



YEAR
IN REVIEW
2018/19



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MESSAGE FROM BOARD CHAIR AND PRESIDENT & CEO

It would be an understatement to say that the healthcare landscape in Ontario is going through a transformation. A seismic change is occurring. One that focuses on putting patients at the centre of their care, improving the patient experience and enabling better, connected care.

Markham Stouffville Hospital (MSH) is poised to address and lead the way in the face of the changes ahead. This past year has been a monumental period for MSH. We have reached new heights and achieved numerous successes that set us on a path to change the way care is provided for patients.

We launched our new Strategic Plan 2019-2022: Care beyond our walls. It builds on the incredible growth and success that MSH has achieved to date and positions us well to seize the opportunities for improved patient care that lie ahead.

Last spring, MSH joined four other hospitals creating the Reactivation Care Centre, a hub of specialized restorative care for Alternate Level of Care patients. Over the summer we pioneered Canada's first Alongside Midwifery Unit, offering women more choice for birthing with a midwife in a relaxed, comfortable and friendly environment.

In late November, the hospital was very proud to receive the highest award possible from Accreditation Canada, exemplary standing, recognizing our high standards around quality, safety and efficiency. As well, we went live with a shared electronic Health Information System (HIS) with two other hospitals.

We have continued to plan for the future of the Uxbridge Cottage Hospital while investing in its maintenance in order to

continue to provide a safe and comfortable environment on the current site, so patients can receive vital healthcare services in their local community.

In addition, we have collaborated with our Patient Experience Participants to instil patient and family-centred care into every aspect of our hospital.

Our success this year could not have been possible without our biggest strength – our people. MSH has a distinct culture, rooted in our diverse community that enables staff, physicians and volunteers to pool their talents to create extraordinary experiences for patients and families.

By all accounts, 2018/19 has been an incredibly successful year for the hospital – and we believe we are well positioned to shape the future of healthcare for the Markham, Stouffville and Uxbridge communities.



A handwritten signature in black ink, appearing to read 'Tom Barlow'.

Tom Barlow
Board Chair



A handwritten signature in black ink, appearing to read 'Jo-anne Marr'.

Jo-anne Marr
President & CEO

MSH RECEIVES EXEMPLARY STANDING BY ACCREDITATION CANADA

In November 2018, Accreditation Canada awarded MSH with exemplary standing, the highest award possible from the national quality standards organization.

MSH placed among the top-ranked hospitals in Canada, achieving 100 per cent of the required organizational practices and 99 per cent compliance with over 2,300 internationally recognized standards.

From September 24 – 27, 2018, surveyors evaluated the hospital on quality, safety and efficiency.

The surveyors were impressed with the hospital's culture noting that, despite its considerable growth over the past number of years, it has maintained a collaborative workplace where staff are happy, content and trained to the highest standard.

They also applauded MSH's commitment to patient and family-centred care and the efforts undertaken to provide integrated, accessible and seamless care for patients as they transition from hospital to home and community.



100%

required organizational practices achieved

99%

compliance with 2,300 internationally recognized standards



Accreditors with members of MSH leadership team



Strategic Plan launch event



Strategic Plan launch



Uxbridge site launch event



STRATEGIC PLAN 2019-2022: CARE BEYOND OUR WALLS

In January 2019, MSH launched a new Strategic Plan 2019-2022: Care beyond our walls.

The plan was developed following an extensive and collaborative consultation process, resulting in a bold new Vision, Mission and strategic directions for the hospital.

The new Strategic Plan sets MSH on a path to change the way care is provided for patients, by making it simpler to navigate the healthcare system, improving connections with community partners and delivering better, safer care. It builds on the incredible growth and success that MSH has achieved to date and positions it well to seize the opportunities for improved patient care that lie ahead.

Vision: Care beyond our walls: Connecting with our community speaks to the hospital’s commitment to provide connected care to patients – and their families – beyond the boundaries of its physical facilities. It symbolizes the hospital’s drive to strengthen partnerships and create an integrated and seamless system of care.

Mission: Honoured to care is an expression of MSH’s humble beginnings and compassionate attitude. It recognizes the respect the hospital has for the people who choose MSH for their care.

