



STEVENSON
MEMORIAL HOSPITAL

We
champion
your care...
every
step of
the way



2012-2017

Strategic Plan



Caring with Compassion

When Nancy heard that a Stevenson patient struggling with cancer was hoping to be married, she wanted to help. Less than 12 hours later, the wedding happened in a hospital room, with staff supporting the bride and groom as bridesmaids. It was a team effort including staff from housekeeping, Emergency, med/surg and food services. The bride's bouquet was assembled from flowers donated by patients when they heard the heart-warming story of how staff was making a dream come true. A carrot cheesecake was perfect, displayed on

a table covered by a hospital bed sheet. Nicki from med/surg supplied an ipod for music and a local minister agreed to perform the touching ceremony on short notice.

The patient and his new wife celebrated their special day; made possible by the Stevenson team.

A Message from . . .

the President and CEO, Board Chair and Interim Chief of Staff

Stevenson Memorial Hospital has recently completed a strategic planning exercise by collecting feedback from our staff, our physicians, our volunteers and our community. This plan will now act as the roadmap to guide us over the next three years.

Thank you to everyone who helped us create the path to our future and how we will get there.

Over the past few years our service area population has increased substantially and we have expanded the scope of our services, building a more diverse health care facility that is here to meet the needs of our community. We need to have a bold, visionary plan to chart our future and take full advantage of opportunities that lie ahead.

That's exactly what this strategic plan is for Stevenson – a solid foundation for high quality patient experiences with a framework to ensure we are working toward our vision and have the required strategies in place to reach our goals.

Our vision, “We champion your care...” every step of the way, along with our mission and values define Stevenson’s role in the community. The five pillars and priorities outlined in this plan will help us to achieve our vision over the next three years.

We will refer to the pillars and

priorities as we create work plans, make decisions and allocate our limited resources and determine how Stevenson can best work with our community to meet our patients’ needs.

We can say with great confidence that this strategic plan was inspired by the people and communities we serve. We went to great lengths over several months to invite comments and listen to the people who work or are treated here.

The Board at Stevenson is determined to face the future of constrained health care resources and increasing community needs with courage and creativity. Our strategic plan will help us preserve our identity as a proud and independent community hospital.

Our partner agencies, including Southlake Regional Health Centre in Newmarket will be engaged to assist us in ways that will benefit our hospital and the people we are here to care for.

We invite you to stay tuned as our journey continues and we continue to Champion your Care . . . every step of the way.

Annette Jones, President and CEO

Dr. Nancy Merrow, Interim Chief of Staff

John Swinden, Board Chair



Annette Jones, President and CEO



Dr. Nancy Merrow, Interim Chief of Staff



John Swinden, Board Chair

Understanding Stevenson's vision, mission and values

Vision

*We champion your care...
every step of the way.*

Our vision is to ensure that Stevenson is viewed as a valued part of the community, so that our supporters continue to support our Foundation, seek volunteer opportunities here and recommend Stevenson as the place to receive care.

Mission

We are a key partner in the healthcare system; working with other health service providers to help residents in our communities access safe, quality care where and when they need it. Whether our patients spend an hour or a number of days with us, they will be treated with respect and compassion. When it's time for them to go home or to an alternate setting, we play an active role in supporting the smooth transition of their care.

Values

Our values influence how we make decisions and guide the way we work each day with each other, patients and their families. With the help of our communities, Stevenson also developed a Patient Declaration of Values that remind us of what is most important to the people who depend on us for safe, high quality health care services.

WHAT DO OUR VALUES MEAN?

[I] Integrity

We commit, each and every day, to deliver safe, quality health care following the highest ethics, principles, and standards. We know that our patients and their families put their trust in our hands, and it is up to us—individually and collectively—to consistently meet and even exceed their expectations.

[C] Care with Compassion

Regardless of our position at Stevenson, we will always respond to our patients' needs with empathy and understanding. We recognize that our patients have a right to be involved in decisions affecting their health and wellbeing. We acknowledge that our patients are unique individuals who are experiencing a range of emotions, and we will attentively listen and respond to their questions and concerns with compassion.

[A] Accountability

We understand that our words and actions contribute to our success. We strive to do our best, to meet our objectives, and to take pride in our work. We are committed to providing safe, quality, compassionate care to our patients -- no exceptions. We accept responsibility for our performance and will be accountable to each other, the organization and our community in the building of a great community hospital.



I.C.A.R.E

[R] Respect

We respect the similarities and the differences that distinguish our patients, our co-workers, and every member of our Stevenson community. We will be open-minded and fair. We demonstrate through our words and our actions that every person has unconditional worth. We respect and abide by the rules and regulations that keep us and our patients safe. We value the vital role that our organization plays within our community and realize that all we say and do—both inside and outside of work—can impact Stevenson's overall success.

[E] Embracing Teamwork

As champions of community health care, we will work as a team to serve our patients. We will speak up and we will listen.

We are proud of our role as a key partner in the healthcare system; working with other health service providers to help residents in our communities access safe, quality care close to home. Whether our patients spend an hour or a number of days with us, they will be treated with respect and compassion.

