

# Alexandra Marine & General Hospital Community Report 2014 - 2015



**Best of the Past...Innovative Future**

## MESSAGE FROM THE BOARD CHAIR & THE PRESIDENT AND CEO

We are delighted to present to you our 'Community Report for 2014-2015'. It is a perfect opportunity to share with you our challenges, changes and achievements over the past year as we continue forward in the journey of realizing our vision of "*Best of the Past ...Innovative Future*".

This year's report reflects a greater emphasis on strengthening, evaluating, and elevating what we do best based on your feedback and on the targets that we use to help us monitor our progress. Our approach has been to stay focused on only a few key goals that we know will drive results to improve the patient/client experience, and to do them exceptionally well.



**Barb Major-McEwan**  
**Board Chair**

We have been focused on bringing to conclusion an extensive Clinical Services Planning process that provides us now with a clinical roadmap for many years to come that recommits us to the core services and areas of excellence we provide in our rural community setting to keep services 'closer to home'. As always, quality and safety are uppermost in our minds.

Since undertaking our *Journey to Excellence* several years ago, we have maintained a focus on people. Results from our satisfaction surveys confirm that this approach is giving us a great return on investment.

With a vision of an innovative future and a commitment to vibrant and healthy rural communities, AMGH enjoys a significant number of partnerships including our newest one with Gateway Centre of Excellence in Rural Health.

We have accomplished a great deal but there is still more to come in our journey. It is a particularly challenging time to be a small rural community healthcare organization and in partnership, we will all need to work more closely together to protect the essential services for the health and well-being of our communities.

With heartfelt gratitude to the many individuals who helped us achieve our success and to make such a great difference in the lives of so many – our Board, Staff, Physicians, Funders, Partners, and Volunteers.

To our patients, clients, and their families we sincerely thank you for your continued confidence and for your willingness to share your patient experience so that we are able to keep elevating what we are doing well, and learn what it is we could do better on your behalf.

Yours in health and well-being.

A handwritten signature in blue ink that reads "Barb".

A handwritten signature in blue ink that reads "Karen".



**Karen Davis**  
**President and CEO**

## MESSAGE FROM THE CHIEF OF STAFF

Alexandra Marine & General Hospital (AMGH) has experienced considerable change over the past year. There have been regrettable departures and welcome arrivals of medical staff. In parallel, there have been consolidations and long awaited expansions in medical services at AMGH. In the difficult circumstances of economic constraint, medical staff has met these pressures with measured response and continued advocacy for the health of the community.

*“The commitment of our medical staff is reflected in the volume and quality of care that has and will be provided at AMGH.”*

- *Dr. Daniel Noël,  
M.A., M.D.,  
C.C.F.P.  
Chief of Staff*



Some big picture observations are warranted. Health care is expanding in its technologies and options for care. There are ever more improvements and advances available to our patients. Likewise, the cost of health care is growing. On the contrary, the ability of the Ministry of Health and Long Term Care to support this growing sector is, however, limited. As a result of these circumstances, there are considerable pressures to limit health care spending. Hospital boards and managers are charged with difficult, and somewhat competing demands. With the prominence of economic concerns before hospitals, it is easy to lose sight of the aims of a hospital. Overarching and undeniable, however, the reason for a hospital is to provide health care.

Each physician practicing at AMGH embodies the care a patient will receive at AMGH. The commitment of our medical staff is reflected in the volume and quality of care that has and will be provided at AMGH. Through new recruits, AMGH has consolidated its ability to remain a regional centre for Mental Health Care. AMGH remains the only centre providing obstetrical care in Huron County, and is stronger this year engaging two additional physicians in Primary Obstetrics. With advances in programs such as Telestroke, AMGH continues to exceed the standards of care expected of facilities of like size and location.

Beyond direct medical care, Medical Staff have been very active in advocacy. From within our ranks we have educators, managers, and leaders involved in policy decisions. In terms of local advocacy, medical staff have completed their consultation on a carefully considered strategic plan, the Clinical Services Plan.

The Clinical Services Plan will serve as map and compass to upcoming decisions at AMGH. There will be demands for efficiency. The Clinical Services Plan will ensure that AMGH continues, and even further consolidates its ability to provide excellence in healthcare.



## THE STRENGTH OF WHO WE ARE-OUR MISSION, VISION AND VALUES

In 2014/15 the Alexandra Marine and General (AMGH) Board of Directors and Leadership refreshed our Mission, Vision and Values. We simplified the wording but retained the powerful message that aligns our goals, directions, and culture of who we are and what we need to do.

