

**PORT COLBORNE**  
**CARE "CLOSE TO HOME"**

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# OUR LANDSCAPE AT STEGH

STEGH & Emergency Services

P4R Metrics

STEGH's culture : recruitment & retention

Final tips & takeaways



## **E. VAN DAALEN**

17Y ER MEDICINE (STEGH & HFO)

12Y HOSPITALIST

4Y GP ONCOLOGIST

4Y ER CHIEF

1Y CHIEF OF STAFF

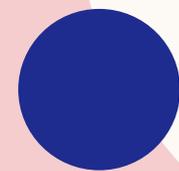
# STEGH serves

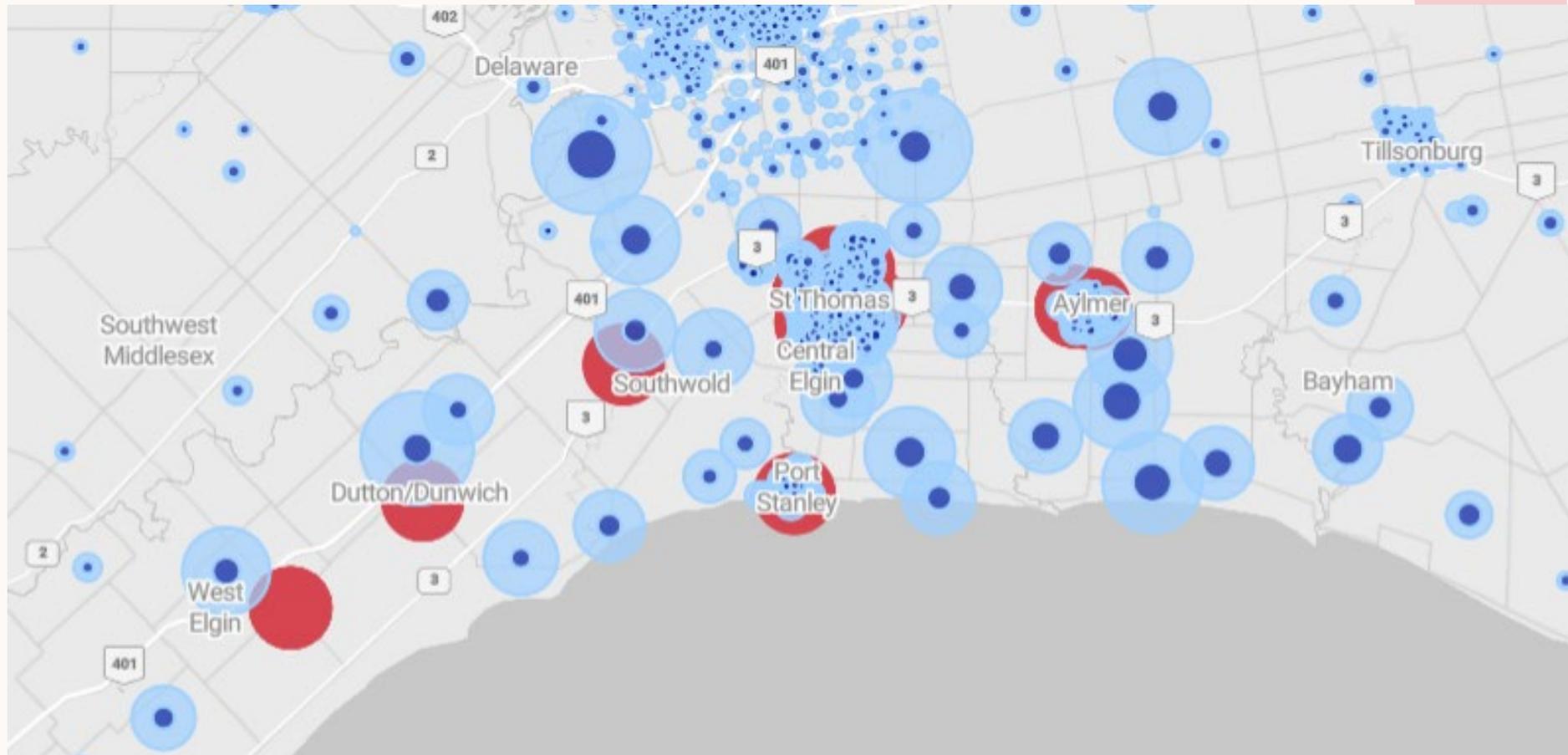
St Thomas (43,000+) within Elgin County (94,752+)

London (+17% of our ER presentations)

Recent growth – Amazon distribution center and PowerCo (VW) factory







Postal codes of patients who visited the STEGH Emergency Department (ED) between 2020–2025, grouped by their attachment status:

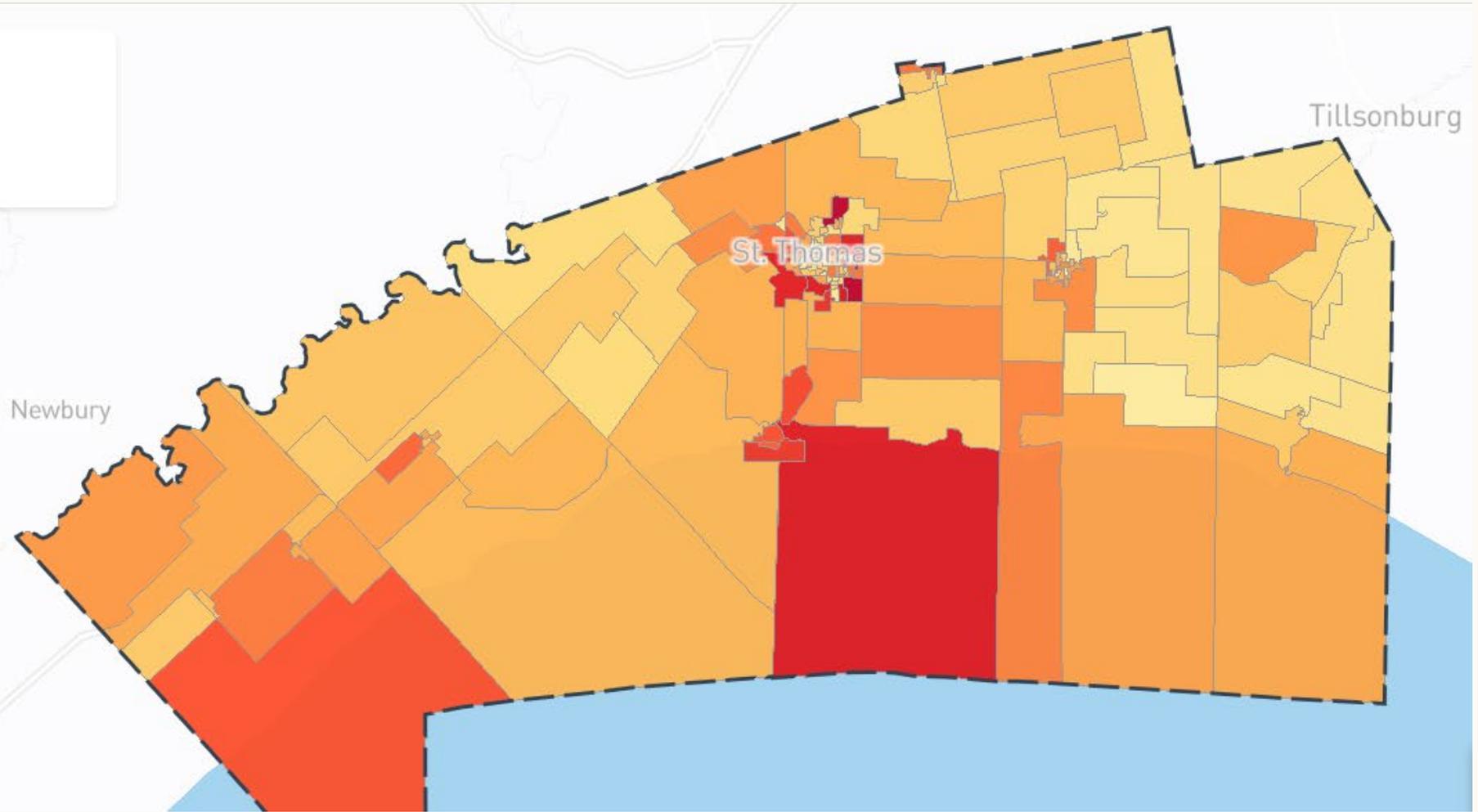
- Unattached patients
- Primary care locations