Strategic pillars:

- Delivering an extraordinary patient experience
- Embracing our community
- Empowering our people

A woman with blonde hair pulled back, wearing a white long-sleeved top and a black vest, is smiling warmly while holding a baby. The baby is wearing a white lace-trimmed sweater and white socks with shoes. They are sitting on a blue surface, likely a hospital bed or table. In the background, there is a blurred hospital room with medical equipment and a door.

**“I KNEW WE WERE
GETTING THE
BEST CARE AND
I TRUSTED OUR
MEDICAL TEAM
COMPLETELY.”**

Megan and Olivia Lewis



Olivia Lewis

EXCEPTIONAL CARE: DELIVERED

Megan Lewis had a healthy pregnancy and was looking forward to holding her daughter Olivia the minute she was born, but during her labour she developed a fever, her contractions slowed and her baby went into distress.

MSH staff and physicians came together to treat the baby and assist mom. The umbilical cord was wrapped around Olivia's neck and for 10 very long seconds, she didn't cry. Then, due to other complications, Olivia was sent immediately to the Neonatal Intensive Care Unit (NICU) for further evaluation and care.

"I was so thankful that my baby had begun to cry and that she was in the best possible care after having such a stressful delivery, but heartbroken that I couldn't hold her when she was born," says Megan.

Due to her fever, Megan wasn't able to visit Olivia in the NICU but the nurses included her husband in Olivia's care and he visited her at every opportunity.

"This was by far the most difficult part of my experience," Megan reveals. "I was so desperate to hold my new baby but had to wait until my body was well enough."

After two long days of careful monitoring, Megan was well enough to hold her baby girl.

"My husband and I walked into the NICU and we both held our baby for the very first time. We looked down at our newest family member and the sheer joy, relief and love that we felt was indescribable."

MSH: WHERE FAMILIES ARE BORN

The Stollery Family Centre for Childbirth & Children became home to many of Canada's firsts this year.

Canada's first Alongside Midwifery Unit (AMU) opened, and is a dedicated birth centre operated by midwives supporting women who want a low intervention birth experience with access to medical care if needed.

MSH is the first hospital in Canada to introduce an electronic Bedside Paediatric Early Warning System (BedsidePEWS), to help healthcare professionals identify children

whose illness may become more serious in a short period of time and react in a faster and more coordinated way.

A new Maternal Fetal Medicine Clinic was established and brings expertise close to home for women experiencing a high-risk pregnancy.

Huggies Canada supported the creation of a volunteer hugging program for babies in the NICU. The 'no baby unhugged' program gives the littlest patients additional developmental care to help them go home faster with their families.



The Lai family



Huggies launch event

300
hours of
volunteer hugs



AMU ribbon cutting



Childbirth navigator Tamara Raines assisting a family
Room courtesy of Markham Prenatal, a division of Cells for Life

NAVIGATION SERVICES: CHARTING A BETTER PATIENT EXPERIENCE

As a patient-led organization, the hospital's goal is to embed patient and family-centred care into practice. As such, this year MSH introduced new roles to help make the patient experience even better at the hospital.

Clinical navigators – Patients and families face many challenges through care transitions. Patient navigators are specialized registered nurses that help patients through their entire care journey while they are in the hospital and even after they are discharged. MSH has a total of six clinical navigators in the following areas: childbirth, orthopaedic surgery, paediatric diabetes and three in the hospital to home services. More navigators will start in mental health and oncology services in the coming year.

Concierge – Situated in the main lobby, right where you enter, the concierge is available and ready to assist patients and their families with all of their questions, from how to get to a clinic or where the closest washroom is, to how to book the nearest hotel in Markham.

Language concierge – Being in one of the most diverse communities in the province, MSH launched a pilot project where two staff members provide in-house interpretation in Cantonese and Mandarin for patients. Since its inception in July 2018, the interpreters have completed more than 5,000 in-house consultations.

OFFERING SPECIALIZED CARE IN A RESTORATIVE SETTING

In April 2018, MSH joined four other hospitals – Southlake Regional Health Centre, Humber River Hospital, Mackenzie Health and North York General Hospital – to transform Humber River Hospital’s Finch site into a facility for transitional care patients.

The Reactivation Care Centre (RCC) allows MSH to better accommodate patients who do not need acute care, but require a longer time to improve their independence and quality of life and optimize their strengths and abilities. Programs and supports

offered through the RCC are aligned with patients’ unique needs and include nursing, recreational therapy, physiotherapy and occupational therapy support on-site.