Our mission “**You Can Count On Me**” speaks to the importance of serving others and drives accountability to the individual. The acronym **ICARE** represents the values that underpin all that we do and all that we strive to be.

AMGH has four strategic pillars: People, Quality, Finance and Integration. These pillars identify our strategic priorities, guide us in how we conduct our daily business, establish a quality framework to ensure we are continuously striving to achieve excellence and to provide a foundation upon which we build our accountability and quality processes.





# Alexandra Marine and General Hospital

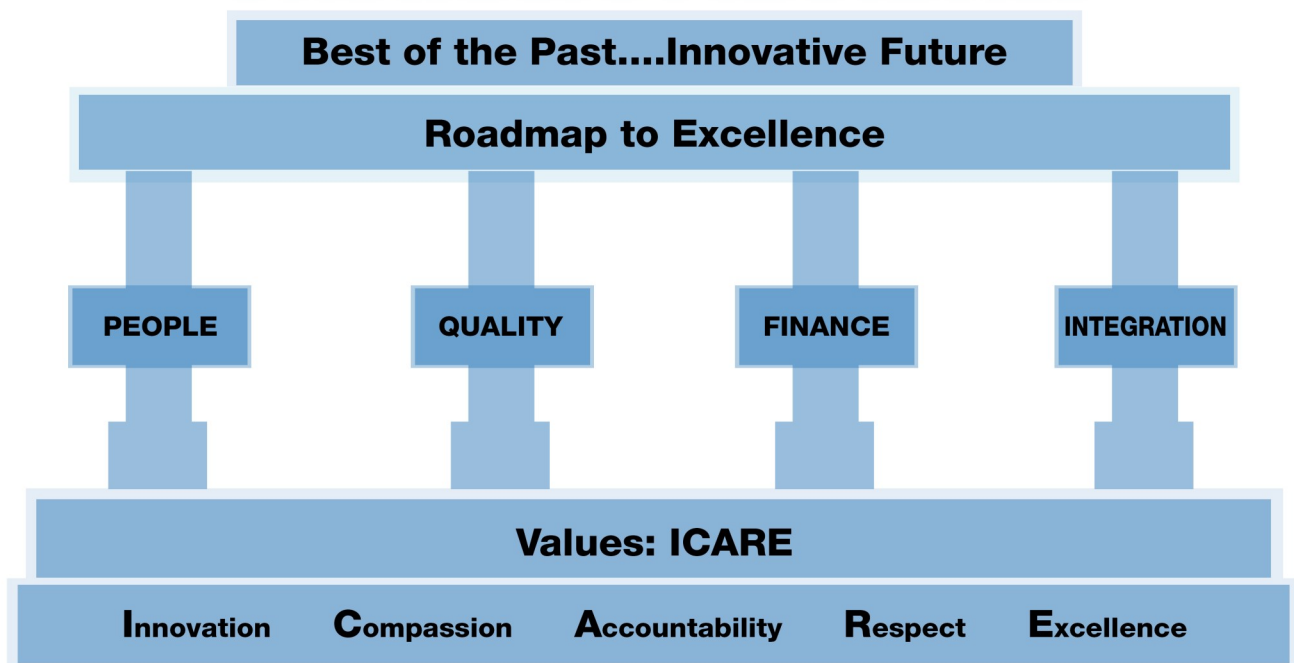
## MISSION

**You Can Count On Me**

## VISION

**New Horizons for Health & Wellness**

## STRATEGIC PRIORITIES





OUR STRATEGIC PRIORITIES



People



Quality



Finance



Integration

## STRATEGIC PRIORITY: PEOPLE

Alexandra Marine & General Hospital (AMGH) and our entire staff have a focused commitment to provide our patients with high quality of care and compassion.

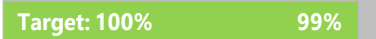
We strive to not only meet but exceed these expectations even when under the most challenging of circumstances. It is only able to happen when every individual is aligned and committed to the same high standard across the organization and based on the feedback, we are on the right track!

### Patient Satisfaction Surveys-ER

**Patients satisfied with the care received**



**Patients would recommend our ER to their family and friends**



### Patient Satisfaction Surveys- Inpatients

**Patients satisfied with the care received**

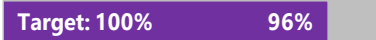


**Patients would recommend our hospital to their family and friends**

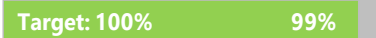


### Patient Satisfaction Surveys-Mental Health

**Patients satisfied with the care received**



**Patients would recommend our hospital to their family and friends**



### Patient Satisfaction Surveys- Outpatient Services

**Patients would recommend this hospital for outpatient services**



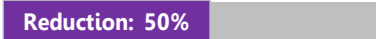
### Staff Satisfaction Survey

**Staff response**



### Attendance Management

**Reduction in sick time**



### Overtime Management

**Reduction in overtime costs**



## STRATEGIC PRIORITY: QUALITY

Quality improvement is an ongoing priority that helps us continually find new and better ways of doing things so that we enhance care for patients, increase satisfaction and achieve even better clinical outcomes.