Population  
**26,170**

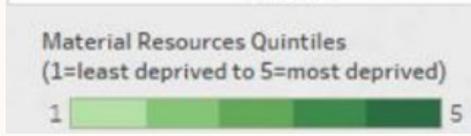
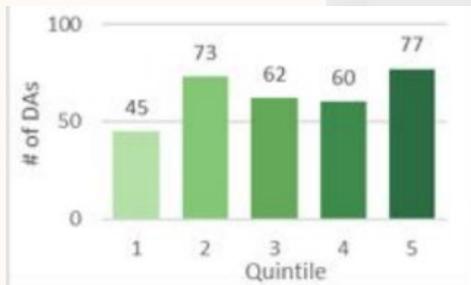
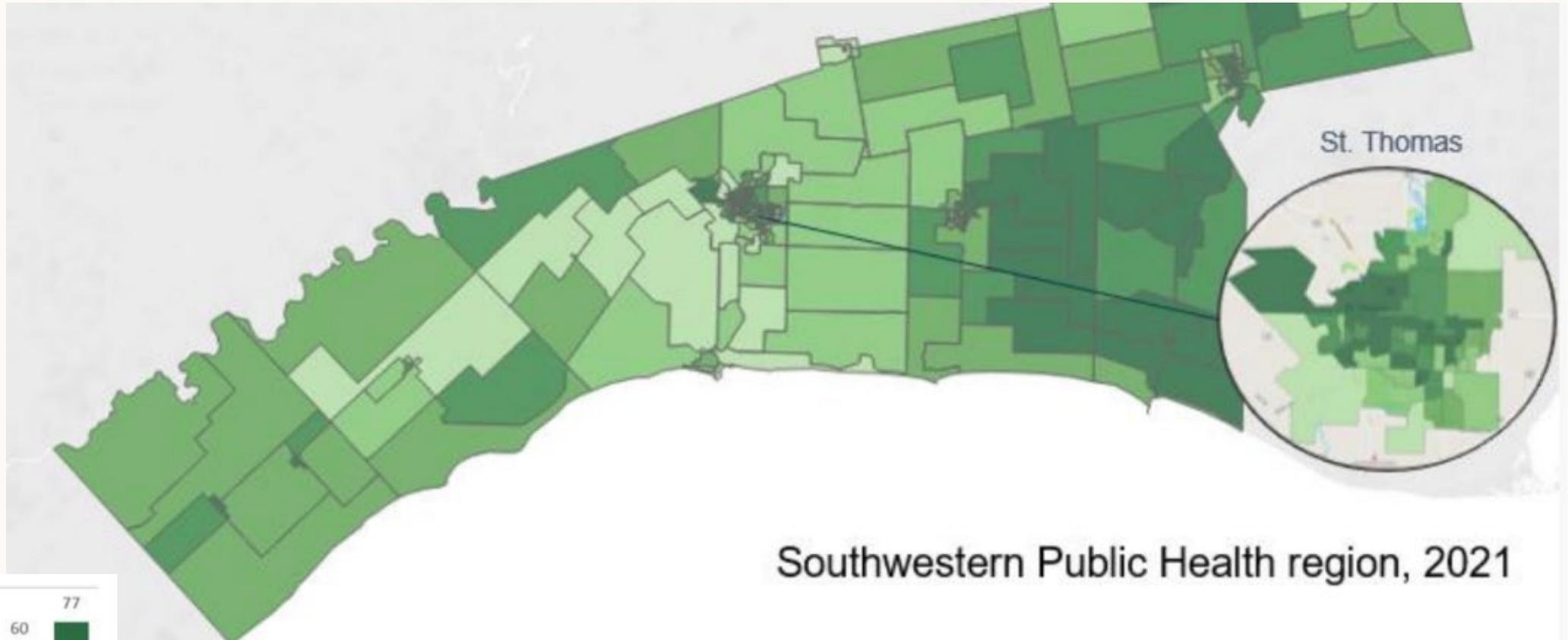
Individual Age

60 - 80+

Clear



# Material Deprivation





2025 –Submitted a ministry proposal for a new hospital

## Our Teams



**Staff - 983**



**Physicians - 230**

*(including dentists and midwives)*



**Volunteers - 81**

## Inpatient Beds



**Beds - 179**

85 Acute Care

34 Continuing Care

15 Mental Health

14 Intensive Care

8 Integrated Stroke Care

7 General Rehab

6 Pediatrics

6 Labour & Delivery

4 Neonatal Intensive Care

## Patient Services

- Emergency Care
- Medical Care
- Surgical Services
- Intensive Care
- Maternal and Child Care
- Complex Continuing Care
- Rehabilitation
- Chemotherapy and Cancer Care
- Palliative Care
- Mental Health
- Diagnostic Imaging
- Laboratory Services
- Ambulatory Clinics
- Integrated Stroke Unit

