



## 2015-2016 ANNUAL REPORT AT A GLANCE



HURON PERTH  
HEALTHCARE  
ALLIANCE

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

## Vision of care guided by patient voice

It's said that anyone can hold the helm when the seas are calm. However, to chart a course through the swirling seas of healthcare requires strength, tenacity and the right team of people working towards a common destination.

Guided by the voices of our patients, families and staff, HPHA is developing a new vision for the future, drawing upon our existing strengths while embracing flexibility, a willingness to innovate and an openness to work with others.

*“The HPHA was created as an alliance of hospitals committed to working together for better patient care”*



*from left: Dr. Laurel Moore, Mary Atkinson, Andrew Williams*

*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 glance at the year ahead.*

**Q: The patient and family experience has been an ongoing priority for several years. Why is it so important and what has happened in the past year to enhance that experience?**

**Mary Atkinson:** The patient is the expert in their own care and seeing how we can best support the care we provide from a board, management and front-line care perspective is a top priority for us. There's a catch phrase which says, "Nothing for the patient without the patient." In the past year we've further expanded the involvement of patients/families on Unit Action Councils to ensure their voices are central to shaping the care we provide. We've also revisited all the patient satisfaction survey tools, and even started using volunteers with iPads to collect input directly from patients—gathering more and better information that feeds back to help improve quality care. In the last 12 months we've got all the processes in place to really help us move forward.

**Q: Can you give a practical example of changes people would notice that came from listening to the patient/family voice?**

**Dr. Laurel Moore:** The open visiting hours we've had in place for several years and the free Wi-Fi at all four sites as of this year were both significant patient/family member initiatives. And while it produced some anxiety for staff, the standardized uniform policy brought in this year also originated from patient feedback. Patients and family members can now easily identify whether a staff member is a nurse, an occupational therapist or a pharmacist simply by the colour of their uniform. It reduces confusion for patients, families, and even other staff members.

**Q: Last year the Alliance ran a deficit for the first time in many years. How have we fared this year?**

**Andrew Williams:** The HPHA ended the fiscal year with a slight surplus, which is a testament to the commitment of our team towards ensuring an efficient and effective organization. The funding formula under which hospitals are currently operating does not provide enough revenue to cover increasing costs so we are continually assessing what we do, how, and where services are offered. We are fortunate to have four strong Foundations and remarkably supportive communities, which provide much needed revenue for capital investments in building, equipment and technology. While key to our efforts in providing high quality, accessible care, we are still left with the very real need to annually generate surpluses in our operations to ensure we have the cash necessary to support our needs.

*“In the past year, we've identified even more areas where we can work together to share resources and expertise and enhance patient care”*

**Q: There's a growing emphasis on working cooperatively with other healthcare providers. Can the Alliance adapt to meet that changing environment?**

**Mary Atkinson:** From a community partnership perspective there's always work to be done. However, don't forget that the HPHA was created as an alliance of hospitals committed to working together for better patient care, so collaborating has been with us from the start. We also have a proven track record of working with others through initiatives

like the Tripartite Study with Knollcrest Lodge and Ritz Lutheran Villa/Mitchell Nursing Home. In the past year, we've identified even more areas where we can work together to share resources and expertise and enhance patient care. We're well positioned to take on a more purposeful role in Huron Perth in helping to support other organizations to further build a system of care. Partnerships are one of our key focuses and something that will hopefully align with both the Patients First Healthcare Action Plan from the province and the Local Health Integration Network's Integrated Health Services Plan. Internally and externally we have an openness and willingness to explore.

**Q: How is innovation helping the HPHA adapt to the changing healthcare environment?**

**Andrew Williams:** The very nature of the HPHA is innovative – we are the only hospital organization in the province structured the way we are and, from our inception, have been committed to working as “one hospital” across 4 strong sites. Recent changes in bed mixes and numbers across all locations have increased patient activity and have made all sites more dependent on one another for the appropriate movement of patients. We are committed to ensuring the delivery of “best practice” healthcare, an example of which is the new Integrated Stroke Unit we have been approved to implement. We are also focusing innovation in non-clinical areas, as evidenced by our plan to introduce natural gas-run generators to drastically reduce electricity consumption. We remain focused on new, appropriate ways of providing and supporting care, and look forward to engaging our communities in discussion.

**Q: How are we doing with recruitment of physicians, and what other challenges are at the forefront for medical staff?**

**Dr. Laurel Moore:** While it may be premature to say the doctor shortage is over, it certainly is improving. There are more physicians graduating every year, and many of our recruits have completed some of their training and education at HPHA, so they appreciate what we have to offer. Plus, we have an outstanding recruiter. Still, we have our challenges: it's difficult to get Internal Medicine specialists, and our Emergency Physicians are highly stressed in Stratford due to the

combination of volume and acuity of our patients. That's challenging for both patients and physicians.

Overall, the relationships, communication and trust amongst physicians across our sites are very strong. There have also been some strong efforts to improve the communication between physicians and nurses so they can work better in unison, with real progress in areas like the bedside transfer of accountability at the end of each nursing shift and the introduction of Wi-Fi phones for nurses. But we still have work to do to improve information flow and communication, including the roll-out of family and patient centred care for physicians—a priority for the coming year.