The RCC is a true example of MSH’s ‘honoured to care’ culture in action. It showcases how the hospital is delivering an extraordinary patient experience to the people of Markham, Stouffville, Uxbridge and beyond.





SHINE command centre



SHINE huddle



Rounding during launch

REVOLUTIONIZING HEALTH INFORMATION SYSTEMS THROUGH PARTNERSHIP


On September 1, 2018, MSH successfully transitioned to MEDITECH Expanse from MEDITECH 6.1. This upgrade was a significant achievement for the hospital and marked the first step in MSH's historic and strategic partnership with Southlake Regional Health Centre (Southlake) and Stevenson Memorial Hospital (Stevenson) to adopt a shared electronic medical record.

Southlake and Stevenson officially moved to MEDITECH Expanse on December 1, 2018, marking the successful launch of a shared electronic Health Information System (HIS) across all three hospitals.

This groundbreaking partnership has enabled MSH to share knowledge and invest in shared technologies – improving the overall patient experience.

This significant achievement will give health professionals improved access to medical data in real time, while supporting faster diagnosis and treatment at all three hospitals.

As part of the implementation of MEDITECH Expanse, a patient portal is expected to launch in 2019 at MSH.

A man with short, graying hair is smiling and looking towards the camera. He is wearing a dark brown leather jacket over a patterned shirt and blue jeans. His hands are in his pockets. The background is a blurred outdoor setting with a building that has a sign that says "STOU" and a car parked in front of it. The overall image has a blue and purple color cast.

**“IT HAS GIVEN
ME MY LIFE
BACK BOTH
MENTALLY AND
PHYSICALLY.”**

Tim Jones



PAIN GONE IN ONE DAY

Uxbridge resident Tim Jones was suffering from hip pain for over a year, making his daily routine mentally and physically challenging. When the pain suddenly doubled, he was referred to MSH and had an appointment with Dr. Evan Watts within a week.

Based on his active lifestyle and the level of pain he was experiencing, Dr. Watts recommended a same-day hip replacement surgery. Prior to his surgery, Tim received extensive information from Dr. Watts and underwent thorough assessment and preoperative appointments, which gave him confidence about the procedure and recovery process.

“It surprised me that my surgery was booked within two weeks,” says Tim. “The staff was outstanding, very professional, informative and fun to be with. They supported me through each step.”

On the day of his operation, Tim was excited about getting rid of the pain and recovering in the comfort of his home. He was up early and at the hospital by 6 a.m. His surgery was from 8 – 11:30 a.m. and he was pain-free the minute he woke up. Dr. Watts assessed his mobility and overall health as excellent. Tim was able to get on his feet with confidence and, using a walker, left for home at 5 p.m. Tim used minimal pain medication; he followed his physiotherapy exercises and had a speedy recovery.

“My movement was dramatically better than before the surgery. It has given me my life back. I would highly recommend MSH for a same-day surgery.”

The surgeons at MSH performed 3,379 orthopaedic procedures this year including Tim’s direct anterior approach (DAA) total hip replacement.

MSH AT A GLANCE



96,249

engagements across Twitter, Facebook, Instagram and LinkedIn



783

learners and trainees across MSH

255,103
inpatient meals served



102,082

Emergency Department visits



Child Development Programs
TOGETHER TOWARDS TOMORROW

3,184

children served by Childlife Development Program, celebrating 20 years of service



513

new staff joined MSH

19,530

cubic metres of water saved due to conservation efforts





21,127
surgeries
performed



31,900
mental health
outpatients
served



24/7
Critical Care
Response Team
expanded to full
coverage



3,228
babies born



246,886
diagnostic
imaging
exams



FREE
Wi-Fi for all patients
and visitors at MSH

119 COPD patients who
received care virtually
through the Cloud DX app



1,360,023
lab interventions



AWARDS BRING 'HONOURED TO CARE' CULTURE TO LIFE

Bringing MSH's 'honoured to care' culture to life means empowering its people to live the hospital's values – demonstrating respect, trust, commitment, compassion and courage across the organization.

MSH launched the Honoured to Care awards this year as a way to celebrate some of the exceptional staff, physicians and volunteers who are doing just that.

More than 80 nominations were received, with many coming from members of the community who wanted to recognize the outstanding care they received from a member of the MSH team. In March 2019, the five individuals selected as this year's winners and all nominees were recognized at a special ceremony.