## Statistics



**Births  
716**



**Diagnostic Imaging  
79,759 exams**



**Surgery  
8,470 procedures**



**Emergency visits  
54,735**



**Average length of stay  
4.3 days**



**Laboratory  
1,885,880 tests**



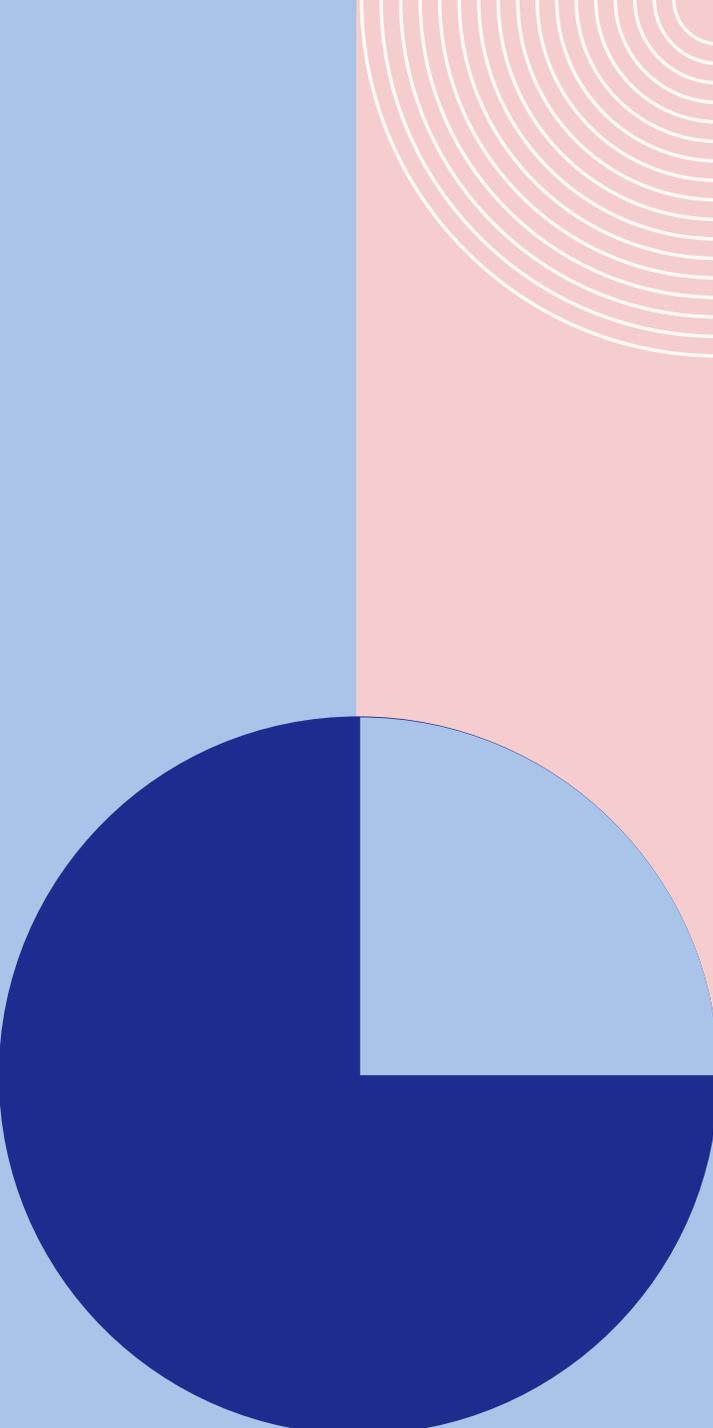
**Ambulatory/  
Outpatient Clinics  
17,506 visits**



**Chemotherapy  
treatment visits  
2,186**



**Mental Health  
Outpatient Clinics  
13,220 visits**



## **P4R: PAY FOR RESULTS PROGRAM**

Ontario program including 71 high volume hospitals

- 6 Metrics with the goal of reducing wait times
- \$100 Million in funding
- 60 million is to all 71 sites
- 40 million is incentivized based on 6 metrics
  - PIA
  - LOS non-admitted acute & non-acute
  - LOS admitted
  - Ambulance offload
  - Time to in Pt bed

# STEGH: P4R

2025: 90<sup>th</sup> percentiles as measured for *Pay for Performance* metrics:

Physician Initial Assessment (PIA): 3.2 hours (16<sup>th</sup> place)

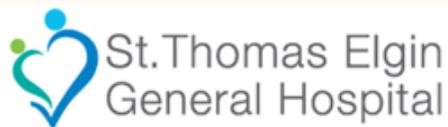
Ambulance Offload Time (AOT): 21 minutes (10<sup>th</sup> place) (720 arrivals / month)

Time to Inpatient Bed: 1.6 hours. (1<sup>st</sup> place)

Length of Stay (LOS) – Admitted: 8.1 hours (1<sup>st</sup> place)

Length of Stay – Non-Admitted (High Acuity): 5.9 hours (4<sup>th</sup> place)

Length of Stay – Non-admitted (Low acuity): 3.5h (2<sup>nd</sup> place)



## Highlights

- Overall Performance Ranked 2nd of 75 Hospitals
- 4 of the 6 performance indicators in the top 5;
- 1 indicators within STEGH stretch targets

### Ambulance Off load

(Target Provincial & STEGH <= 30 minutes)

- Top ranked facility – Erie Shores reporting 11 minutes vs STEGH at 21 minutes

### Physician Initial Assessment

(Target Provincial <= 4hrs; STEGH stretch target <= 2hrs)

- Top ranked facility – Southlake Regional Health Centre reporting 1.3hrs vs STEGH at 3.2hrs

### Non Admitted Low Acuity Visits

(Target Provincial <= 4hrs; STEGH stretch target <= 3hrs)

- Top ranked facility – Mackenzie Health Richmond Hill reporting 3.6 vs STEGH at 3.6

### Non Admitted High Acuity Visits

(Target Provincial <= 8hrs; STEGH target <= 5.1hrs)

- Top ranked facility – Scarborough – Centenary reporting 5.3hrs vs STEGH at 5.9hrs

### Time to Inpatient Bed

(Target Provincial <= 2hrs; STEGH target <1hr)

- STEGH top ranked facility at 1.6hrs

### Admitted Length of Stay

(Target Provincial & STEGH <= 8hrs)

- STEGH top ranked facility at 8.2 hours

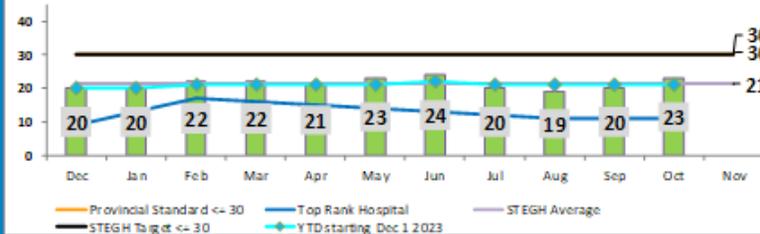
# Performance Report

Dec 01, 2024 to Nov 30, 2025

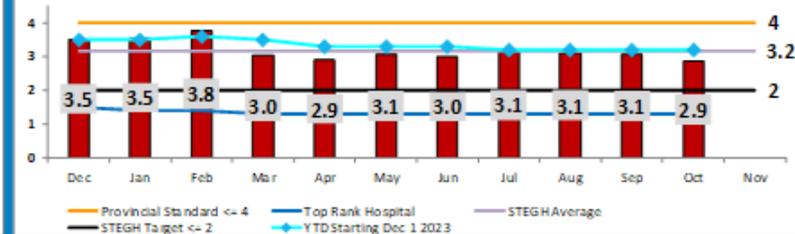
Rankings and Year to date data -  
from Access to Care ER P4R Ranking Report  
Green/Red Bars - STEGH monthly data  
All Measures are 90th Percentile

