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Care and compassion are alive and well at Middlesex Hospital Alliance (MHA), Four Counties Health Services (FCHS) and Strathroy Middlesex General Hospital (SMGH). Our patient satisfaction rates help point to that fact. However, we are on a journey to improve each and every patient’s experience.

We recognize that patients are seldom simply a single individual requiring care. Patients are members of families and communities that need to be respected and incorporated into care planning. Patients and families are our partners, not passive recipients of things “to and for.” The path we are on is helping us embed the philosophies of patient and family-centered care into all of our care practices. This will also improve how we work together and how we support transitions in the care continuum as safe and seamless as possible.

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. By collaborating – with our patients, physicians, staff, fellow providers, supporters, Southwest LHIN community agencies, and other stakeholders, MHA will indeed go far in providing the very best health care for our community.

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.

As we move forward, MHA will continue to be a leader in the provision of high quality, patient-centered care.

Neil MacLean
Board Chair

Todd Stepanuik
President & CEO

Dr. Ian Ferguson
Chief of Staff
MHA underwent a refresh of our current Strategic Plan to 2022. This new planning effort followed naturally from our work over the last several years with the most recent Strategic Plan.

The vision of the current Strategic Plan – “Exceptional Care by Exceptional People” and the mission – “To provide the healthcare we would expect for our own families” continues to resonate with the organization, guided by our five principles.

We will continue to focus on our five strategic pillars in our Strategic Plan – Quality Care, People, Partnerships, Resources and Innovation. This plan continues to be our “road map” and positions us for the future to meet the challenges and pursue the opportunities that lie ahead.

The pillars of the refreshed MHA Strategic Plan are a solid foundation for the Clinical Services Plan.

A fulsome review of the current Clinical Services Plan was conducted in collaboration with the Strategic Plan Refresh. The Clinical Services Plan defines in detail the clinical services MHA will offer based on the needs of our population and alignment with the South West Local Health Integration Network’s (LHIN) Clinical Services Planning Strategy and the continued rollout of Quality Based Procedures (QBP). The current state of the four clinical panels – Medicine, Emergency Department/Ambulatory Care, Surgery and Obstetrics – were reviewed and evaluated based on the vision for each area of care and the key priorities moving forward.

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:

- **S**afety for our patients, staff and visitors
- **E**xcellence in our performance
- **R**espect for everyone all the time
- **V**alue in all that we do
- **E**nthusiasm as our way of life
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 and I am confident that we will achieve this goal.

Workplace Safety: Preventing Workplace Violence and Harassment

MHA recently surveyed staff asking if they felt safe in their workplace. Overall, 89% of employees said they feel safe at work. Based on results of the survey, MHA has developed a prioritized action plan to address concerns identified in the survey. Yearly assessments will be conducted to ensure that MHA is being proactive in protecting the safety and wellbeing of our staff.

MHA Emergency Preparedness

Emergency events in a hospital setting occur on a regular basis. Employees are expected to be familiar and competent in responding to a variety of “code” situations, both internal to our hospital such as fire (Red), critical system failure (Grey), and violent person (White), as well as a result of external factors such as tornado (Gold) and other disasters (Orange). In addition, changes to the legislative and/or regulatory environment make it crucial for our organization to review procedures on a regular basis.

In 2018, MHA established an Emergency Preparedness Steering Committee to review and update codes. The Committee also develops and oversees each code’s customized education plan to increase the level staff awareness and preparedness. Staff training may include, but is not limited to a mandatory Learning Management System module, periodic drills, tabletop exercises, etc.
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 received the RNAO Best Practice Spotlight Organization pre-designate status and implemented two Best Practice Guidelines. We completed our first year with pre-designate status and implemented two Best Practice Guidelines, falls and integrating tobacco intervention into daily practice. The MHA has a very robust falls strategy however we continue to work on improving this. Over the past year, we were successful in completing falls storyboard presentations describing our falls strategies at the Canadian Fall Prevention Conference and the Institute for Healthcare Improvement Conference.

Standardized Palliative Care

Palliative care is an approach to care that improves quality of life by providing a full range of services for people who are in the final stages of their illness. Palliative Care or End of Life Care focuses on maintaining dignity and quality of life, pain and symptom management and support for families and caregivers through this difficult period. At MHA, palliative care is provided at both the SMGH and FCHS where patients are cared for in a designated suite, which is like a “home away from home” with a comfortable space for families to stay with their loved ones.

Seniors Friendly: MHA wins innovation award for Meal Buddy program

The Meal Buddy volunteer program was established to help patients to eat better, and to lower their risk for developing or worsening of their pre-existing malnourished status. Many barriers to eating well can be fixed through this program such as placing meals in better reach of the patients, opening packages and socializing. The program has been successful in assisting with over 800 meals at SMGH since its inception in October 2017 and has grown to include FCHS as well. Building on its program success, the hospital Meal Buddy working group was encouraged to develop a 90-second video that would be profiled as part of a “Moment of Innovation” competition sponsored by the Alzheimer’s Society of London-Middlesex. MHA was chosen the overall winner of the competition by healthcare organization participants at a regional Alzheimer’s conference.