*“We remain focused on new, appropriate ways of providing and supporting care, and look forward to engaging our communities in discussion.”*

**Q: A strategic plan helps establish a clear direction for an organization in order to meet the needs of the people it serves while challenging the status quo. Where is the HPHA in its strategic planning process?**

**Andrew Williams:** We started a refresh of our strategic plan last year and it's going to be a central focus this year. We've already held a series of community forums and an on-line survey to seek input from our community members, with close to 500 individuals providing feedback. This engagement will help to create a shared vision of quality care while improving the experience of our patients, their families and the healthcare team. While we don't yet know what our strategic plan will look like, we have to make sure we continue to move the organization forward in a manner that reflects the values and expectations of our patients and their families, and aligns with both the Patients First Healthcare Action Plan from the province and the Integrated Health Services Plan from the Local Health Integration Network—both of which will bring some significant changes to healthcare. ■

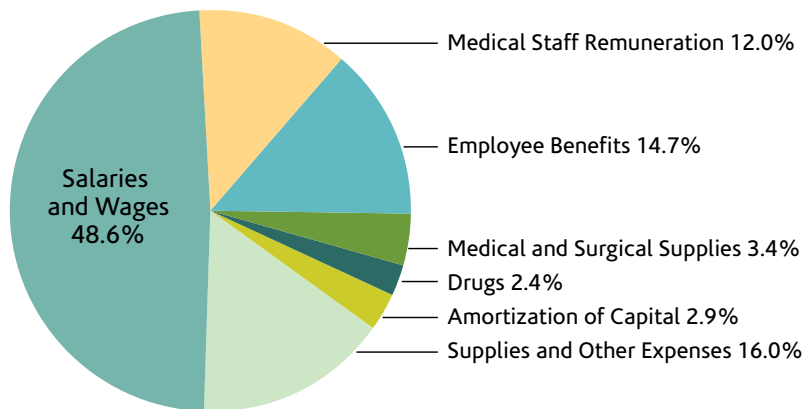
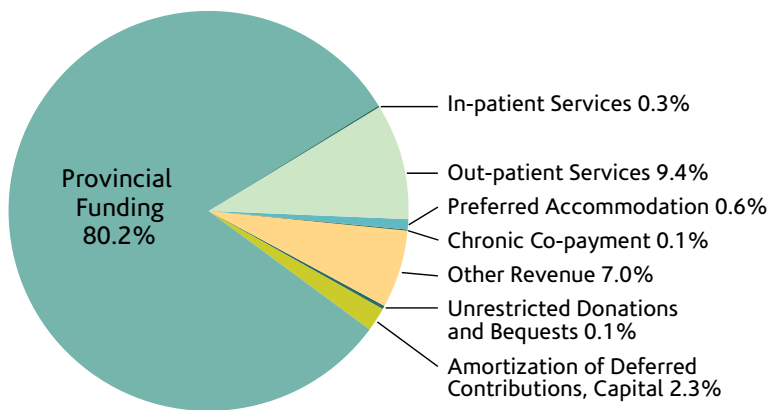


# Financial Overview

REVENUE  
\$131,515,680

Note: Unaudited

EXPENSES  
\$131,000,214



## The Year in Review | Selected Highlights



- **Personal videoconferencing** is introduced for dialysis patients, providing an opportunity to connect face-to face with social workers or dieticians in London without the need for travel.
- A **Bedside Transfer of Accountability (TOA)** project is piloted on the Inpatient Medicine/CCC Unit at the St. Marys site and the Inpatient Surgery Unit at the Stratford site. Patient information and responsibility is formally handed from one nurse to the next at shift change in the patient's presence, enhancing the patient experience while improving quality and safety.
- A **Mental Health Response Protocol** is signed between the HPHA, Stratford Police and Emergency Medical Services promoting a coordinated, quick and appropriate response for clients in crisis brought to the Emergency Department.

- **Free Wi-Fi service commences at all HPHA sites** allowing patients and their loved ones an alternative way to stay in touch with family and friends, providing an exceptional experience and compassionate, high quality health care.
- **Accessibility for patients needing lab tests and ECGs** is improved with the relocation of the service to first floor of the West Building in Stratford, responding to the voice of the patient, family and staff.
- **New Equipment and Renovations to St. Marys Tub Room** are celebrated with an official ribbon cutting, marking the most recent improvements from the Foundation's \$5 million "Someone I know" Campaign.
- **Refresh of Seaforth's Conference Room** completed with support from the Foundation and includes new flooring, paint, blinds and videoconferencing system. A Nurse Call system also installed.
- **Refresh of Communication Stations in Clinton and Seaforth** celebrated with an official Ribbon Cutting Ceremony. Emergency Department renovations also completed in Seaforth providing more space and optimizing patient care.
- **The HPHA is nominated for a Stratford and District Chamber of Commerce Business Excellence Award** in the "Innovation" category for efforts in care transitions, medication administration and IT support.

A PDF of this report is available at

**HPHA.ca**



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