## ★ Ranking 2 of 75 Hospitals

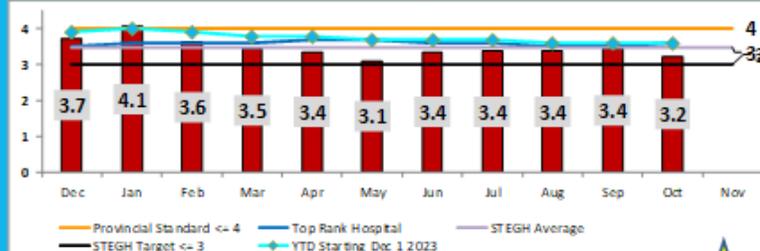
### Ambulance Off Load (minutes) - Rank 10th



### Physician Initial Assessment (hours) - Rank 16th



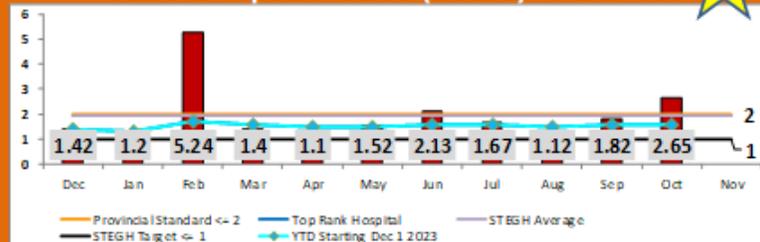
### Non-Admitted Low Acuity (hours) - Rank 2nd



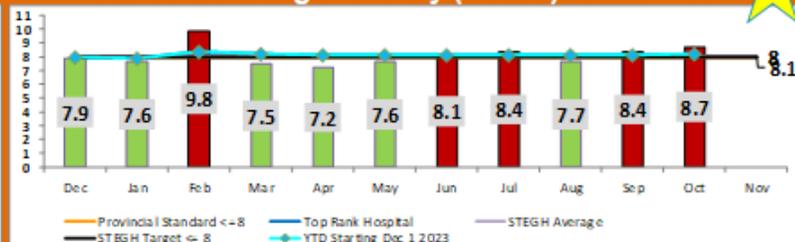
### Non-Admitted High Acuity (hours) - Rank 4th

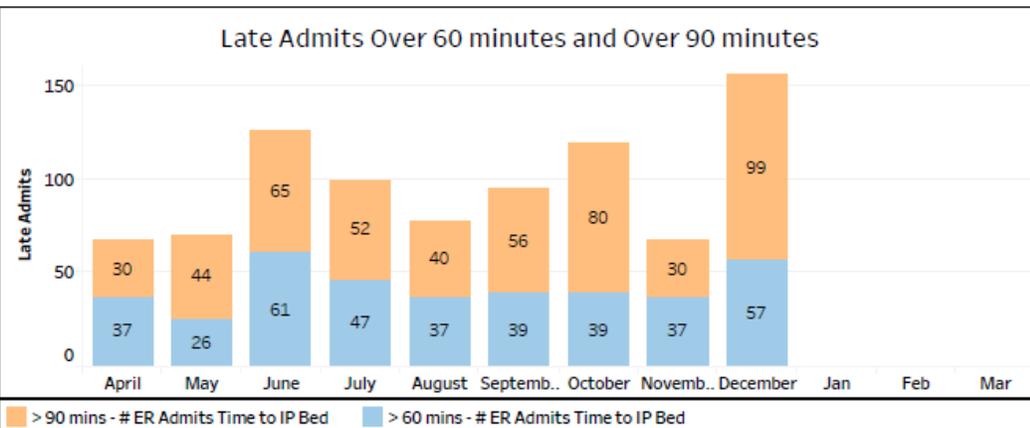
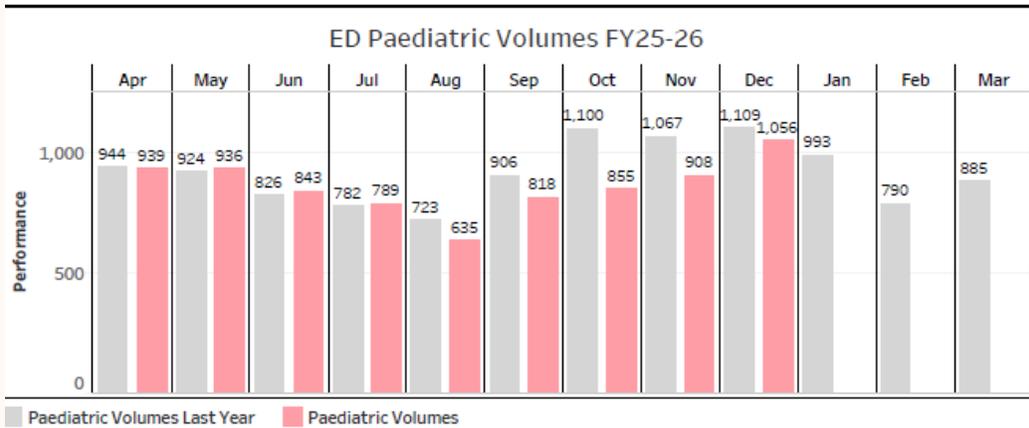
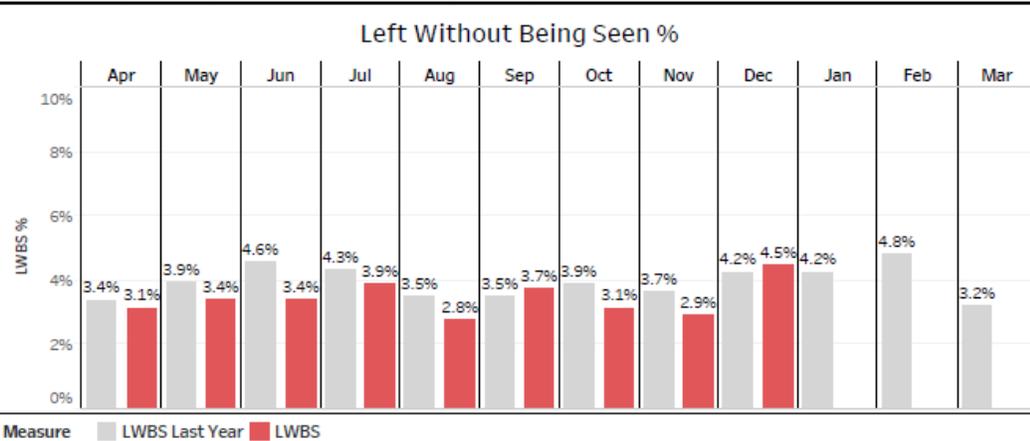
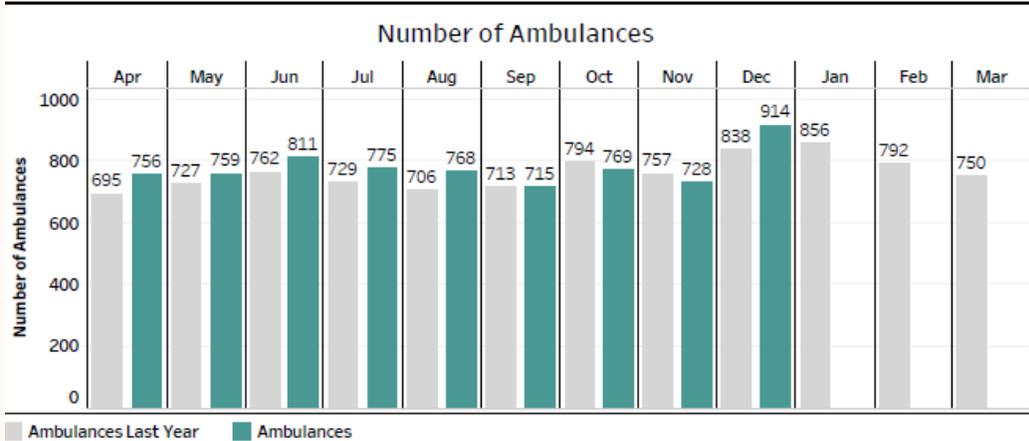
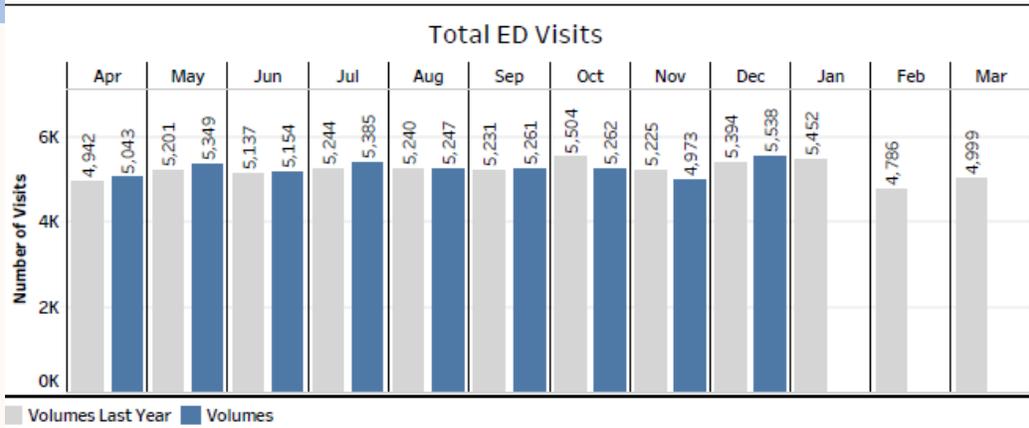