Strategic Plan was a community endeavour

As we undertook a strategic planning process for Stevenson, the Board of Directors decided the plan would be built on input from the wide range of people who live in our community. This included: patients and families, municipal leaders, health care partners, Foundation, Advisory Members, staff, auxiliary, physicians and volunteers.

An extensive community engagement process lasted over six months, providing a variety of options for people to have their voice heard about the future of Stevenson. We held community meetings, developed online and paper surveys, focus groups, one-on-one meetings and a strategic planning day involving key leaders.

When the process was complete, we gathered input from hundreds of people.

We listened, compiled comments and determined the key themes in order to ensure Stevenson will continue to meet the unique and diverse needs of our communities.

We learned that people are passionate about health care and that passion is reflected in our vision, mission, values and strategic directions.

The feedback we received will be used to create the detailed work plans as a next step in our process.



2012 – 2015 Strategic Plan



Goal 1: Safe, Quality Care

Stevenson will provide our patients with access to safe, quality health care services

OBJECTIVES

1. To achieve excellent patient outcomes by meeting identified performance targets (e.g., as set by the Central LHIN, ECFAA, and Accreditation Canada).
2. To deliver healthcare (or acute care) services using best practice approaches and standards of care.
3. To build and sustain a culture of safety in the delivery of healthcare (or acute care) services.

Goal 2: Building the Best

Stevenson will plan for, build and equip modern facilities for the safety and comfort of our patients and our People.

OBJECTIVES

1. To develop a short and long-term facilities plan that aligns with our service priorities.
2. To develop a short and long-term capital equipment strategy that aligns with our service priorities.
3. To upgrade and acquire leading edge technologies that align with our service priorities.

Goal 3: Financial Health

Stevenson will responsibly manage its business affairs within available resources and plan for future needs.

OBJECTIVES

1. To develop a business model that ensures sustainability for both the operating requirements of the hospital.
2. To create a surplus to fund capital costs.
3. To pursue clinical and back office integrations to achieve cost efficiencies and reinvest funds into service priorities.



Goal 4: Power in Partnerships

Stevenson will build powerful partnership with government officials, the Central LHIN, Southlake Regional Health Centre and other health service providers to ensure that area residents have access to safe, quality care in the right place, at the right time.

OBJECTIVES

1. To further develop partnerships and integration opportunities with other primary and secondary health service providers in our catchment area.
2. To further develop e-Health linkages with our partners.
3. To develop a community engagement strategy.

Goal 5: Our People - Champions of Care

Stevenson will provide a safe, healthy work environment to attract and retain highly skilled people, who are dedicated to the delivery of excellence every step of the way.

OBJECTIVES

1. To develop a robust recognition program to recognize the contributions of our People.
2. To develop an internal communication plan to keep our People engaged and informed about matters affecting Stevenson and their work environment.
3. To develop a robust performance management plan for our People.



Our People

Integrity

A member of our community has had the need to visit Stevenson's Emergency Department on many occasions. He is currently living with Multiple Sclerosis (MS) and he has multiple health issues. Three different physicians cared for this patient during his various relapses and readmissions. At each visit, the physicians communicated and listened well to the patient as he described his history, care and medications. He called our Patient Relations Representative to express gratitude for the exceptional care he has received at Stevenson Memorial. On follow up, his specialists at St. Mike's Hospital commented that they were very impressed with the knowledge and care provided to him at Stevenson Memorial Hospital.

Power in Partnerships

We have developed an integrated partnership for the care of our patients who have had the unfortunate mishap of a hip fracture. Three of our partner hospitals within the Central LHIN have worked with us to ensure patients receive surgery as soon as possible. Our patients now receive timely care, in the right place and patient outcomes have improved. While some had to wait up to six days in an inpatient bed before they could be transferred for surgery if they had broken their hip; this important partnership enables the majority of patients to have their surgery within 16 hours. This process has helped ensure our better care and individuals are transferred back to Stevenson within three days to continue receiving care close to home.



Treated like a person

Wonderful! Amazing nurses, doctors and treatment! At Stevenson, we feel treated like a person – not rushed “in and out”. Nurses really make an effort to get to know each patient. Amazing experience!

Crystal Spataro

Superior Birthing Care

“I cannot speak highly enough of the care I received at SMH. My pregnancy had many bumps in the road. At every visit made to the birthing unit, I received superior care.....Stevenson Memorial Hospital has a fantastic birthing unit staff and I give many thanks to everyone who works in the unit. Be very proud of what you all do. I'm just one of the people you all have touched the lives of. Thank you”.

Jessica Coutur



Accountability



Energy Retrofit

After 48 years of serving the public, the Stevenson Memorial Hospital has gone high tech to bring the infrastructure up to date. Honeywell Canada was successful in providing cost effective solutions that will reduce electricity costs, and forty-eight solar panels located on the roof will provide an energy source. A high tech cooling unit is going to be installed on the roof of the building along with a new system of delivering air throughout the building. Also, insulation has been added to hot water pipes to reduce heat loss and all toilets in the building were replaced. The retro-fit will extend the hospital building's life while ensuring that operating costs are kept at a minimum and ensure a better quality of comfort for staff and patients.

