

South Muskoka Hospital Foundation

Spring 2010

Deficit recovery a priority for MAHC

Last fall, MAHC underwent an operational audit and this spring, drafted a Deficit Recovery Plan based on the recommendations in the audit.

After lengthy and detailed consultations with the public, staff and stakeholders, concern was expressed about the deficit and the long-term implications of such debt. They also expressed concern about continued access to quality care within our local area, especially primary care, emergency services and outpatient diagnostic and therapeutic services.

The status quo is simply not an option and the hospital must address the debt. The challenge is how do we do so without compromising quality of care for patients? This is the same question being asked in over half the hospitals in Ontario faced with the same dilemma: deficits they also must address.

The audit concluded that MAHC is “quite efficient” in comparison to its peers, yet there were still some ways to streamline further.

“The low lying fruit has already been picked,” explains MAHC Board Chair Mike Provan, referring to the work that has already been done. The next round of changes may be more challenging to implement, but can still result in dramatic savings of \$5.38 million by 2012.

These savings can be accomplished through 51 recommendations in the areas of governance, medical and clinical structure, organizational structure, and clinical and operational efficiencies. Some of the recommendations relate to enhancing hospital-board communications, reorganizing the medical and clinical structure, and seeking alternative management options such as outsourcing corporate and support services.

The clinical efficiencies suggested would emulate what has worked at other hospitals and has been shown to be effective without loss of quality to care. The reorganization will use a four-department structure to achieve these efficiencies.

Operational efficiencies in patient services will save \$2 million annually and have already been partially completed – closing Burk’s Falls and seven acute care beds, closing the satellite diagnostic imaging clinic in Gravenhurst, and discontinuing outpatient rehabilitation services. Clinical supports will save an additional \$1.2 million by taking measures such as consolidating



The Deficit Recovery Plan was submitted for approval to the North Simcoe-Muskoka Local Health Integrated Network.

ophthalmology at one site. Corporate support services will save \$398,000 by eliminating the full service cafeteria in favour of expanded vending machine services and by consolidating switchboards and streamlining cleaning services.

Bed reductions are inevitable, however, reducing the number of beds doesn't necessarily mean there is less room for acute care patients. One of the major challenges facing MAHC is the number of alternative level of care patients (ALC) who are using an acute care bed in the hospital (at a cost of \$950/day) while waiting for a bed in a long-term care facility (at a cost of \$100/day) or who can go home once they have home support services. It is much more expensive to care for these patients in the hospital than at any of the other locations. This challenge is a “system-wide” one involving the whole North Simcoe-Muskoka area (under the jurisdiction of the Local Health Integrated Network or LHIN).

“Acute care beds are intended to serve patients for three to five days,” explains Provan, “while our ALC patients may be there for months.” As to long term solutions, Provan sees the possibility of the government switching from the current funding structure that deals with a global budget to one that pays a set fee for certain procedures and is more performance based. “This would be good for MAHC and for places like ours with older populations.”

In the meantime, the Board and staff must deal with the current situation and continue to work hard to find those lower cost solutions that maintain quality care.

Transitional Care Coordinators a familiar sight at South Muskoka Memorial Hospital Site



From left: Jennifer Houston, Katherine Belisle, Kathy Skillings, Janice Ball, and Kerry Richardson. These CCAC staff members help patients prepare for discharge.

Transitional Care Coordinators, although not hospital employees, are a familiar sight in the hallways of the South Muskoka Memorial Hospital. They are employees of the Community Care Access Centre (CCAC) and play a unique role, combining the traditional Hospital Discharge Planner role with the CCAC Hospital Liaison role. This helps to provide seamless service for hospitalized patients.

The Local Health Integrated Network (LHIN) has also provided a Patient Flow Manager to implement the Ministry of Health and Long Term Care ALC Initiative at MAHC. ALC patients are those whose acute hospital care has ended and are awaiting discharge to a more appropriate setting such as a home, rehabilitation hospital, retirement home, or long-

term care home.

Transitional Care Coordinators are responsible for coordinating services for patients once they leave the hospital. The efforts of this group start with each patient shortly after their admission. Knowing about the resources within the community while learning about what each patient needs through consultation with hospital staff, the patient and family are all part of the Transitional Care Coordinator's role.