Congratulations to the 2018/19 Honoured to Care award winners!



Len Pierce
Crisis worker
Respect



Kristi Lipton
Unit secretary
Trust



Neil Sweeney
Volunteer
Commitment



Dr. Christyne Peters
Obstetrician/
gynaecologist
Compassion



Carol Cameron
Executive director,
AMU
Courage



Neil Sweeney accepting his award



Aileen Edwards



Dr. Chistyne Peters
accepting her award



Dr. Simon Yang performing surgery

SURGICAL CARE CLOSE TO HOME

This year, the Surgical Department expanded its world-class services to support growth and demand in the community.

It now offers same-day joint replacement surgeries, allowing patients to rest and recover in the comfort of their own home. For hip replacements, this includes a muscle-sparing technique called direct anterior approach (DAA).

MSH also became the centralized referral centre for the region's Rapid Access Centres for hip and knee joint surgery and low back pain. This provides patients in the community

timely and detailed assessments from interprofessional care providers and self-management support prior to surgery.

To enhance the patient experience, all preoperative appointments are scheduled the same day providing faster access to care and greater convenience for patients. MSH is regularly ranked as having some of the shortest surgery wait times in the province. The team of specialists and physicians support full recovery, including a post-surgical wellness clinic, pain management resources and patient navigators.



3,379

orthopaedic procedures
this year



GROWING TO MEET PATIENT NEEDS

MSH expanded and opened new programs and services to meet the growing needs of the Markham, Stouffville and Uxbridge communities.

New women's wellness services were launched to provide improved and comprehensive mental health care. As well, in partnership with Addiction Services of York Region, MSH opened a Rapid Access Addiction Medicine clinic for individuals with problematic substance use.

New and expanded diagnostic imaging services include the introduction of transesophageal echocardiograms for cardiac patients and the upgrade of one of our MRI magnets.

Chronic obstructive pulmonary disease patients can now better manage potential flare-ups through a new Connected Health technology developed by Cloud Diagnostics

Canada (Cloud Dx). The program allows patients to measure and record their own vital signs on a tablet or wireless device which automatically notifies a healthcare provider when readings change.

The addition of more paediatric endocrinologists and new nutrition counselling services in the Tracey Rubinoff Paediatric Diabetes Clinic further complements the care available to children and families.

Finally, in partnership with York Region Paramedic Services and Home and Community Services, the Hospital to Home Program expanded with a new Community Medicine Clinic, which will help to prevent Emergency Department (ED) visits and hospital readmissions for patients with complex medical issues.





UXBRIDGE COTTAGE HOSPITAL: CARE RIGHT IN THE COMMUNITY

The Uxbridge Cottage Hospital continued to build on the tradition of safe, high quality care with a number of exciting developments.

A new team-based nursing model of care was introduced in the Medical/Surgical Department. The new model includes daily safety huddles, hourly rounding, bedside reporting and the use of whiteboards in patient rooms for improved communication with patients and families.

As well, the medical/surgical team implemented a multi-pronged falls prevention approach. The strategy includes improved signage, team huddles to implement safety measures for patients at high risk, as well as an analysis of every

patient fall to determine contributing factors and implement a prevention plan.

Uxbridge was also the pilot site for a project to streamline the ordering and management of supplies and equipment. These practices will be used at MSH's Markham site and throughout the region.

In addition to the improvements in patient care, Peter Bethlenfalvy, MPP for Pickering-Uxbridge, was joined by Mayor of Uxbridge Dave Barton this past spring to announce an infrastructure investment of more than \$1 million. This important and much-needed investment will allow for updates to heating, cooling, electrical and water while MSH moves forward with the planning and modernization of the site.

**“I’M GLAD MY SON
RECEIVED CARE IN THE
GREEN ZONE. IT WAS THE
FASTEST AND EASIEST
HOSPITAL VISIT WE’VE HAD
FOR SURE.”**



Niel and Joel Gordon



Dr. David Austin assessing Niel's injury

GREEN MEANS 'GO' FOR ED PATIENTS

When it comes to visiting an ED, one of the most common questions patients and families have is 'how long is the wait?'

For those who receive care in the Liberty Development Corporation Green Zone at MSH's Markham site ED, the answer to this question is usually 'not long.'