### Time to Inpatient Bed (hours) - Rank 1st

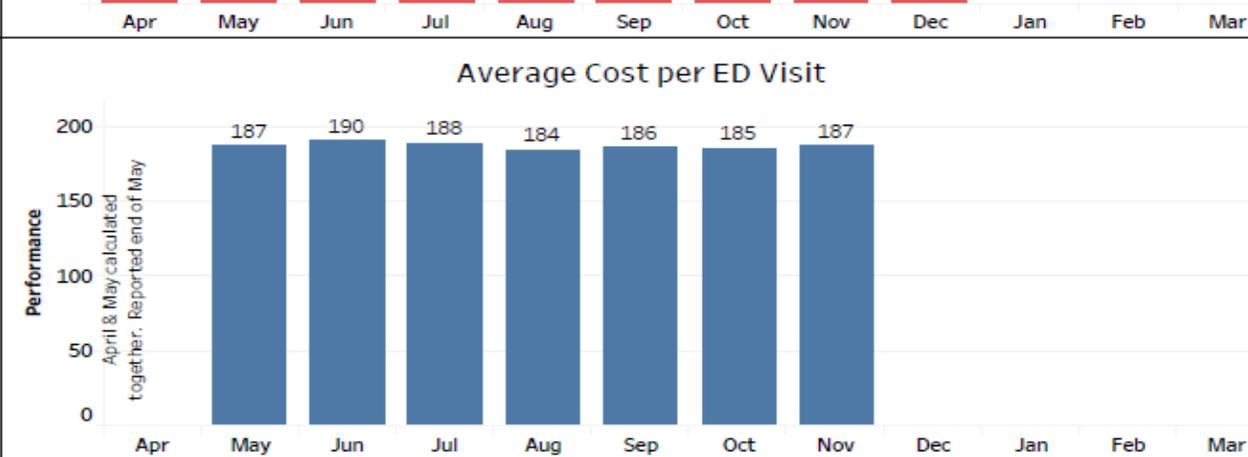
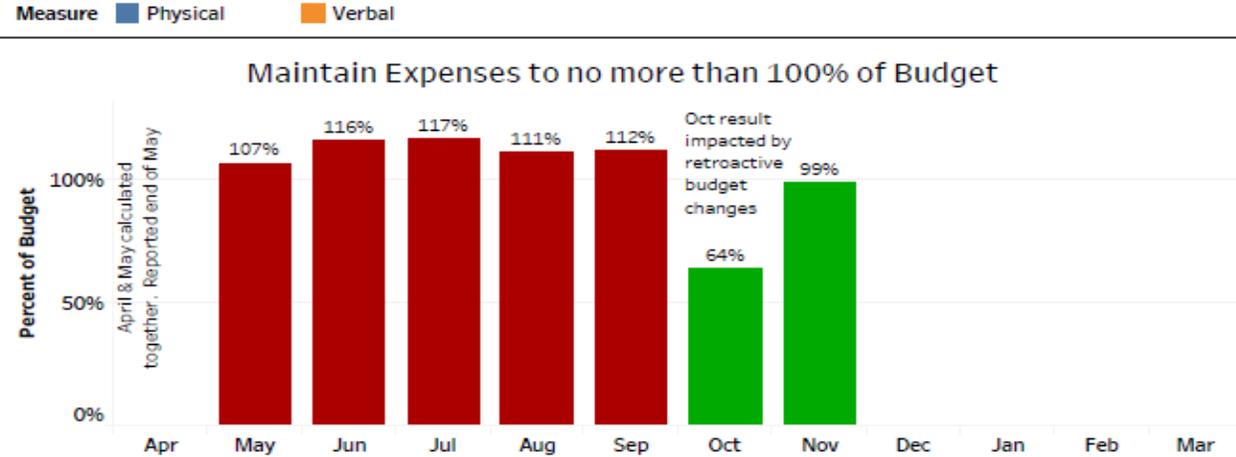
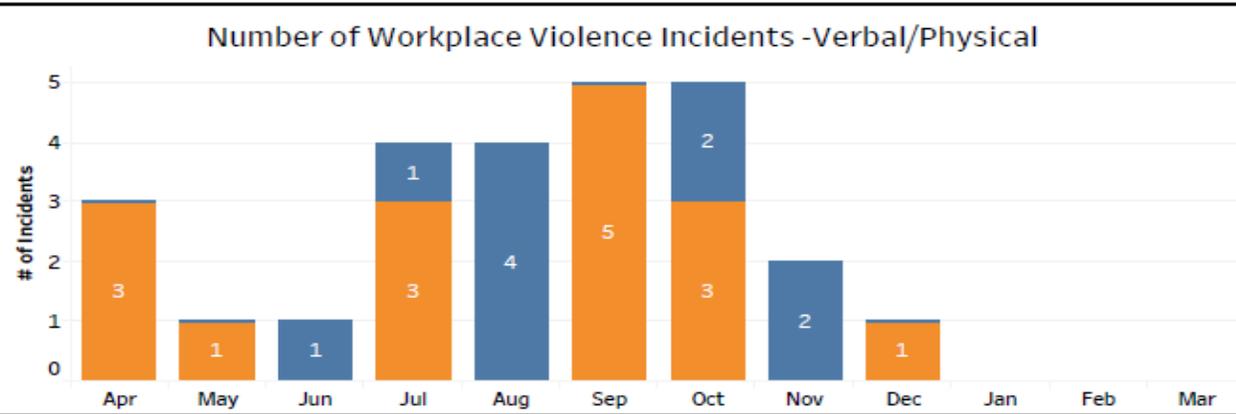
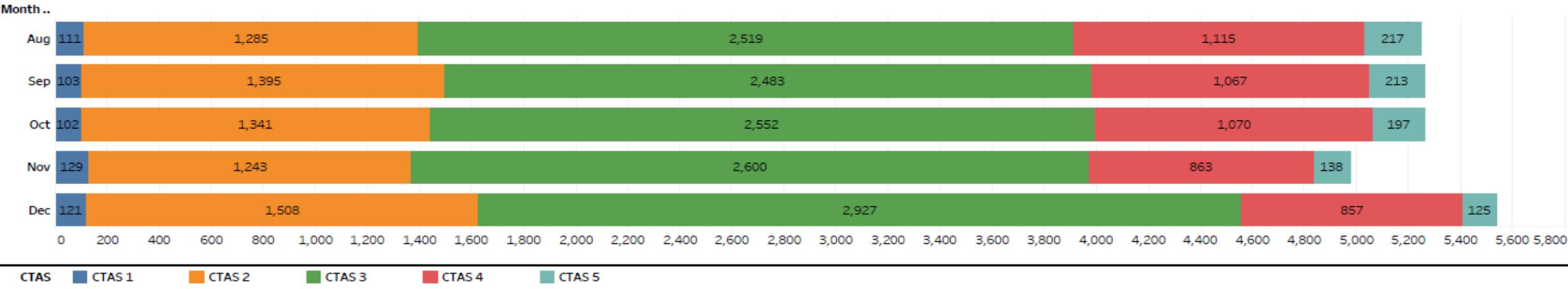