It's all about helping people to get the services and the care that they need. Safety is the first thing that the Transitional Care Coordinators look to ensure. If the patient is going home, then the Transitional Care Coordinator makes sure he or she has what they need to be independent in the community. One can liken a Transitional Care Coordinator to a "system navigator" who has awareness and knowledge of what's available in the community, but can combine this skill with their expertise as either a registered nurse or an occupational therapist.

Lives often change following the incident that precipitated a hospital stay and the ability to access services is critical to adjusting to this change. Transitional Care Coordinators also support patients and their families by facilitating long-term care applications or with end of life decisions.

By incorporating individual circumstances such as emotional, family, legal, social networks and financial considerations, the Transitional Care Coordinators enable the client and family to make optimum personal care need choices.

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Spring 2010

South Muskoka Hospital Foundation

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A Message from Colin Miller

Executive Director, South Muskoka Hospital Foundation

Great hospitals require great support and I am truly humbled at how this community shows just how true this statement is, time and time again.

Community support and pride in this hospital has always been strong. Although our Foundation has a relatively short history dating back some 25 years or so when the Foundation hired its first managing director, it has raised in excess of \$30 million during this relatively short time span.

The results of years of community support are evident, touching virtually every corner of our hospital building. In the late 1990's, our hospital desperately needed a new roof, a new Constant Care Unit (CCU), and a new gas exchange system (to bring medical gases such as oxygen to patient beds). To get on with the job, the hospital board had to convince the provincial government to let them complete the \$3 million project solely with local funds and donations. Shortly thereafter, work began on our "Be Part of the Heart" Campaign, an \$11 million fundraising project which saw the addition of a 40,000 square foot emergency department, a new day surgery department, outpatient clinics and an expanded radiology department. And, our latest triumph – the expansion of our diagnostic imaging department, which added a new CT Scanner and other state-of-the-art imaging equipment.

These changes are made possible with the support of our community, and more specifically our donors. On behalf of the patients we serve today and the patients we will serve in the future, thank you for your generosity. We are honored to have your support.

Your gifts continue to demonstrate to partners in government that the people of Muskoka share a vision for the future that includes a state-of-the-art healthcare system. Although we are not in a capital campaign at the moment, we do have an ongoing needs list that exceeds \$5 million for such things as the acquisition of up-to-date medical equipment and replacing equipment that has aged beyond its service agreement, but also for less glamorous items like a new roof. These items have been grouped according to need and the urgent list is available at the Foundation office for any donors or organizations to consider. Please contact us if you'd like further information.

In the meantime, seasonal changes are upon us and this means that bustling activity in Muskoka and at our hospital is just around the corner. Stay in touch.



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South Muskoka Hospital Foundation

Building for Muskoka's future... one donation at a time

Special Fundraising Events



The Bracebridge Rotary Club continues their support to the SMH Foundation. This year, their donation goes toward the purchase of a piece of equipment for an operating room at the South Muskoka Memorial Hospital site. Representative Richard Borland presents a cheque to Executive Director Colin Miller.



The TD Bank has pledged \$37,500 to the SMH Foundation over 5 years to establish the TD Grants in Medical Excellence. The grants will be awarded to selected members of our hospital's nursing and professional staff to maintain, update or upgrade their work-related skills. One of the recipients this year is Deb Payne of Bracebridge who is continuing her education in nursing.



Through the Community Involvement Program, the Kawartha Credit Union gives back to their local hospital. Representative Robyn Specht-Kilroy presents Colin Miller with their annual donation to SMH Foundation.



Port Carling Lions Club President Bob Kinsmen (right) and Treasurer Byron Coker (center) present Colin Miller with their 3rd installment to *The Picture of Health* campaign.



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Bill VanRyn, Bracebridge Branch Manager – Vice President of C.C. Tatham & Associates Ltd. (consulting engineers, site planners and landscape architects) presents Colin Miller with a donation to SMH Foundation.

