



SOUTHLAKE
REGIONAL HEALTH CENTRE

2018-2019 Annual Report



Leading edge care.
By your side.

Our Purpose

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

Let us show you how...

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Message from the Board Chair and the President & CEO



Southlake is a great place to deliver and to receive care. We provide our communities with care right from birth to end of life and in addition, provide top-notch regional services such as cardiac and cancer care across York Region and Simcoe-Muskoka. Over the past year we have focused on how we can address some of our capacity challenges by collaborating with our community partners. This will ensure patients and families receive the best care and the best possible experience.

Our communities are growing and the health system is rapidly changing. With the launch of Southlake's new 2019-2023 Strategic Plan, our guide to address our most pressing challenges, we are already seeing success in our efforts to create a more integrated system.

Our region has one of the highest number of seniors in Ontario. By 2035, 23 per cent of our region's population is expected to be over 65. At Southlake, we also care for some of the highest volumes of mental health patients in Ontario.

This means we are always looking at innovative and patient-centred ways to manage the unprecedented growth in the number of patients who come to us for care. We are working closely with our community partners to improve transitions between hospital and home and we will be using unique digital solutions to allow patients to access their records 24/7 and receive care virtually.

Southlake@home is a great example of how we are owning our role to improve the system. The first initiative of its kind in Ontario, patients are transitioning home faster with the homecare and community support services they need. We are also improving access at our Newmarket site by leveraging our Church and Finch sites for restorative care. These units are helping patients get specialized care in a more appropriate setting instead of keeping them in the hospital when they no longer need hospital care.

Our new refreshed Values: Always with compassion, Serve with purpose, Power of many, Every voice matters, and Courage to think differently are our shared commitments. We are putting these Values in action to achieve our strategic goals. As Ontario's health system transforms, we will continue to focus on the simple things to build momentum to achieve our most ambitious goals. We are excited for the changes to come and for Southlake's next chapter.

We're by your side.

Debra Dobson

*Chair, Board of Directors
Southlake Regional Health Centre*

Arden Krystal

*President and CEO
Southlake Regional Health Centre*



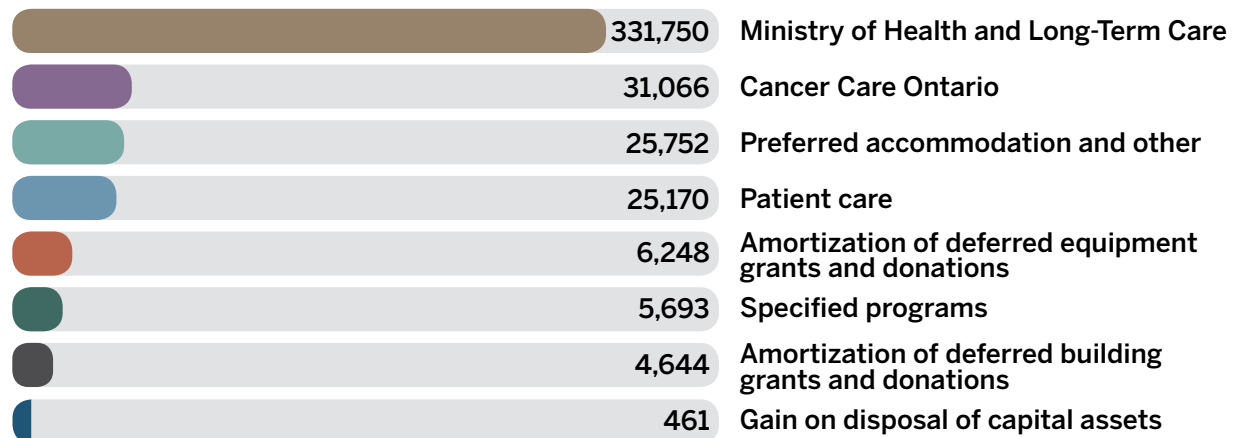


2018-19 Audited Financial Statements

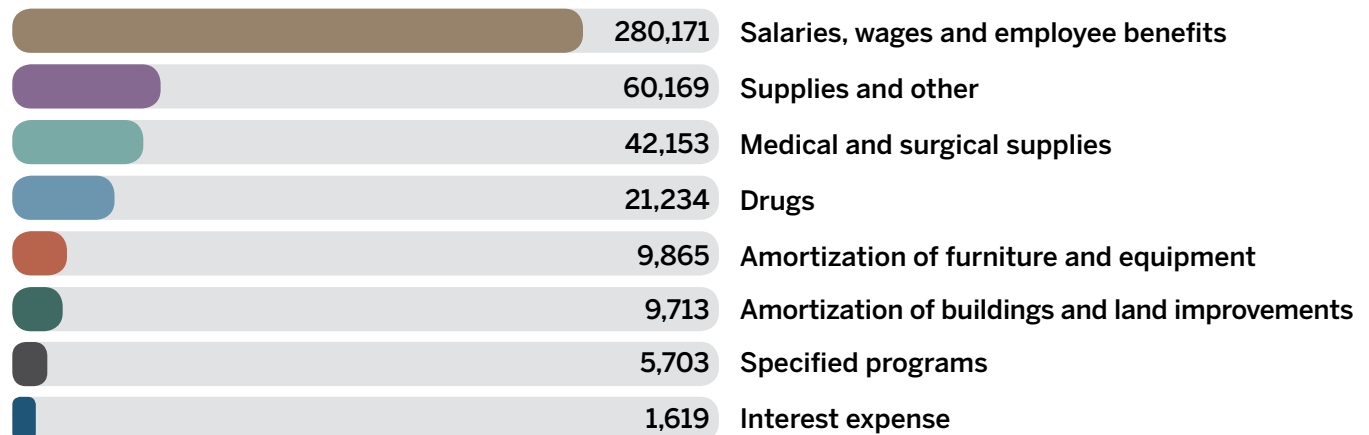
Southlake Regional Health Centre

Financial results (\$ in '000s)	2018-19	2017-18
	\$	\$
Revenue	430,784	409,420
Expenses	430,627	409,124
Excess of revenue over expenses	157	296