### Admitted Length of Stay (hours) - Rank 1st

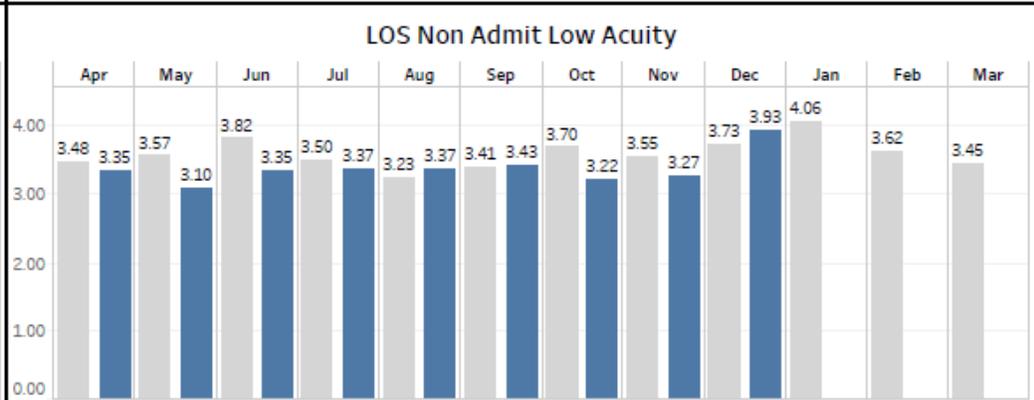
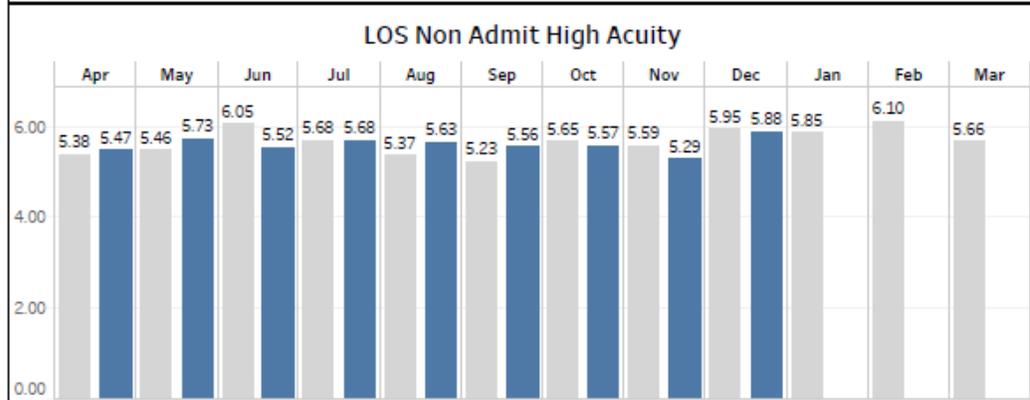
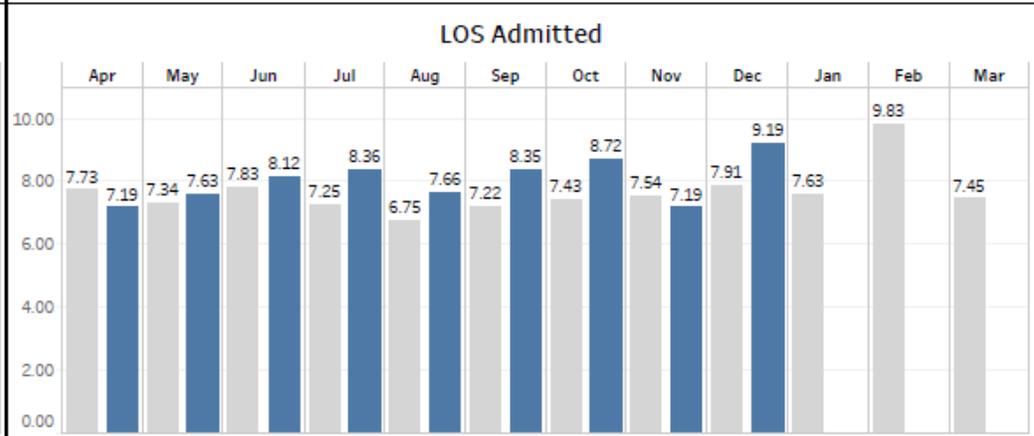
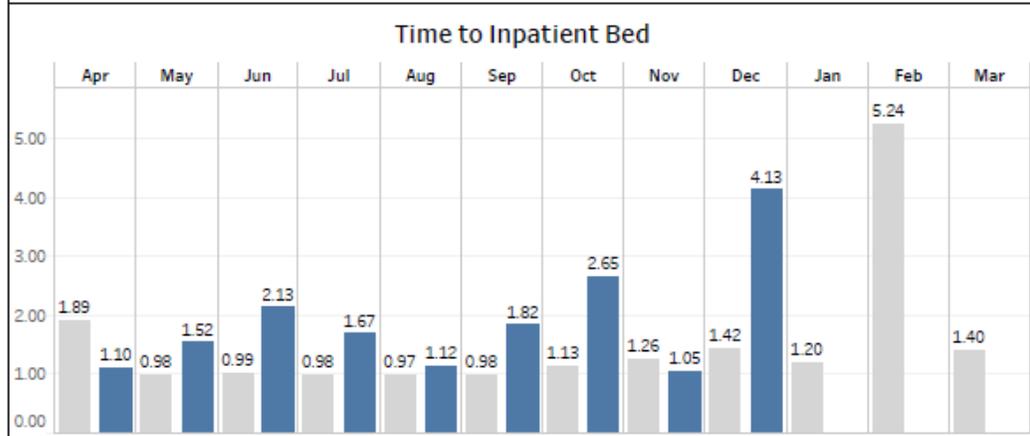
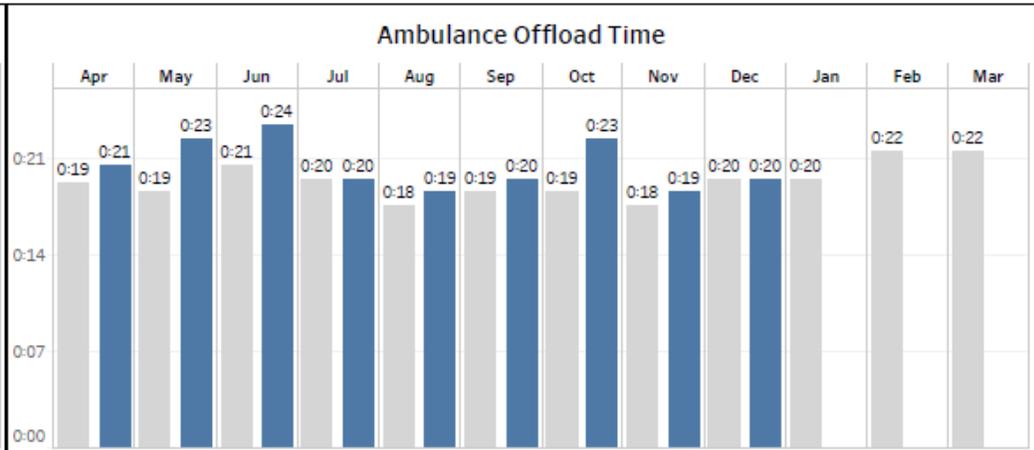
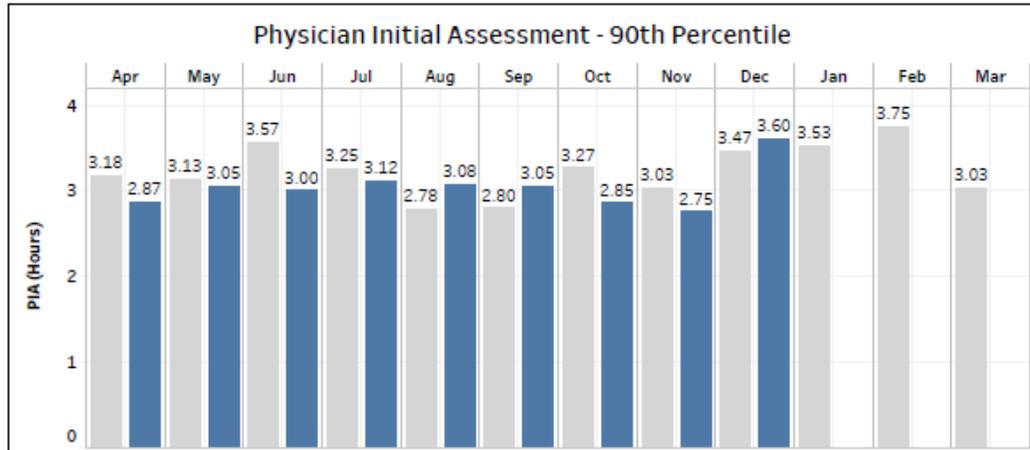