Upcoming Events In Support of the South Muskoka Hospital Foundation

May 27 – 3rd Annual Muskoka Transport Spare Tires Hockey Club Golf Tournament

June 16 – South Muskoka Hospital Foundation Golf Classic

May 30-31 – 24th Annual Dave Ellis Pro Am Golf Tournament

June 26 – Muskoka Furniture, Bracebridge Hospital Day

June 10 – Bracebridge Lions Foundation Golf Tournament

July 13 – 1st Annual Freed Golf Classic

September 17 – 6th Annual BMO Charity Golf Tournament



A Message from Mike Provan

Board Chair

Muskoka Algonquin Healthcare

Living everyday within the boundaries of Muskoka often evokes a feeling of being enveloped and protected from most big city realities. The natural beauty and small town neighbourly atmosphere that we all cherish sometimes lulls us into thinking that we live in a different world than that of the GTA and the rest of Ontario. In some ways, that's certainly true. In the world of healthcare, however, we are in the same boat as the rest of the province and today, that's a world of tough financial realities.

Like Muskoka Algonquin Healthcare (MAHC), over half of Ontario's hospitals are currently running an operating deficit. Across Ontario, the same realities exist: costs have risen well above inflation rates for hospital essentials (such as medications) while revenues remain static.

Long gone are the days where hospitals were rescued by last minute grants from the province as Ontario is currently dealing with a record \$24.7 billion deficit this year. Yet, if funding remains frozen at current levels, we will continue to face deficits.

What is Muskoka Algonquin Healthcare doing about this? Over the last five years, our volunteer board and our staff have demonstrated they are extremely dedicated to do whatever it takes to maintain the highest possible level of healthcare while continuing to examine and re-examine options for higher efficiencies.

Four years ago we amalgamated our hospitals and by doing so, we have saved over \$4 million annually. Last year, a third party conducted an operational audit and MAHC was found "quite efficient" when compared with our peers. The audit also made a number of recommendations and from those findings, we submitted a Deficit Recovery Plan. The plan outlines additional steps we can take to improve efficiency while maintaining the delivery of high quality healthcare to our residents. This plan will enable us to save \$5.4 million over the next two years alone and further savings through efficient use of resources well beyond.

Our challenges are many. For example, acute care beds are being used by patients who no longer require this level of care, yet there is no other place they can go to get the care they need. There is a shortage of more suitable long-term care facilities and enhanced home support services that would enable these patients to relocate to a place where not only they will be more comfortable, but more comfortable with the level of care they need at much less cost. This situation has eased somewhat since the North Simcoe Muskoka Local Health Integration Network (LHIN) worked with us last year to find solutions for these patients, but there are still a significant number of these patients waiting.

We continue to be challenged in attracting medical professionals, not only physicians, but also nurses, pharmacists and other medical technicians. Every year for the last four years, our affiliation agreement with the Northern Ontario School of Medicine has given us seven medical students to live and learn in our community. Hopefully, the lure of Muskoka will bring them back after graduation.

The board, staff, physicians, and volunteers have been incredibly supportive during the past five years as we work together through our challenges and continue to uphold our objectives to provide exceptional quality healthcare to every resident and visitor. Thanks to the supporters of the South Muskoka Hospital Foundation, we have seen incredible results from the year-round and seasonal residents. Please stay the course and continue your commitment as we continue to dedicate ourselves to find solutions that work at our local level.



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South Muskoka Hospital Foundation Mission Statement

To provide charitable financial support to South Muskoka Memorial Hospital site for capital projects, equipment and new technology as well as staff education to enhance patient care.

To support the improvement of healthcare in South Muskoka for permanent and seasonal residents.

Our Privacy Statement

South Muskoka Hospital Foundation appreciates your generous financial support. We recognize your right to privacy and we pledge to protect it. The information you have provided to us will be used to process your donation(s) and to provide you with acknowledgement and an income tax receipt.

From time to time, we may use your contact information to keep you informed of other activities, events and/or fundraising opportunities in support of the Foundation.

We are also pleased to send you our “Between Friends” newsletter.

The South Muskoka Hospital Foundation does not trade or sell donor lists. If at anytime you do not wish to be listed in our recognition programs or to receive our newsletter, please contact us at (705) 645-4404 ext 3193 or smh.foundation@mahc.ca.

For more information about your privacy, please visit our website at www.southmuskokahospitalfoundation.ca and click on ‘About Us’ then ‘Accountable To You.’



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