recognize an employee, a volunteer, and a physician who consistently demonstrate the iCare values of Sault Area Hospital.

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

Dr. William Hutchinson **AWARD**

The Dr. William Hutchinson Award was established in 1982 to recognize distinguished contributions to health services in Sault Ste. Marie and the District of Algoma. Dr. Hutchinson was an esteemed local surgeon at Sault Area Hospital and a founding member of the Algoma District Health Council.





Jackie greets every patient with warmth and openness, making each person feel special and truly cared for.

Jackie Tomchak

ICCARE VOLUNTEER RECIPIENT

Jackie Tomchak is a committed Sault Area Hospital (SAH) volunteer, having dedicated more than 32 years to the volunteer sector at the hospital. Jackie currently volunteers in the Algoma District Cancer Program (ADCP). Whether she is folding gowns, bringing a patient a glass of water or a warm blanket, selling cupcakes at a fundraising event, or working on the Sault Area Hospital Volunteer Association (SAHVA) Executive, her motive is always to put our patients first. In the ADCP, Jackie greets every patient with warmth and openness, making each person feel special and truly cared for. Jackie has been a long-term member of the SAHVA Executive in the position of Correspondence Secretary. She never misses sending a card of sympathy, get well, or thank you to SAH volunteers. Jackie has always taken on roles when needed and completed them with excellence. Her involvement during the planning and execution of SAHVA fundraisers is truly appreciated. Jackie goes the extra mile in all aspects of her volunteering experiences and adds her special touch in all she does, especially in her wonderful baking.



She is extremely proud to work at SAH, spreading happiness and joy to everyone she meets and treating everyone like family.

Norie Tapiru-Cormack

ICCARE EMPLOYEE RECIPIENT

Norie Tapiru-Cormack works in the Housekeeping Department at Sault Area Hospital (SAH), living our values every day in all aspects of her work. She is extremely proud to work at SAH, spreading happiness and joy to everyone she meets and treating everyone like family. She provides positive feedback and coaching, and stands behind the values of the organization. Norie is very patient-focused and cares deeply for patients and their families. In addition to working at SAH, Norie has volunteered in the Algoma District Cancer Program for years, greeting everyone with kindness and helping to make patients feel comfortable. She also volunteers and works as a Personal Support Worker/Housekeeper at the Algoma Residential Community Hospice. Norie goes out of her way, not only for the patients but for the staff as well. She is consistently looking for ways to support and assist others. Norie consistently demonstrates her commitment to community and making an impact on the health care system. Norie is generous, sharing ideas on improvement and always willing to take on additional work when needed. She often stops to talk to staff and patients, wearing her bright, contagious smile.



He is a compassionate physician, who consistently exemplifies our iCcare values in his interactions with patients, their families and colleagues.

Dr. Derek Garniss

ICCARE PHYSICIAN RECIPIENT

Dr. Derek Garniss is Sault Area Hospital's (SAH) Medical Director and Chief of the Emergency Department. Recently, he was also appointed Chief Medical Information Officer for the ONE initiative which will bring an Electronic Medical Record to our patients. He brings a great deal of energy, experience, and expertise to his various roles and is well respected by staff and his colleagues, as well as his regional and provincial partners. Dr. Garniss has worked in the Emergency Department (ED) since 2004 and has been involved in many initiatives that have helped our ED attain its reputation for timely expert care within our province. He is a compassionate physician, who consistently exemplifies our iCcare values in his interactions with patients, their families and colleagues. He is also a Medical Advisor at the Centre for Pre-Hospital Care for Health Sciences North in Sudbury. As an active Assistant Professor at the Northern Ontario School of Medicine, he is always teaching and actively looking at ways to recruit new physicians to SAH. Dr. Garniss is passionate about providing excellent quality care to patients.

Dr. Alan McLean

Dr. Hutchinson Award Recipient

Dr. Alan McLean was born and raised in London Ontario. He graduated from Medical School at the University of Western Ontario, and completed his residency training in Family Medicine in 1990 at McMaster University. He moved to Sault Ste. Marie in 1991 to start his practice and a family.