### WHAT IS A QUALITY IMPROVEMENT PLAN?

The Quality Improvement Plan is our guide to achieving quality care. It puts focus on our quality improvement priorities and provides an opportunity to highlight our commitment to delivering high quality care, creating a positive patient experience and ensuring we are responsible and accountable to the public. Each objective on our Quality Improvement Plan is tied to one of our Strategic Pillars—People, Quality, Integration and Finance. With this plan, we are able to clearly see our targeted areas for improvement and chart our progress.

The objectives were to:

- Decrease the rate of patient falls ~ *Achieved with a 10% decrease from last year*
- Improve organizational financial health with the goal of a balanced budget ~ *Achieved*
- Increase the percentage of patients having their medications reconciled upon admission and increase the percentage of patients having their medications reconciled upon discharge ~ *Achieved*
- Reduce unnecessary time spent in acute care by working to decrease the percentage of Alternate Level of Care (ALC) Days with the goal of getting patients discharged to a more appropriate setting as quickly as possible ~ *Achieved*
- Reduce unnecessary hospital readmissions. By better understanding what our patient's needed when they were discharged and ensuring these needs were in place before discharge ~ *Achieved*
- Strengthen the profile of AMGH by increasing awareness of our Roadmap to Excellence, elevated participation in our staff engagement survey, progress to complete our Clinical Services Plan, and progress to a fully electronic patient record ~ *Achieved*





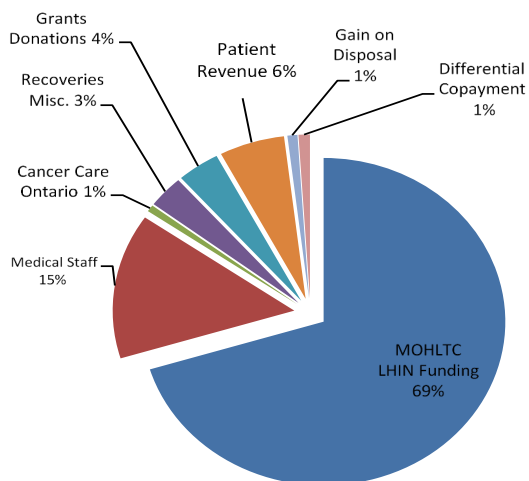
# Alexandra Marine & General Hospital—Community Report

## STRATEGIC PRIORITY: FINANCE-BALANCED BUDGET

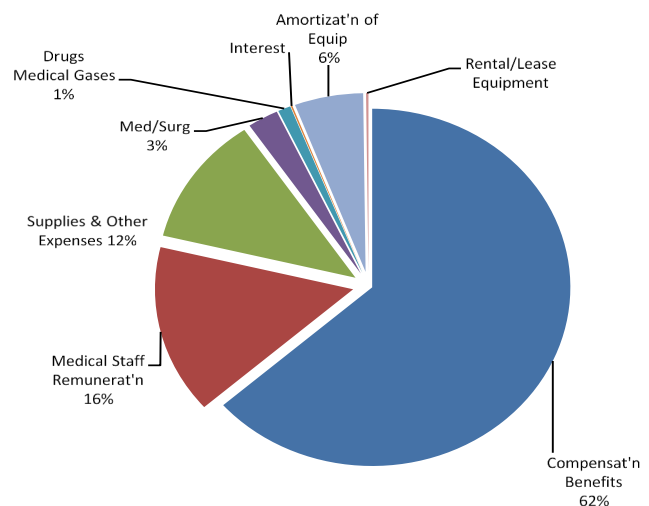
### Alexandra Marine and General Hospital Summarized Statement of Financial Position