2011/2012 Operating Statistics

Patient Days	12,493
Emergency Visits	27,404
Surgeries	3,803
Births	291
Diagnostic Imaging	34,102
Non-Invasive Cardiology	6,987
Outpatient Clinic Visits	52,092

Stevenson's Community

Stevenson serves a wide section of South Simcoe County including Alliston, Beeton, Tottenham, Cookstown and Angus - together, one of the fastest growing areas in Ontario. We provide a range of services to over 55,000 residents, a diverse population that includes a large percentage of seniors than the rest of the province. Over 75% of households in our area utilize hospital services and our focus is on providing the highest quality care close to home as our community continues to grow.

OUR COMMUNITY IS GROWING

2011: 55,000

2031: 90,524 in 2031, a total growth rate of 65%

Making the Strategic Plan come alive

For each of the strategic directions and priorities, Stevenson will develop work plans to move us towards achieving the vision.

- These [detailed tactical plans](#) will support clinical services, capital development, human resources, communications and finance. The tactical plans will be three to five year evolving plans that will be reviewed and updated as part of the annual planning cycle.
- A [balanced scorecard](#) will measure the implementation of the strategy and the effectiveness of hospital operations. The Board will then review and update the strategic plan as needed.
- Ongoing [fiscal responsibility](#) will continue to be an important factor, as we recognize that in order to be successful, we will need to find more efficient ways of operating and ensure we are maximizing every available resource.
- [Ongoing communications and engagement](#) with community members, staff, physicians, volunteers and community partners will also be important as we continue to provide opportunities for voices to be heard about the future of Stevenson Memorial Hospital.



As a progressive community hospital, we are passionate in our pursuit of safe, quality care. As a team and as individuals, we are committed to providing timely and accessible services. We strive to achieve this with compassion, respect and dignity. We work to excel at our scope of services and embrace partnerships that assist us in delivering a continuum of health care excellence.

Our Commitment to Our Patients

CARE WITH COMPASSION

Regardless of our position at Stevenson, we will always respond to our patients' needs with empathy and understanding. We recognize that our patients have a right to be involved in decision affecting their health and well-being. Committed to the delivery of exceptional care, we acknowledge that our patients are unique individuals who are experiencing a range of emotions, and we will attentively listen and respond to their questions and concerns with compassion.

CONSISTENTLY RESPECTFUL

We respect the similarities and differences that distinguish our patients, our co-workers and every member of our Stevenson community. We will be open-minded and fair. We demonstrate through our words and our actions that every person has unconditional worth. We respect and abide by the rules and regulations that keep us and our patients safe. We value the vital role that our organization plays within our community

and realize that all we say and do – both inside and outside of work – can impact Stevenson's overall success.

LEAD WITH INTEGRITY

We commit, each and every day, to deliver health care following the highest ethics, principles and standards. We know that our patients and their families put their trust in our hands, and it is up to us – individually and collectively – to consistently meet and even exceed their expectations.

EMBRACE TEAMWORK

As champions of community health care, we will work as a team to serve our patients. We will speak and we will listen. We understand that the strength of our team comes not only from our commitment as individuals, but from our trust, confidence and support for one another. We will continuously strive for personal and professional growth because we believe that by being our best, we can help Stevenson achieve excellence. We embrace our community partners and value the knowledge and expertise they bring to our Hospital.

ACCOUNTABLE IN ALL WE DO

We understand that our words and actions contribute to our success. We strive to do our best, meet our objectives and take pride in our work. We are committed to providing safe, quality, compassionate care to our patients – no exceptions. We accept responsibility for our performance and will be accountable to each other, the organization our community in the building of a great community hospital.

Your Role and Responsibilities as a Patient

- Actively participate with staff and physicians in your treatment and rehabilitation the best you can.
- Provide accurate and complete information about any past illnesses, hospitalizations, medications and other matters related to your health.
- Inform your health care provider if you do not understand your treatment plan or what you are expected to do.
- Inform your health care provider if there is a change in your condition or if problems/concerns arise during treatment.
- Be courteous and considerate of other patients, families, staff, physicians, students and volunteers.
- Be respectful of hospital property; observe hospital rules and regulations.
- Be sure to make arrangements for discharge when your physician determines the discharge is appropriate.
- Respect the Hospital's infection control practices by cleaning your hands each and every time you enter and exit the Hospital, and when entering and exiting a patient's room.





STEVENSON

MEMORIAL HOSPITAL

For more information:

Stevenson Memorial Hospital
P.O. Box 4000
200 Fletcher Crescent
Alliston, Ontario L9R 1W7

Phone: (705) 435-6281
Fax: (705) 434-5138
Email: information@smhosp.on.ca

smhosp.on.ca

CHAMPIONING YOUR CARE....

Every Step of the Way