The Green Zone treats less complex conditions – such as cuts, sprains and minor head injuries – which account for about 30 per cent of all ED visits. Thanks to the generous support of the community, MSH was able to expand the Green Zone last fall with a separate dedicated space and six additional treatment rooms.

"On average, from the time they register to when they walk out with follow-up care

appointments, patients are in and out of the Green Zone in less than three hours," says Chief of Emergency Medicine Dr. Andrew Arcand. "What's more, patients benefit from an interprofessional team of physicians, nurse practitioners, physician assistants, nurses and orthopaedic technicians that provide all the care they need in one central location."

It's an improvement Joel Gordon can attest to first hand. The father of four recently brought his 13-year-old son Niel to the Green Zone for a fractured wrist.

"My older son had to visit the ED for the exact same injury a few years back and this time around the experience was much more streamlined," he notes. "We hardly had to wait at all."

MSH FOUNDATION: THE POWER OF GIVING

Generous community support is the reason that our patients and families can count on MSH for exceptional care.

From baby's first breath to compassionate end-of-life care, MSH is there, caring for our community. Whether a \$50 teddy bear providing comfort to our patients or a seven-figure transformational gift, every dollar counts towards funding life-saving equipment, cutting-edge medical technologies and strategic priorities that enable growth and innovation.

At the heart of our community is generosity – and for that we are truly grateful!

Trek Everest – After more than two weeks of trekking through the Himalayan region of Nepal, a dedicated team of 25 MSH physicians, clinicians and hospital supporters triumphantly summited Mount Everest Base Camp, in support of world-class surgical care, close to home.

The Shakir Rehmatullah Cancer Clinic – We celebrated Shakir Rehmatullah's monumental donation, inspired by the extraordinary patient care at MSH.

Bear Necessities – 2,000 bear hugs were delivered to our patients – cuddly teddy bears, soft infant sleep sacks and plush throw blankets. That's \$100,000 to purchase life-saving equipment that government funding doesn't cover.



MSH Trek Everest team



Unveiling The Shakir Rehmatullah Cancer Clinic



Mike Assinck

IMPACT BY THE NUMBERS

\$566,280

Childbirth and children's services and
Alongside Midwifery Unit (AMU)

including

\$439,483

AMU furniture and equipment

\$73,914

Incubators

\$526,391

Emergency

including

\$446,912

Green Zone expansion

\$45,851

Bedside (portable)
ultrasound

\$258,533

Cardiology and
respirology

including

\$239,651

Echocardiography
system with Stress Echo
and TEE

\$400,130

Cancer

**\$12.7
million**

raised in 2018/19

As of March 31, 2019 \$5.4M given to MSH. Please visit
mshf.on.ca to see our full audited financial statements