As at	March 31, 2015 (Thousands of Dollars)	March 31, 2014 (Thousands of Dollars)
<b>Assets</b>		
Current Assets	2,279	3,039
Non-Current Assets	16,624	17,402
<b>Total</b>	<b>18,903</b>	<b>20,441</b>
<b>Liabilities and Net Assets</b>		
Current Liabilities	3,861	4,658
Long Term Liabilities	7,218	7,558
Net Assets	7,824	8,225
<b>Total</b>	<b>18,903</b>	<b>20,441</b>
<b>Summary Statement of Operations</b>		
Year ended	March 31, 2015 (Thousands of Dollars)	March 31, 2014 (Thousands of Dollars)
<b>Revenues</b>		
Ministry of Health and Long Term Care	19,527	19,415
Other	3,404	3,198
<b>Total</b>	<b>22,930</b>	<b>22,613</b>
<b>Expenses</b>		
Salaries and Benefits	14,486	14,266
Medical Staff remuneration	3,477	3,552
Other	4,971	4,833
<b>Total</b>	<b>22,934</b>	<b>22,650</b>
<b>Total Operating Surplus (Deficit)</b>	<b>(4)</b>	<b>(38)</b>

#### Total Revenue by Type



#### AMGH Operating Expenses



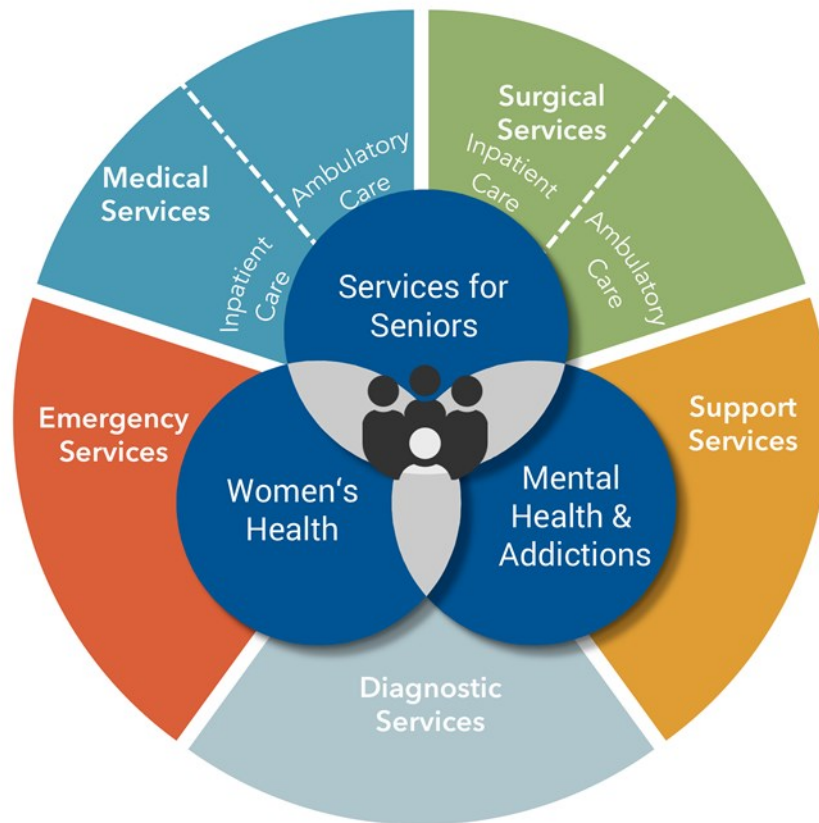
## STRATEGIC PRIORITY: INTEGRATION

**A comprehensive AMGH Clinical Services Planning process as the next stage of our Strategic Planning process.**

Completion of the AMGH Clinical Service Plan (**CSP**) that defined the broad categories of clinical service and populations that we should focus on for the next 5 years. These are aligned with the LHIN (Local Health Integration Network) clinical service plan priorities. The report included environmental impacts, demographic analysis, and market share and an extensive consultation process.

Completion of the CSP Implementation Plan to kick start the steps and actions necessary to operationalize and further refine the decisions made. It included detailed consultation and work group processes to expand details about the three Centres of Excellence—Seniors, Mental Health, Women’s Health— and to reaffirm the Core Services we will provide now and in the future.

Next steps will be to share the plan more extensively and to continue building on the excellent work to date.



