

A healthcare worker in blue scrubs is pushing a smiling patient in a wheelchair down a hospital hallway. The patient is wearing a light blue hospital gown. The hallway has a reflective floor, and other people in white coats are visible in the background.

Leading edge care. By your side.

2019–2023 STRATEGIC PLAN



SOUTHLAKE
REGIONAL HEALTH CENTRE

Finding the problem,
charting the course,
every step of the way.
We're by your side.





Through new partnerships, a relentless focus on quality and sustainability, and a dedication to the best patient and provider experience, Southlake will improve the health of our communities and shape the future of healthcare.



Message from the Board Chair and CEO

Southlake has always created innovative solutions to our most pressing challenges. But innovation does not happen on its own. Southlake's core strength is our people. Staff, physicians, volunteers and donors have come together to provide leading edge care for patients and families.

We are not resting on our past achievements. A new set of challenges will test our collective ability to meet the needs of our communities. The need to address overcrowding. The requirement to deliver clinical excellence. The responsibility to provide the best patient and staff experience. And the opportunity to help improve the healthcare system.

We will rise to the challenge.

Southlake is experiencing unprecedented increases in demand for our services. Although brick and mortar is a significant part of the solution to our capacity issues, we are also looking to the future beyond the walls of the hospital. A future where healthcare truly wraps around the patient, with seamless transitions between hospital and home. A digital future where care can be virtual, more responsive to patient needs, and more personalized.

Our Purpose defines the impact we aspire to achieve and our Values will guide us along the way. Our Strategic Goals and Initiatives, which represent the culmination of months of engagement and consensus-building, set our path for the next five years.

We continue to innovate and will also focus on ensuring that the foundation for excellent care is in place. This way we always pay attention to the simple things that matter most to patients.

We're by your side.

DEBRA DOBSON
CHAIR, BOARD OF DIRECTORS
SOUTHLAKE REGIONAL
HEALTH CENTRE

ARDEN KRYSTAL
PRESIDENT & CEO
SOUTHLAKE REGIONAL
HEALTH CENTRE



Our communities are growing.
The health system is changing.

Many factors influenced the development of our Strategic Plan

POPULATION GROWTH

The communities we serve are growing rapidly. Between 2010 and 2015, the population in our region increased by eight per cent. From 2015 to 2025, growth is expected to be 17 per cent. Our region also has the highest number of seniors in Ontario. By 2035, 23 per cent of our region's population, nearly 570,000 people, is projected to be over 65.