BREAKDOWN OF REVENUE



BREAKDOWN OF EXPENSES



For complete audited financial statements, please visit:
southlakeregional.org > About Southlake > Annual Reports

Overcoming Challenges

We have faced several challenges over the past year. We expect the changes being made to the Ontario health system will create a more integrated system and improve outcomes, enhance both patient and provider satisfaction, and increase value. We are optimistic that the Ontario Health Team model will better meet the needs of our growing communities.

We are seeing unprecedented volumes of patients and our capacity challenges have not let up. Southlake is very congested and as a result, we are focused on partnerships that help patients who no longer need acute care either get home with the supports they need, or transition to a more appropriate setting.

These partnerships with patients, families, community providers, and other healthcare organizations are contributing to the development of a local integrated system to meet the needs of our growing communities.



What we've heard from patients, staff and our communities.

We need to end hallway healthcare and address our capacity challenges.



What we've done.

We have taken a transparent approach to sharing these challenges publicly.

We've opened restorative care units at the Church and Finch Reactivation Care Centres to help patients who no longer need acute care recover in a more appropriate setting.

We are once again using our Auditorium and patient rehab gyms for their original purposes.

We need to improve transitions and provide more connected care when patients leave the hospital.



Through Southlake@home, we are working with our community partners to improve transitions, so that patients can get home faster and stay healthy at home.

Our Mental Health Adult Inpatient Unit is overcrowded.



We have been open in sharing these challenges and kept the patient's perspective front and centre. We will soon be underway with our government approved 12-bed expansion.

Patients want to have a voice at the table when we make decisions that impact them and their care.



We have a robust Patient and Family Advisory Program with more than 72 Patient and Family Advisors who give us their insights and feedback about the patient experience. Our goal is to embed them in every department and unit across the organization.



Leading edge care.

Dr. Patrick Gamble performs the Birmingham Procedure

Dr. Gamble is proud to offer patients less-invasive specialized surgical options at Southlake. The results mean patients feel like they have a more natural hip and are free from pain. "I feel privileged when I hear patients tell me they are getting back to things they're passionate about like hiking, sports and going on vacation. It makes me realize how my team and I are changing people's lives."

State-of-the-art, minimally invasive bone-conserving surgery offers more options for young active patients.

Southlake@home

A collaborative approach to the transition of care between the hospital and home, through partnerships with primary care, homecare providers and community support services. Patients and providers feel more confident that the care they need at home will be available to them. Southlake is proud to be by the patient's side as they transition from hospital to home.



Working directly with homecare providers and community partners to help get patients home with the supports they need.



Implantable heart monitor that warns of heart failure symptoms.

Dr. Liane Porepa implants CardioMEMs for patients

In the past, heart failure patients needed several visits and reassessments to figure out the best treatment strategy and medications. Now Southlake offers an innovative new technology that allows patients to have symptoms assessed remotely, in real time, with a device that provides direct measurement of the pulmonary artery pressure.



Always with compassion

We treat everyone like friends and family.



Every voice matters

We value all perspectives, listen respectfully and take action.

By your



Power of many

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



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.

side.



Courage to think differently

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

Serve with purpose

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



Strategic Goals in action for 2018-19



SOUTHLAKE
REGIONAL HEALTH CENTRE

GOAL 1

GOAL 2

GOAL 3

GOAL 4



**01**

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

- Work is well underway as we plan for Southlake's future infrastructure needs. Our Master Plan will be submitted by fall 2019 and will ensure we have the infrastructure our staff and patients need to provide and receive the best care.
- We have adopted a "digital-first" mindset and have leveraged the latest technologies with the implementation of a new Health Information System. This transition to advance digital health across the hospital will enable more accessible, efficient and connected care.

02

Champion a culture of exemplary care and deliver clinical excellence.

- We are very proud of the high-quality care we provide to the growing number of patients who come to Southlake for our community hospital programs. Our regional programs continue to rank among the best in Ontario. We are developing more partnerships to deliver care close to home for the growing communities we serve.

03

Create an environment where the best experiences happen.

- We are committed to driving a culture of compassionate care and to do this we have engaged patients and families in meaningful dialogue. Our Patient and Family Advisors are embedded across the organization to ensure we always consider their perspective and their voice when we make decisions.
- We are ensuring staff are supported to work at the highest scope of their practice. When staff are more engaged, they can provide the best experiences for patients and families.

04

Own our role to improve the system.

- Through Southlake@home, we are improving transitions from hospital to home by partnering with homecare providers, primary care and community support service agencies to create seamless experiences for patients and families.
- We are working with our partners to prepare for the transition to a new, more connected healthcare system through the Ontario Health Team model.

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VOLUNTEERING AT SOUTHLAKE:

Volunteer Resources at 905.895.4521, ext. 2104
or volunteers@southlakeregional.org

TO GIVE US FEEDBACK ON THE CARE RECEIVED AT SOUTHLAKE:

Patient Relations at 905.895.4521, ext. 2290
or patientrelations@southlakeregional.org



Leading edge care. By your side.