Senior Friendly Hospital Initiative

We partnered with Parkwood Institute for knowledge transfer and training opportunities related to delirium, depression and dementia, as well as a Seniors Sensitivity training course for staff.
“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

Private Community Lab Services

As part of our commitment to ensure access to care close to home, FCHS partnered with the private sector (Dynacare) to establish a specimen collection centre for community lab work at FCHS. Community lab work includes tests that are ordered by family physicians, nurse practitioners or specialist private offices. Previously, community lab work was performed in the hospital, which was not reimbursed from the Ministry of Health and Long-Term Care. As a result, the “health village” transition provided an opportunity to focus on the Hospital’s range of laboratory services (Emergency, Ambulatory Care and Inpatient) and allowed the private sector partner to focus on the wider community lab service.

Introduction of Pain and Wellness Centre

FCHS welcomed the Southwest Pain Relief and Wellness Centre as a tenant partner, delivering services that are complementary to family doctors’ treatment plans, and include non-drug and non-surgical modalities such as laser therapy, massage therapy, exercise, medical acupuncture, mindfulness, and light exercise including Yoga and Tai Chi.

Introduction of Flex Clinic

The Flex Clinic is an innovative concept that offers centralized access to nursing services, including medication and disease management, intravenous care and infusions, catheter care, wound care and ostomy care. In partnership with the LHIN’s Home and Community Care, SE Health was selected to be the provider of these services.

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.

SMGH

Critical Care Training for Nursing

SMGH is very excited to collaborate with the SW LHIN Critical Care Network to enable continuing education for SMGH critical care nurses. We have been working closely with London Health Sciences and the Critical Care Network to provide critical care education for two full time RNs from our ICU. These nurses are joining in the LHSC Critical Care Nursing Orientation sessions that include 150 hours of didactic education spread over a 3-month period. We plan to continue this exciting partnership in the future with more ICU RNs.

Palliative Care

When the need for a dedicated Palliative Care Suite at SMGH was identified, a group of dedicated caregivers and a family member of a former patient formed a Committee to design a suite to offer a home-like, peaceful setting for patients and their families to be together, with a healthcare team nearby to support end of life care. Thanks to the generous support of the Strathroy Rotary Club and the SMGH Foundation, SMGH opened this dedicated suite in June.

Pastoral Care Engagement

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.

Pastoral Care committees at both sites continue to embrace the opportunity to revitalize their role and presence at MHA over the coming year.
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 we have eliminated visiting hours.

**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.
## 2018-2019 Financials

### Strathroy Middlesex General Hospital

**Revenue (Millions)** $42.4

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<th>Category</th>
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<tr>
<td>Ministry of Health and Long-Term Care</td>
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<td>OHIP and Patient Services</td>
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**Expenses (Millions)** $42.5

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### Four Counties Health Services

**Revenue (Millions)** $12.6

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**Expenses (Millions)** $12.1

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By the Numbers

People
Human Resources (MHA combined)

535 EMPLOYEES
payroll and benefits $27.9M

183 volunteers
providing over 15,300 hours

158 PHYSICIANS
and specialists with privileges

SMGH third largest employer
in Municipality of Strathroy – Caradoc

118 PHYSICIANS
BOARD OF DIRECTORS
11 ELECTED
6 EX-OFFICIO

Clinical Activity SMGH (2018/2019)

EMERGENCY VISITS
24,546
(approx 67/day)

DIAGNOSTIC IMAGING EXAMS
53,696
(approx 147/day)

PATIENT DAYS
16,033

ACUTE CARE SEPARATIONS*
2,798
(approx 8/day)

AMBULATORY CLINIC AND PHYSIO OUTPATIENT VISITS
26,973
(approx 104/day for a 5-day week)

SURGERIES
3,348
(approx 13/day for a 5-day week)

BIRTHS
125
(approx 2/week)

COMMUNITY SUPPORT (DEC)
3,850 VISITS

BEDS STAFFED AND IN OPERATION
54
One South – 27 medical, 4 ICU;
Two South – 6 medical, 15 surgical, 2 obstetrics

Clinical Activity FCHS (2018/2019)

EMERGENCY VISITS
10,587
(approx 29/day)

DIAGNOSTIC IMAGING EXAMS
8,433
(approx. 32/day)

PATIENT DAYS
3,877

ACUTE CARE SEPARATIONS*
388
(approx 1/day)

SURGERIES N/A

COMMUNITY SUPPORT (NP,ADC,SH)
4,359 VISITS

BEDS STAFFED AND IN OPERATION
12

*Separations – deaths/discharges
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.