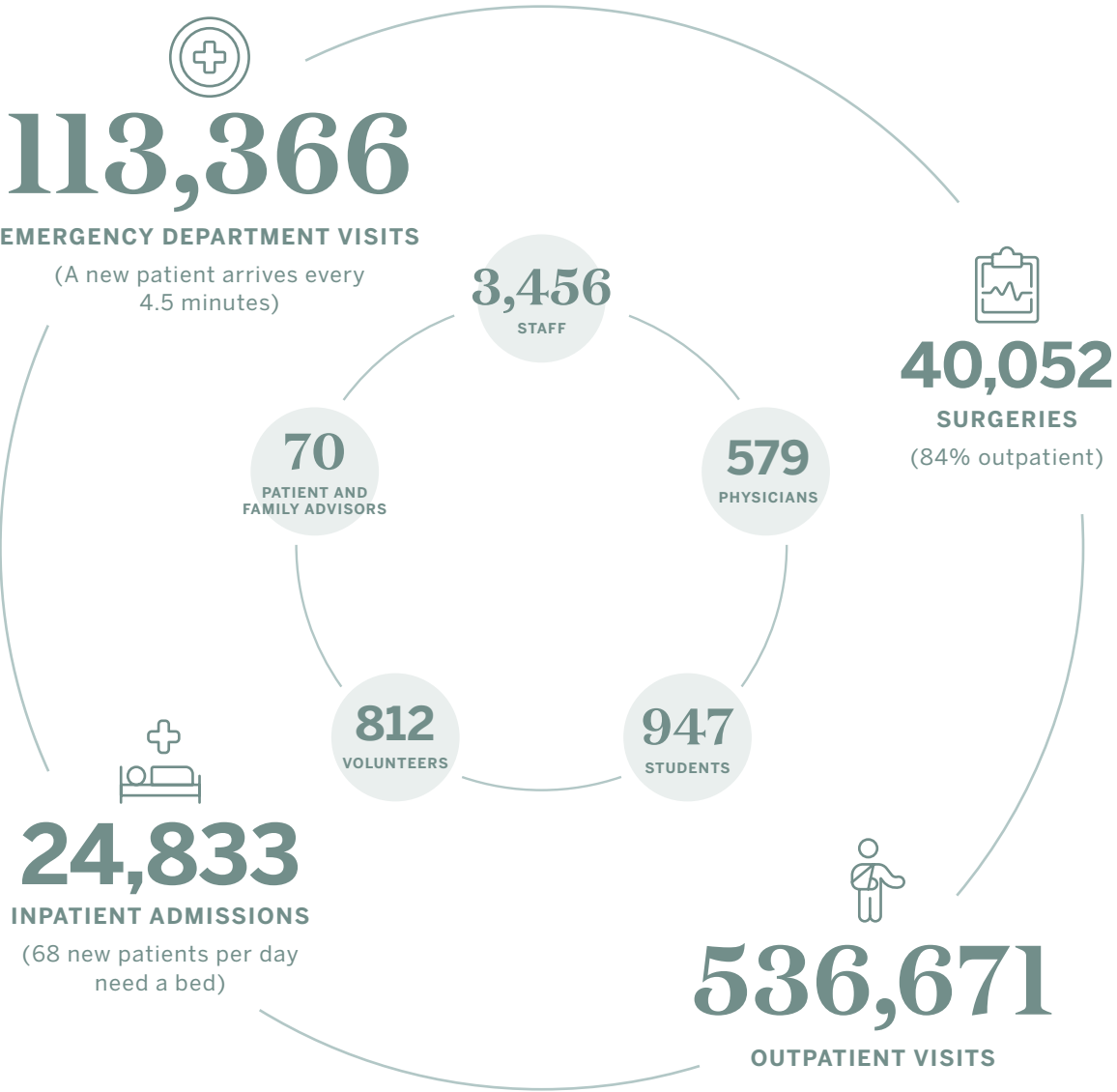
OVERCROWDING AND SILOS

The two most consistent concerns we heard during our consultation were overcrowding and fragmented care delivered in silos across the healthcare system. Our Emergency Department, designed for 70,000 visits per year, had over 113,000 visits last year. In 2018, an average of 68 patients each day were in an acute care bed at our hospital, waiting for care in a more appropriate setting.

SYSTEM CHANGES:

- Patients and families are more engaged in their care than ever before.
- Easier sharing of data between patients and their providers will improve quality, efficiency, and both the patient and provider experience.
- Technological advances hold the promise of producing faster and more accurate diagnoses, and increasingly personalized treatment plans.
- Government is looking to shift from volume-based to value-based funding. This shift will lay the groundwork for a population health management approach, including a focus on wellness and prevention.
- Care will continue to be shifted out of hospitals and into the home, powered by digital technologies including remote monitoring and virtual care.
- Hospitals are expected to have a greater role in coordinating care beyond their walls to create more seamless transitions for patients.

Southlake by the numbers



2017/18 FISCAL YEAR



We engaged broadly to develop our Strategic Plan

Our 2019–2023 Strategic Plan is the result of an unprecedented level of engagement. Between May and November 2018, we had conversations with a wide range of stakeholders:

- **Patients and families** emphasized the importance of being treated as partners in their care.
- **Staff** underscored the significance of continuous learning and development, meaningful recognition, and getting the basics right.
- **Physicians** outlined the need for enhanced partnerships and better communication with the rest of the system.
- **Volunteers** highlighted opportunities to continue improving the patient and family experience.
- **Communities** conveyed the need for increased access to care and better coordination with providers in the community.
- **System partners** expressed a desire for more effective collaboration within the changing landscape of healthcare.

More than 1,300 people participated in engagement sessions and we received close to 3,000 survey responses.