\$98,684

Home and
community

\$182,596

Infrastructure
enhancements

\$299,849

Innovation, technology,
safety and education

\$266,018

Pharmacy

\$320,849

Interventional
radiology

\$730,549

Mental health

including

\$71,368

Repetitive Transcranial Magnetic Stimulation

\$836,206

Diagnostics and
laboratory

including

\$347,112

MRI upgrade

\$137,552

Portable ultrasounds

\$350,908

Essential equipment

including

\$116,708

Stretchers

\$525,345

Surgery

including

\$232,686

Orthopaedic Navigation Unit

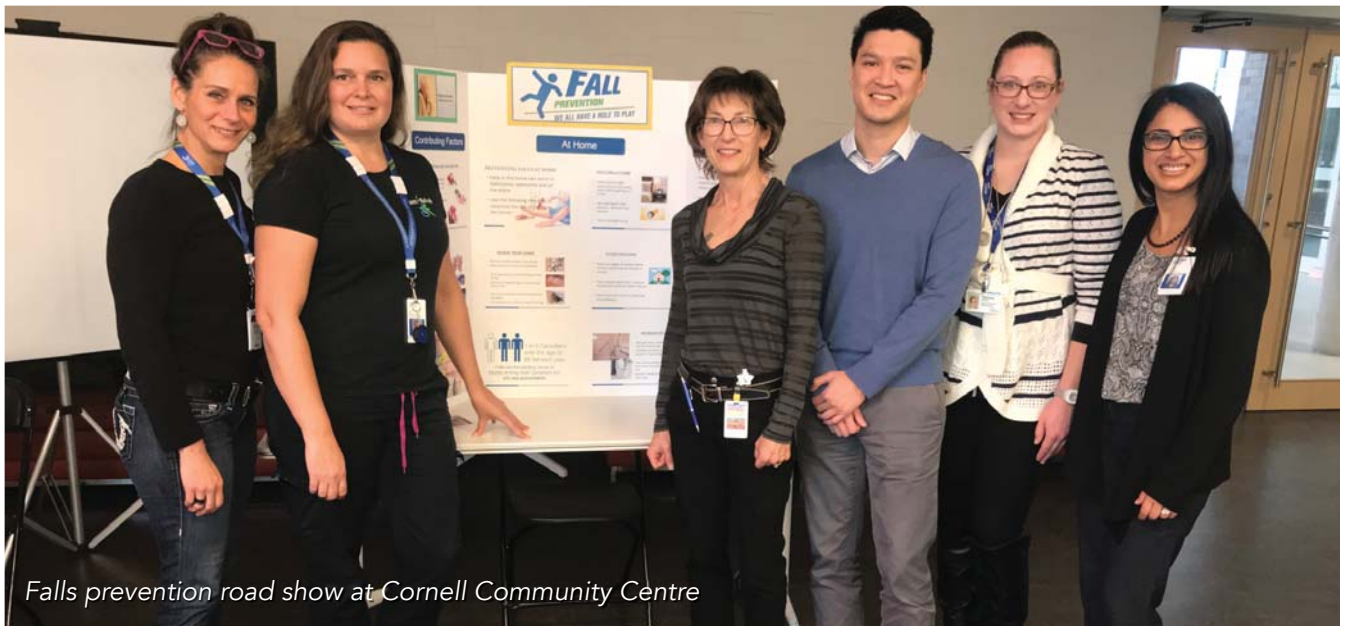
QUALITY IMPROVEMENT: FOCUS ON FALLS

Patients often fall while in hospital, sometimes causing severe injury. At times, the fall results in the person needing to stay in hospital longer and can reduce their physical and mental health and wellbeing. Many times these falls could have been prevented, or the impact of the fall minimized with timely intervention. This year, the MSH quality team put a focus on reducing the rate of falls in the hospital.

The team developed a falls working group made up of 45 engaged frontline staff. This group came up with a robust strategy to prevent falls that included:

- Review of existing data
- Enhanced signage and tools for patients, e.g., a visual flag for patients who have fallen previously in-hospital
- Revising staff and patient education materials, e.g., developing a list of 'Top 10 Tips' as a guide for conversations with at-risk patients and their families
- Developing a roadshow to deliver 90-minute talks to local seniors' groups in Markham, teaching them about falls prevention

This work led to a 9.1 per cent reduction in falls with harm in just one year, from 37.5 per cent in 2017/18, to 28.4 per cent in 2018/19.



Falls prevention road show at Cornell Community Centre



Discussing medication safety



Falls prevention at Armadale Older Adults Club



Milliken Methodist Church education event

9.1%

reduction in falls with harm in one year

VOLUNTEERS

From mail delivery and wayfinding, to lending a hand and much more, the volunteers in the Community Resources Department are the embodiment of our 'honoured to care' culture.

Across our Markham and Uxbridge sites, nearly 1,300 volunteers help to deliver an extraordinary patient experience.

From hospital volunteers to those who share their ideas, perspectives and experiences as Patient Experience Participants (PEPs), and those who volunteer with the MSH Foundation, one would be hard pressed to find an area at MSH that isn't touched by the work of the volunteer team.

This year also marked 25 years of partnership



with Community Living York South, offering clients with intellectual disabilities the opportunity to contribute to their community hospital through volunteerism.

More than 50 departments and clinics, as well as numerous Foundation events, benefit from more than 80,000 hours of service that volunteers contribute.

UXBRIDGE COTTAGE HOSPITAL FOUNDATION

It's been another successful year for the Uxbridge Cottage Hospital Foundation, thanks to the exceptional generosity of the community.

The support received for annual events, such as the Festival of Lights holiday celebration, Perfect Pairings food and beverage tasting and Swing into Spring golf tournament, as well as third party fundraisers, has played an integral role in helping staff and physicians provide vital emergency services and inpatient care.

The Uxbridge Cottage Hospital Auxiliary also continues to provide exceptional support, which has helped to fund new equipment, support necessary renovations and other special projects throughout the year.