### Visits by CTAS



## F2025-2026 P4R Results



# 17 YEARS IN THE MAKING

## BRINGING CARE CLOSER TO HOME

Recognition that the ER is the barometer of the facility

ER cannot function unless there is discharges from the floor

No boarding in the ER

Discharges only happen through:

Completed Diagnostics

In-house MD teams

- hospitalist & IM

F/U care coordinated

What does co-ordinated care look like?

- in house OH@H

- specific d/c specialty clinics

- paramedicine supports

- d/c pharmacist consults

- OHT co-ordination

- knowing our community (Indigenous navigator , Lo German speaking practitioners)



# RECRUITMENT & RETENTION

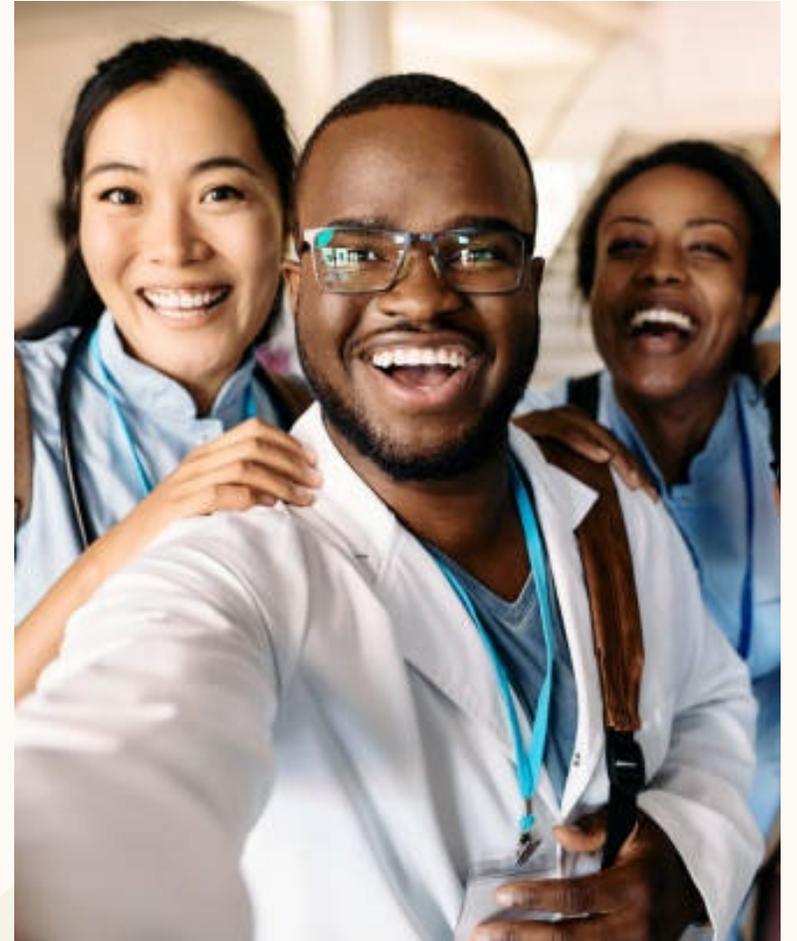
## Teaching

Learn where/who/how you want to work

## What is the “Standard of Care”

Diagnostics, Specialist support, d/c clinics

Committed MD’s are not just “**plug and play**”



