

2014-2015 ANNUAL REPORT AT A GLANCE

Investing in the Future

No one can predict the future, but with a number of deeply rooted forces driving fundamental change, simply maintaining the status quo is not an option.

Guided by the voices of our patients, families and staff, HPHA is investing in the future of healthcare – embracing our three Guiding Principles: Supporting PEOPLE, Improving PERFORMANCE and Strengthening PARTNERSHIPS so we can remain strong, flexible and responsive to the needs of our patients today, tomorrow and in the years to come.



HURON PERTH
HEALTHCARE
ALLIANCE

CLINTON PUBLIC HOSPITAL
ST. MARYS MEMORIAL HOSPITAL
SEAFORTH COMMUNITY HOSPITAL
STRATFORD GENERAL HOSPITAL

Board Chair Mary Atkinson, President and Chief Executive Officer Andrew Williams and Chief of Staff Dr. Laurel Moore, recently met to provide this assessment of the year past, and a glimpse of the year ahead.

Q. The Alliance continues to focus considerable efforts on the Patient Experience. Why is it important and how will you further enhance that experience?

Andrew Williams: Our credo is “nothing for the patient without the patient.” At HPHA our team prides itself on providing care that supports and promotes a culture where patients and families have very real input into shaping and influencing how we do things. We’ve moved beyond patient satisfaction surveys to where the voice of the patient and family – along with the voice of our staff – are working together to co-create the way we deliver care. Our goal now is to further expand the involvement of patients and family members on Unit Action Councils and various committees, strengthen our patient satisfaction surveying process, and obviously build on what we hear.

Q. How has the bed realignment/redistribution over the past year changed the care the Alliance is providing and is it compatible with HPHA’s long term healthcare goals?

Mary Atkinson: I see this as an investment in the future. Our Alliance now operates as one hospital with four wings. While the bed realignment has been a big shift for both patients and staff, it has certainly changed and strengthened the relationship between the four sites. There’s a positive change in the relationship between physicians across the Alliance and we’ve invested in positions that ensure a patient is in the right bed at the right site, being cared for by the right staff. These changes support our goal of creating Centres of Excellence at all our Alliance sites.

Q. The bed realignment/redistribution has opened the door to some staffing changes, including introducing Personal Support Workers. Has this affected patient care at the Alliance?

Andrew Williams: During a 24 hour period, a patient will have a variety of needs. Some of those needs will be dependent on a physician; some will be dependent on a Registered Nurse or a Registered Practical Nurse or one of many members of our professional team. There is also a strong recognition that many of the daily needs of patients can be provided very appropriately by Personal Support Workers. We aim to have the right mix of staff wrapped around our patient populations, responding to their individual needs. We believe it will strengthen the personal touch across the organization, while encouraging all staff to use their skills to the fullest. It doesn’t reduce the quality of care; it simply changes the focus of who is providing that care.



Q. Clinton, St. Marys and Seaforth sites have seen some significant improvements in the past year. Why were these ‘refreshes’ so important?

Mary Atkinson: The facilities improvement at Clinton, St. Marys and Seaforth provide the space we needed to support a collaborative care model with its team focus and increased technology. With the support of our Foundations, we’ve invested a lot of resources into the ER and inpatient communication stations, providing a much better working environment for the team. These, coupled with technology investments, are strengthening our organization’s ability to provide even better care and it is a visible demonstration to the communities of our commitment to four strong sites.

Q. The Alliance achieved some significant recognition in both Accreditation and Patient Satisfaction surveys. What are we doing right?

Andrew Williams: The Accreditation process is largely quantitative, measuring things like what we’re doing to minimize wounds, reduce falls and provide a safer environment from a medication perspective. Patient Satisfaction results are more qualitative, based on a patient’s individual experience. To achieve such impressive results across all sites is very gratifying and a demonstration that the HPHA is delivering on our commitment to safe, high quality care.

“We aim to have the right mix of staff wrapped around our patient populations, responding to their individual needs.”



“HPHA is delivering on our commitment to safe, high quality care.”

from left:
Andrew Williams
Mary Atkinson
Dr. Laurel Moore

Q. How are we doing in the recruitment and retention of caregivers—physicians in particular?

Dr. Laurel Moore: Overall we’re doing very well. This region is rapidly becoming a location of choice for graduates, many of whom have gained experience at HPHA through their training. Both St. Marys and Seaforth are at the “full mark” and we’ve recently signed a new family physician in Clinton, and three new family physicians in Stratford.

Q. Can you outline some of the steps the Alliance is taking to enhance patient care and safety?

Dr. Laurel Moore: Providing safe, high quality care is our highest priority. While nothing materialized regarding Ebola in Canada, preparing for it was a worthwhile exercise and good training for any infectious diseases that might land on our doorstep. We continue to advance our commitment to hand hygiene as the single most effective means to control infection, and both our hand hygiene numbers and our influenza vaccine rates remain very high. Patients are also feeling more empowered to question whether caregivers are following proper hand washing practices. And proper hand hygiene is slowly becoming more ingrained – almost second nature, like wearing a seatbelt.

Q. Patient flow and wait times within the hospital have seen some significant improvements. Can you highlight some of those changes?

Dr. Laurel Moore: Some of the systems changes we’ve made have been very effective in terms of reducing wait times. We’ve done a number of good things to speed up admissions from the ERs and into beds, and to speed up discharge when the patient is ready to go. HPHA is also investing in improving communication among the care providers such as introducing Wi-Fi phones for nurses. While still a pilot project at HPHA, the Bedside Transfer of Accountability – formally handing the responsibility

for care from one nurse to the next at shift change in the patient’s presence – is also a big step in improving care.