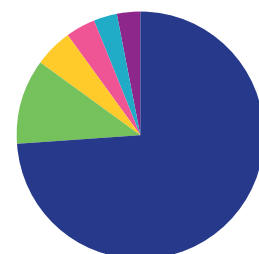
FINANCIALS

Hospital operations year ended March 31, 2019

Revenue.....	\$274,472,223
Expense.....	\$270,383,133
Excess of revenue over expenses for the year	\$4,089,090

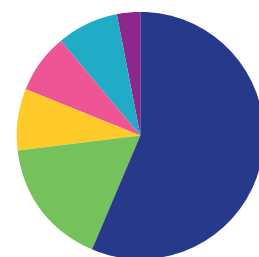
2018/19 Revenues \$274,472,223

Government funding	\$203,467,588	74%	
Patient services.....	\$30,495,028	11%	
Amortization of deferred capital contributions	\$13,023,366	5%	
Other revenues.....	\$10,890,363	4%	
Parking and ancillary.....	\$8,488,392	3%	
Special programs.....	\$8,170,486	3%	


















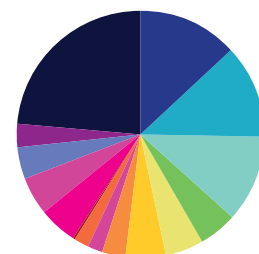
2018/19 Expenses \$270,383,133

Salaries and employee benefits	\$154,985,770	57%	
Other supplies and expenses.....	\$46,225,620	17%	
Drugs, medical and surgical supplies.....	\$22,899,378	9%	
Medical staff remuneration.....	\$21,297,418	8%	
Amortization of capital assets.....	\$16,766,897	6%	
Special programs.....	\$8,208,050	3%	



2018/19 Expenses by program \$270,383,133

Medical imaging and lab services	\$35,164,742	13%	
Surgical services	\$31,811,365	12%	
Medical services	\$30,548,783	11%	
Childbirth and children's services	\$14,237,615	5%	
Pharmacy and oncology.....	\$12,868,855	5%	
Emergency services.....	\$12,620,292	5%	
Mental health services.....	\$9,227,276	4%	
Child development programs	\$6,714,794	2%	
Uxbridge clinical.....	\$5,603,892	2%	
Care transitions.....	\$1,244,317	1%	
Information technology	\$14,676,969	5%	
Plant and biomed	\$12,403,087	5%	
Facility and support services	\$11,113,849	4%	
Professional practice.....	\$9,074,087	3%	
Other services.....	\$63,073,210	23%	



REPORT FROM THE BOARD OF DIRECTORS

The Board of Directors (Board) had many accomplishments in 2018/19. The Board provided oversight on a number of key activities.

The MEDITECH Expanse upgrade went live on September 1, marking a significant milestone in the SHINE partnership. Accreditation Canada did a site survey in September and the hospital was accredited with exemplary standing. MSH worked with York Region Transit, existing land owners and the City of Markham to enable construction of the new Cornell bus terminal through access agreements and a land transfer to the city.

The Board approved a three-year 2019 - 2022 Strategic Plan: Care beyond our walls. The management team has started work to implement the Strategic Plan and is providing regular reports to the Board.

The Board continued its work on aligning the corporate and professional staff by-laws and the Board of Directors policy manual. This work was initiated in 2017/18.

The recruitment process for new Directors and community members started in November, and continued throughout the Board year. Through this process, four new Board members and four new community members were identified. The new members have skill-based expertise that will add great value to the Board.

On the financial side, the hospital ended the year with a bottom line surplus of \$4.1 million. Actual cost per weighted case for acute inpatient and day surgery (\$5,294) was very competitive, just higher than expected (\$5,273). In April, \$4.1 million in Health Infrastructure Renewal Funding was received to address hospital infrastructure issues at both the Markham and Uxbridge sites.

Other key accomplishments of the Board included: Board members participation in 'Go and See' events, which highlighted real-time quality work in progress, approval of the 2019/20 Quality Improvement Plan, initiation of succession planning process of Senior Leadership Team roles, endorsement of the People Strategy in support of the new Strategic Plan, and development of a Master Plan for the hospital.



Board members at a 'Go and See'



Markham site
381 Church Street
Markham, ON, L3P 7P3

Uxbridge site
4 Campbell Drive
Uxbridge, ON, L9P 1S4

www.msh.on.ca