Dr. McLean has been a longstanding family physician in our community, making significant contributions and positively impacting health care in our community for almost 30 years. In addition to his family practice, Dr. McLean worked in Sault Area Hospital's Emergency department for many years before becoming Chief of Staff in 2006, a leadership role that fit his commitment to ensuring quality medical care for our community.

He was then appointed Medical Lead of the Superior Family Health Team. Through his leadership, the Superior Family Health Team has been a driving force in improving timely access to primary care in our community. Dr. McLean embraces honest conversations with his patients, on their prognosis, health care wishes and care path, allowing them time to reflect on what matters most and empowering them with important choices.

Dr. McLean, in partnership with various community agencies, was instrumental in the development of the Neighbourhood Resource Centre. He provides care to individuals who are often marginalized in our community, effectively engages local residents to better understand their needs, and builds connections with community support services agencies such as police services.

At the regional level, Dr. McLean was appointed by the North East Local Health Integration Network (NE LHIN) as Primary Care Physician Lead. He has worked closely with the NE LHIN to strengthen and align primary care planning and help build a more accessible system of care for Northerners, taking his talents beyond the boundaries of our community and making a positive difference to a much broader and diverse set of Ontarians.

Dr. McLean has been an active Northern Ontario School of Medicine faculty member since August 2004. As Assistant Professor, he embraces his leadership role as educator and mentor. Medical students and family medicine residents have been placed with him on rotation and his office is rarely without a resident, student or both. Many of our current family medicine physicians have spent rotations learning with Dr. McLean.

He is a tireless advocate for his patients and for vulnerable populations in our community who do not have access to primary care. He is a physician who truly cares, works to find solutions, is innovative and progressive, and is always prepared to tackle complex medical issues. Dr. McLean is motivated not by what is easy, but by what is right and just.



PAST *i*care AWARD RECIPIENTS

	VOLUNTEER	EMPLOYEE	PHYSICIAN
2012	Bill Kerr	Cathy Hallaert	Dr. David Berry
2013	Arlene Pearce	Marsha DeFrancesco	Dr. Joseph Reich
2014	Jim Aquino	Wayne Marion	Dr. Sharon Beuhner
2015	Velma McClelland	Franca Iachetta	Dr. Michael D'Agostino
2016	Larry Conway	Shauna Hynna	Dr. Silvana Spadafora
2017	Tracy Dinelle	John Nardo	Dr. Michael Bondar

PAST *Dr. William Hutchinson* AWARD RECIPIENTS

1982	Dr. F. C. Hamill	1994	Dr. Harold & Mrs. Beth Trefry	2008	Dr. Sam (Sante) Fratesi
1983	Dr. Frances Mesaglio	1995	Ms. Rosemary O'Connor	2009	Mrs. Helen Ross
1984	Mrs. June Bauer	1996	Mrs. Kim Sitzes	2010	Dr. Dominic Tang
1985	Mr. P. Edgar Buchan	1999	Dr. Patrick Fyfe & Shannon McLeod	2011	Dr. Kwok-Lock Lam
1986	Mr. Harold S. MacLellan	2000	Mrs. Doreen Deluzio	2012	Dr. Susan Febbraro
1987	Mrs. Joyce Forman	2001	Mr. Anthony van den Bosch	2013	Ms. Elaine S. Pitcher
1988	Miss Joan O'Leary	2002	Mrs. Linda Watts	2014	Dr. Janice Willett
1989	Mr. Fred Griffith	2003	Ms. Marilyn Billings	2015	Dr. Derek Hopgood
1990	Dr. William Robertson	2004	Dr. Hui Lee	2016	Dr. Sharon Buehner
1991	Mr. Mario Bergeron	2005	Dr. J. K. Mohamed &	2017	Dr. Doug Bignell
1992	Dr. David Gould	2006	Dr. David Walde		
1993	Mrs. Hilda Syrette & Dr. Thompson A. Ferrier	2007	Mr. John Hollingsworth		