TELESTOKE  
PATIENTS

41



LAB  
PROCEDURES

247,845

1,372  
SURGICAL  
CASES



1,626  
DIALYSIS  
VISITS

100  
BIRTHS



17,095  
ER VISITS

CT  
EXAMS

4,365



ADMITTED  
PATIENTS

1,685



## ACHIEVEMENTS AND ACCOLADES

- Achieved Canadian Association Radiologist accreditation for Ontario Breast Screening Program
- Achieved Laboratory accreditation with 99.7% conformance to standards
- Addition of One Family Physician, One General Surgeon and Two Psychiatrists to our Team
- Adoption of “Clinical Connect”, allowing web based access for physicians and clinical staff to the electronic patient record
- Awarded 2015 Canadian Healthcare Organization Distinction for most improved service, quality and finance outcomes as recognized by peer Studer Group Hospitals
- Emergency wait times consistently lower than provincial average
- Funding to purchase equipment such as cardiac monitors, telemetry, stress testing and holter monitor equipment; bronchoscope, cautery machine; ECG machines
- Introduced post discharge calls to patients
- Refreshed AMGH Website
- Security System Upgrade
- 71 % Staff trained in LEAN, a quality improvement process
- 90% Staff and Physician flu immunization

Warming our *Hearts*  
in the eye of a *Storm*



*Rural healthcare at its best...7 babies in just under 5 days with the roads closed due to winter weather*



# Alexandra Marine & General Hospital—Community Report

## FUNDRAISING-AMGH MARDI GRAS GALA & HOMETOWN HEROES



Best of the Past...Innovative Future



## AUXILIARY REPORT

As in past years, Auxiliary members have continued to perform many services at AMGH and to pursue fundraising activities for new equipment.

Our fundraising programs include the Gift Shop, annual Tag Day sales, hot dog sales, card parties and well received Easter and Christmas bake sales.

This year we have contributed to the purchase of a new cautery machine for use with trauma and surgical patient procedures.

In 2015, we are raising additional monies with a \$5,000 Lottery to be drawn in November. Tickets are available in the Gift Shop and every Saturday on the Goderich Market Square and sales are going well.

Members can be seen around the hospital assisting at Prenatal and Outpatient clinics, helping patients in Admitting and Day Surgery, portering in the Emergency Department, maintaining pamphlets and toys in the Speech Therapy room, calling clinic patients with appointment reminders and providing holiday tray favours for inpatients.

*“We truly enjoy our contact with patients and staff and hope to continue to provide service and funds for AMGH.”*

- *Gwen Brimmer,  
AMGH Auxiliary President*





## FOUNDATION REPORT

The Hospital Foundation looks forward to the future with excitement...and some trepidation. After five years of greeting donors, corralling board members, and being our communication glue, Betty Tomlinson retired. We thank her for professional and caring attitude, and we wish her well. Shannon Lahay replaced Betty as our Manager—Finance & Administration. She brings a professional attitude and oodles of energy to her new role. Please welcome Shannon when you meet her.

The Foundation Board embarked on two strategic projects this past year. The first project is that the Foundation earned nationally-recognized accreditation from Imagine Canada which assists non-profits and charities in fostering innovation, good governance, and transparency and ethics. The second strategic step was to engage Ketcham Consulting (KCI) in a performance review of the entire organization with the aim to improve operating efficiency and effectiveness. We are in the process of applying many of the recommendations from the study to build our capacity to raise funds for our hospital.



During the past year, your contributions have enabled the hospital to dispense over \$836,000 to meet hospital needs for such things as an Integrated Patient Monitoring System, twin Laparoscopic Towers and Carts, a Panda Warmer, and two Anaesthetic machines for the operating room.

The Foundation could not have done any of this without the hard work of its many volunteers, be they on the Board of Directors or as community members doing committee tasks. They are great people to work with, who bring a variety of skills to the many activities that improve our quality of life. We thank Carol Henry, Philip Keightley, and Ken Engelstad for their many years of commitment. Welcome aboard to Kathleen Babcock, John Thompson, and Brian Carrier; we look forward to working with you.

My last “Thank You” is to you, the donor. If you do not make the effort to pick up the phone, or drop in to the Foundation, or mail in a donation, NONE of this can happen. You make the hospital what it is; ultimately, you decide what services will be provided at AMGH, and how they will be delivered.

We have much work to be done. We can do this together. A little at a time.

**Myles Murdock, Foundation Chair**



The staff, physicians and volunteers at Alexandra Marine and General Hospital work hard every day to provide you and your family with the same quality of care they would want for their own families.

We welcome your compliments and comments, and encourage you to be actively involved in your care. We would love to hear what you have to say.

## Contact Us

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519-524-8689 Ext 5712

By email: [amgh.administration@amgh.ca](mailto:amgh.administration@amgh.ca)

By website: <http://www.amgh.ca/wearelistening>

Patient Satisfaction Surveys are an excellent way to provide your feedback.

The surveys can be accessed by visiting [www.amgh.ca](http://www.amgh.ca) or ask one of our staff for a paper copy.

The surveys are completely anonymous.



**Best of the Past...Innovative Future**