Town Hall discussions were held in seven communities across the region. We found consistency in the following key themes:

- Overcrowding is the biggest challenge at Southlake.
- Transitions and coordination of care are often difficult for patients and families.
- People interact digitally in virtually every aspect of their day-to-day life and want the same for their healthcare.
- Southlake needs to maintain its strong community feel.





Our Purpose

Our Purpose statement is a promise to patients, staff, physicians, volunteers, partners, and our communities about the impact Southlake aspires to have. It expresses our identity and describes both our ultimate goal and how it will be achieved.

Building healthy communities through outstanding care, innovative partnerships, and amazing people.



Our Values

Our Values represent a shared set of enduring beliefs that are demonstrated by everyone in the Southlake family. They set the standard that patients and families can expect and shape our culture.

Always with compassion

We treat everyone like friends and family.

Power of many

We cultivate partnerships within and beyond our walls for positive change.

Serve with purpose


We are passionate about making a difference in the lives of others.

Every voice matters

We value all perspectives, listen respectfully, and take action.

Courage to think differently

We embrace creativity, diversity, and innovation in everything we do.

A healthcare professional, Morgan, is smiling and holding a tablet while talking to a patient in a hospital room. Morgan is wearing a black and white patterned dress, glasses, and a stethoscope. Her name tag identifies her as Morgan, a Nurse Practitioner at Southlake Medical Center. The patient is lying in a hospital bed, and medical equipment is visible in the background.

Always listening,
exploring together,
and planning for the future.
We're by your side.

STRATEGIC GOAL ONE

Forge a new path to meet the changing needs of our growing communities.

INITIATIVES

Grow our infrastructure to meet our emerging needs.

Pursue new partnerships to improve access, create capacity, and reinvent care.

Expedite digital transformation to enable more accessible, efficient, and connected care.

Steward our resources effectively to be prepared for increased demand.



STRATEGIC GOAL TWO

Champion a culture of exemplary care and deliver clinical excellence.

INITIATIVES

Accelerate improvement to community hospital services.

Continue to advance regional programs.

Be a leader in enhancing health outcomes with a focus on seniors.

Set the standard in using analytics to maximize quality, outcomes, and efficiency.



STRATEGIC GOAL THREE

Create an environment where the best experiences happen.

INITIATIVES

Focus on the simple things to build momentum to achieve our most ambitious goals.

Evolve our interprofessional models of care to improve patient and provider experience.

Strengthen engagement with patients and families.

Promote continuous learning, recognize our people and support their well-being.



STRATEGIC GOAL FOUR

Own our role to improve the system.

INITIATIVES

With our partners, champion new networks of acute care.

Adopt new ways of working across the continuum to better coordinate care.

Ignite change by sharing innovation and expertise to enhance health system quality and efficiency.





What impact will our Strategic Plan have?

Forge a new path to meet the changing needs of our growing communities.

- An approved Master Plan and subsequent redevelopment project will ensure sustainability in the years to come, delivering the infrastructure patients need.
- Staff and physicians will practice in a more modern and efficient environment.
- We will adopt a “digital first” mindset, leverage emerging technologies, and provide care in the most appropriate setting.

Champion a culture of exemplary care and deliver clinical excellence.


- Patients will benefit from consistently high-quality care in our core community hospital programs.
- Our regional programs will continue to rank among the best in Ontario and we will further develop partnerships to deliver care closer to home.
- As a senior-friendly hospital, we will deliver the best outcomes for seniors.

Create an environment where the best experiences happen.

- We will consistently challenge ourselves to be even more patient-centred and continue to engage patients and families in meaningful dialogue.
- Staff will practice at the highest scope of practice in leading edge interprofessional models of care.
- Our patients, staff, physicians, and volunteers will tell us we are getting it right through improved satisfaction scores.

Own our role to improve the system.

- Patients and families will experience more seamless care through partnerships with home and community care, primary care, and other hospitals.
- Our staff and physicians will help build capacity and spread our innovative practices across the system.



Routine follow-ups,
emergency visits,
and moments of joy.
We're by your side.



SOUTHLAKE
REGIONAL HEALTH CENTRE

southlake.ca