# ELGIN NEIGHBOURHOOD HEALTH HOME

## MODEL

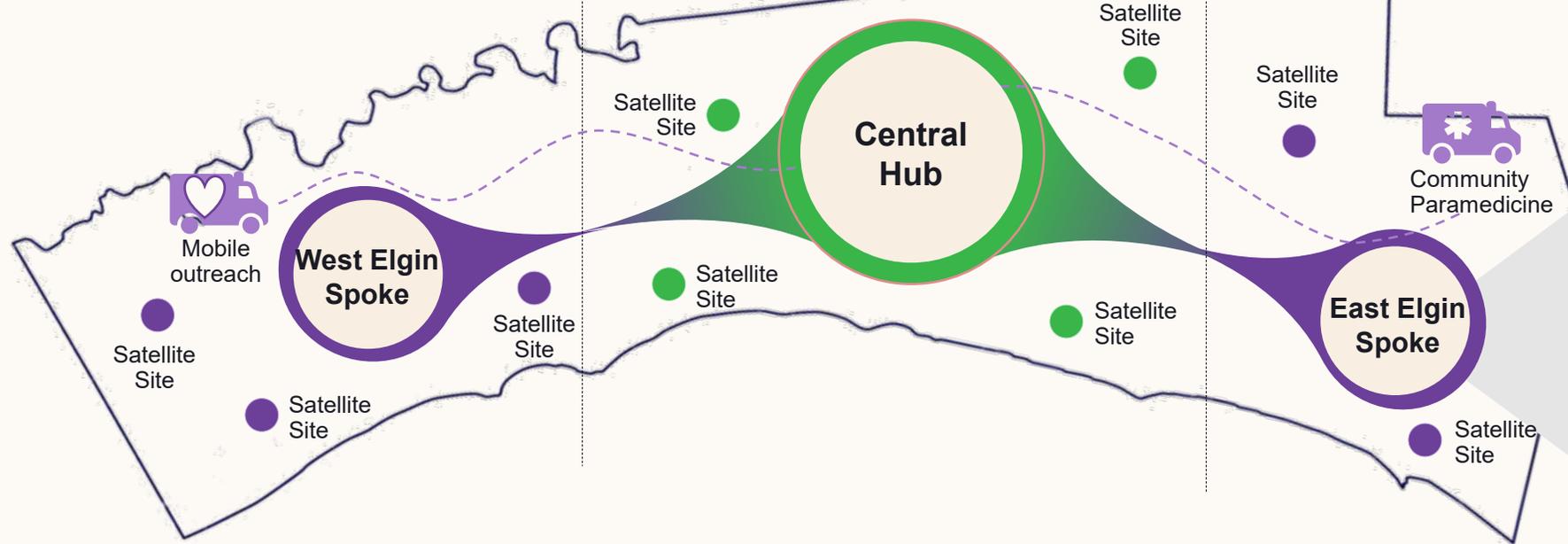
Integrated Planning & Clinical Leadership

Regional Service Delivery & Academic Affiliation

West Elgin Neighbourhood

Central Neighbourhood

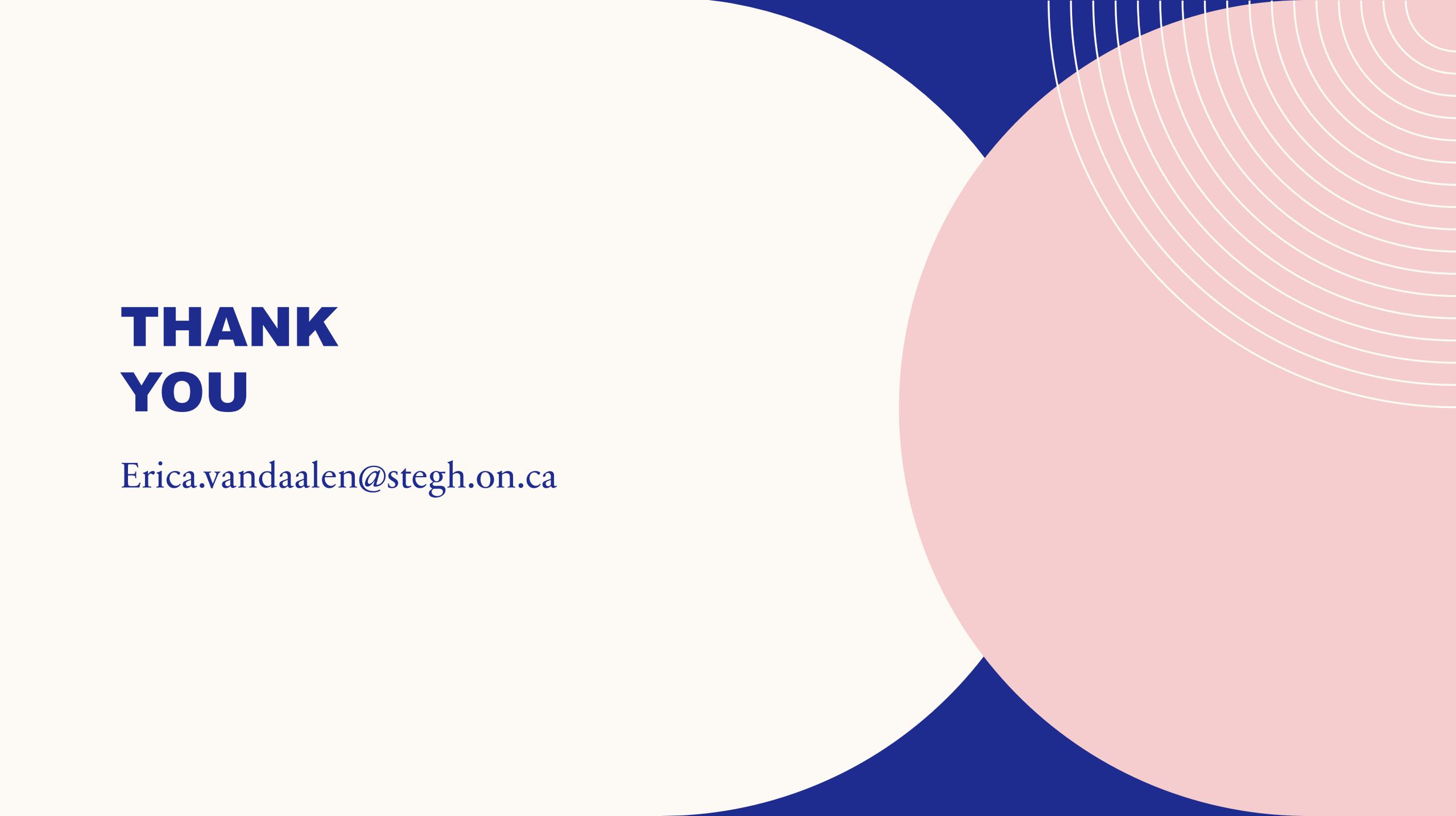
East Elgin Neighbourhood



Each neighbourhood provides the following services:

- Primary Care
- Social Care & Community Supports
- Ambulatory Care / Specialist Teams

Coordinated After Hours Care



**THANK  
YOU**

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