Q. Health care is increasingly happening beyond the hospital’s walls. How is the Alliance adapting to that change?

Mary Atkinson: Building partnerships are key to maintaining a good, sustainable health system. This includes closer working relationships with other area hospitals and community based healthcare providers to ensure more seamless care for our patients. We have recently completed a study with Knollcrest Lodge and Ritz Lutheran Villa/Mitchell Nursing Home to explore opportunities to increase collaboration to improve care for the residents of Huron and Perth Counties. All three organizations endorsed the final report and are committed to further analyzing and implementing selected recommendations. As well as improving patient flow, there may be opportunities for us to leverage each other’s services and harness economies of scale.

It is challenging: hospital budgets are capped, our costs are going up each year due to inflation and our revenues are flat-lined or decreasing.

Q. Despite the constantly changing environment and economic pressures of health care, the Alliance has managed to balance its budget for many years. How have we fared this year?

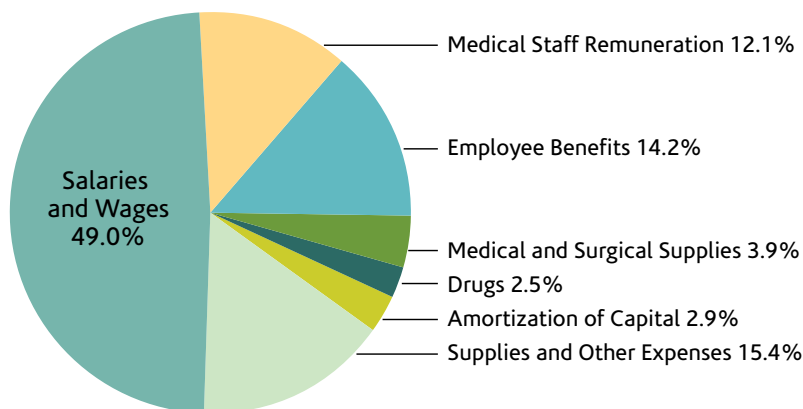
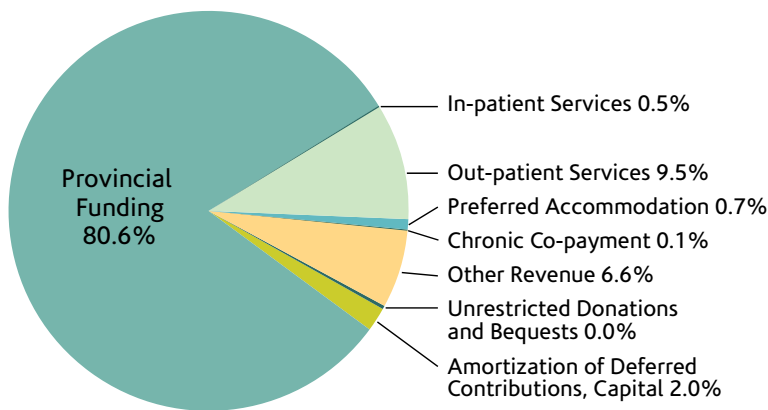
Andrew Williams: We ended the year with a deficit – one that was anticipated. We have a two-year plan that will put us back into a balanced position for 2015/16. It is challenging: hospital budgets are capped, our costs are going up each year due to inflation and our revenues are flat-lined or decreasing. There’s also a shift of resources to areas of the province experiencing higher population growth, and new funding is being appropriately directed to the community sector. Moving forward, strong partnerships, strong performance and exceptional people will continue to drive our success. ■

Financial Overview

REVENUE
\$129,859,514

Note: Unaudited

EXPENSES
\$130,971,216



The Year in Review ~ Selected Highlights

- Accreditation Canada recognizes HPHA's commitment to quality and awards the organization "Accreditation with Commendation".
- Beds are realigned across all sites to better reflect today's demands, supporting the HPHA's commitment to four strong sites with more focused roles.
- Personal Support Workers are introduced as part of a new Collaborative Care Staffing Model.
- Patient and Family Experience Framework introduced across all sites to further strengthen the voice of the patient and the voice of staff in improving quality.
- "Milestone Gong" installed at the Stratford site to help patients celebrate the completion of chemotherapy and other significant healthcare milestones.
- Patients recognize all HPHA sites with "top performer" status through the National Research Corporation Canada Patient Satisfaction surveys.



- Pharmacy Team commended for successful implementation of the Electronic Medication Administration Record, Bedside Medication Verification, and a 24/7 Pharmacy Service.
- Clinton, St. Marys and Seaforth are 3 of 14 Southwestern Ontario Hospital Foundations that benefit from \$465,000 raised through the Annual CKNX Health Care Heroes Radiothon.
- Stratford General Hospital Foundation unveils electronic donor kiosk in the main lobby featuring touch screen digital displays to attract, inform, inspire and recognize donors, visitors, volunteers and staff.

- The HPHA's Breast Assessment Centre celebrates its 10th Anniversary, highlighting cancer survivors and the dynamic team who look after some 7,000 patients each year.
- Emergency Department and Inpatient Communication Station renovations in Clinton, St. Marys and Seaforth are successfully completed.
- St. Marys Memorial Hospital Foundation launches a \$5 million Capital Campaign, its first ever Capital Campaign, to upgrade and improve the facility.
- HPHA is recognized by the Ministry of Health and Long Term Care for 80% influenza vaccination rates for staff.
- Festival Hydro recognizes SGH Site with three awards for reducing consumption and demand through its saveONenergy program.
- State-of-the-art Digital X-Ray Suite installed at SMMH site, improving workflow, decreasing exam time and increasing image quality.

A PDF of this report is available at

HPHA.ca



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