



Winchester
District
Memorial
Hospital

ANNUAL REPORT OF THE CHAIRPERSON AND THE CHIEF EXECUTIVE OFFICER 2007-2008

The Board of Directors is pleased to present its Annual Report to the communities served by the Winchester District Memorial Hospital. The emerging crossroads for our community hospital is producing a great deal of excitement. The new era that will be generated through the opening of our technologically-sophisticated acute care facility will herald a change that is unprecedented. The magnitude of this change, while exciting, may also be stressful — not only for hospital staff but also for the communities who have dreamed about this vision. While many internal and community relations strategies will be employed to assist with “change management”, it is important that individuals prepare for this exciting new world.

The Hospital Board and the Hospital Foundation Board have planned a number of events that will assist our staff and community members. The annual Gala, held June 14, 2008, kicked off a year of celebrations and events that will mark the 60th anniversary year for the hospital. This year will include many opportunities to become familiar with the new world. News of these and other important items will be found on the hospital web site at www.wdmh.on.ca and through media announcements, community newsletters and community meetings.

The Board and management at the Hospital continue to implement the decisions that emerged from the hospital's strategic plan which was published in June 2006 and can be found on the hospital web site or upon request from the CEO's office. The opening of the bone mineral density service is the latest addition and reinforces our commitment to mature women in the surrounding communities.

The Board's approach to renew and enhance its governance role remains evident. During the past year, the Board reviewed current best practice governance models to determine the most dynamic approach to positioning the Board for the future. This is particularly important, given the exponential changes in today's health care system. The Pointer and Orlikoff Model has been chosen and can be applied in September 2008. This best practice model increases the Board's flexibility with respect to size and membership. These changes are incorporated in the 2008 draft Administrative Bylaws. Board committee structure will be modified and piloted in 2008/09.

The hospital construction project remains on target with two major milestones: the move to the new acute care facility, including emergency department, in February 2009 and all final moves completed by March 2010. The associated approvals for new equipment and clinical information systems will be completed by December 2009.

The hospital is quickly emerging as a leader in information management and information technology. When combined with equipment such as patient monitoring and scanning, the new system will produce information that can be used instantaneously by health care teams and physician offices and community agencies. While the total solution will take five years to complete, the infrastructure and a number of applications will be available with the new building.

The Board of Directors has remained very active with regional and provincial approval bodies and government regarding the hospital's business plan for long term care. This proposal not only meets a very critical community need, but is imperative for the long term financial survival of the hospital.

The Board can report that the hospital's financial position at year end (March 2008) meets the expected plan objectives for 2007-08. However, this is not the case for the next two years as the Board is unable to sign the required Accountability Agreement with the Local Health Integration Network (LHIN). At the time of this report, the hospital has received a LHIN directive to sign the agreement under section 23(5) of the Commitment to the Future of Medicare Act (CFMA).

This directive is the initial step in a process that could result in an imposed agreement. The hospital and the LHIN continue to negotiate in good faith so that a resolution to the two million dollar projected deficit (to March 2010) can be resolved without reduction in service.

One of the significant roles of the Board is to ensure that the standard of patient care at the hospital is of the best quality. This past year, Accreditation Canada conducted a review of our hospital, using national standards that are developed for the health care industry.

We are pleased to report that the results of the survey were very positive. Overall, the surveyors concluded that WDMH enjoys a strong and well-deserved reputation and should continue to build on its successes. The hospital received a three-year award with recommendations, which is the most common award in the industry. The four recommendations have been addressed and reported back to Accreditation Canada.

Patient satisfaction survey results from January to December 2007 continue to demonstrate very high satisfaction levels with service. The survey is conducted by a national research group (NRC Picker) for most hospitals. The following statements appear in the NRC Picker report:

- For 39 questions, Winchester District Memorial Hospital scored higher than the Ontario average for Emergency scores.
- For 40 questions, Winchester District Memorial Hospital scored significantly higher than the Ontario Community Hospital average for Emergency scores.
- With the exception of 4 questions, Winchester District Memorial Hospital scored significantly higher than both the Ontario average and the Ontario Community Hospital average for IP (inpatient) Acute Care.

The four questions noted contribute to the areas that have been targeted for quality improvement projects. These include the development of teaching and instruction tools for relaying discharge information and explanations about the emergency triage system and wait times.

One of the most important sections of the patient satisfaction results is patient comments. The results were striking, particularly as they relate to the positive comments about the nurses working at WDMH. Access and coordination of care were the other significant clusters of comments. There were no negative clusters (themes) within the overall comments report.

The hospital continues to emerge as a teaching site for family medicine and general specialty medical students. Professionals who work at WDMH continue to position the hospital as a leader in rural education. Student satisfaction is high and Winchester placements are becoming competitive among students.

The first year of the Post R.N. degree program, which is offered on site, has been very successful. The opportunity to study close to home is a significant factor in our nurses' decision to complete their undergraduate degree.

Equally successful is the hospital's foray into research. The success of the first inter-disciplinary research project (with medicine, nursing, physiotherapy and pastoral care) enhanced the hospital's academic reputation. The results of this project have been presented at provincial,

national and international conferences. Nationally recognized researchers have invited WDMH to participate in a subsequent research project, "Inter-professional Collaborative Practice Communication Policy", which is funded through Health Force Ontario.

The new Winchester District Memorial Hospital will emerge over the next two years. The hospital has captured the attention of business leaders who want to showcase the products that meet our capital and technological vision. More importantly, is the planned application of technology to enable the continuation of the dedicated care that patients and public receive at the Winchester District Memorial Hospital. The hospital was built by a caring community and we strive to ensure that we maintain that focus.

The Annual Report provides an opportunity to thank all those involved in ensuring the ongoing success of our community hospital. This includes our physicians, staff and clinical and student volunteers, donors and many volunteers on our Board, the Auxiliary and Foundation.

The Winchester District Memorial Hospital continues to build on the lessons of the past and embarks upon a new beginning that incorporates our community values.

Regards,

Bruce Rowsell
Chairperson, Board of Directors

Trudy Reid
Chief Executive Officer