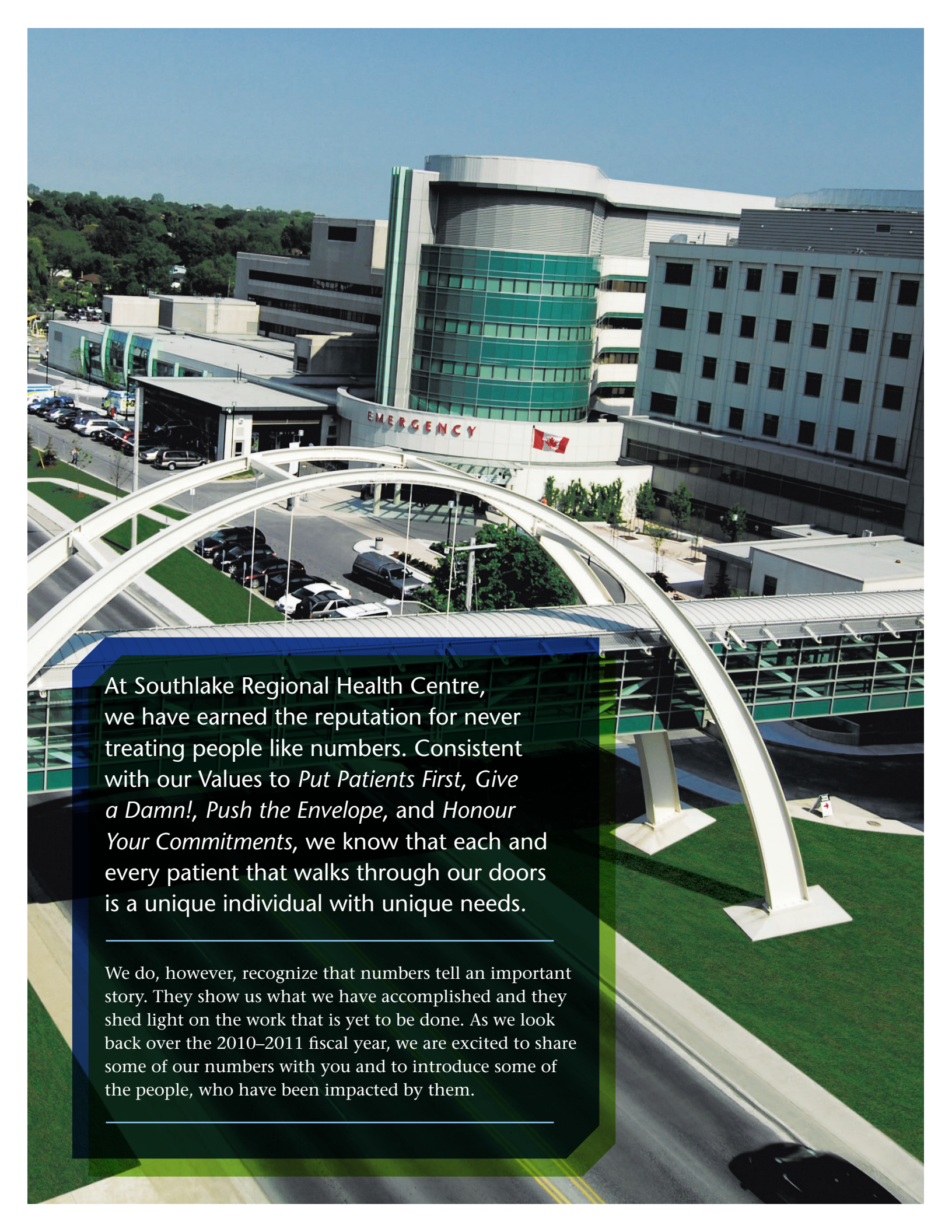


Quality
Families
Our Patients
Excellence
Results
Community Report
2010–2011
Healthcare
Performance
Caring
Our People
Vision
Research
Teaching



SOUTHLAKE
REGIONAL HEALTH CENTRE

An aerial photograph of the Southlake Regional Health Centre. In the foreground, a large, white, curved archway spans a green lawn. Behind the archway, a multi-story hospital building is visible, featuring a prominent glass-walled section and a sign that reads "EMERGENCY" with a Canadian flag. A parking lot with several cars is situated between the archway and the hospital. The background shows a clear blue sky and a line of trees on a hill.

At Southlake Regional Health Centre, we have earned the reputation for never treating people like numbers. Consistent with our Values to *Put Patients First, Give a Damn!, Push the Envelope, and Honour Your Commitments*, we know that each and every patient that walks through our doors is a unique individual with unique needs.

We do, however, recognize that numbers tell an important story. They show us what we have accomplished and they shed light on the work that is yet to be done. As we look back over the 2010–2011 fiscal year, we are excited to share some of our numbers with you and to introduce some of the people, who have been impacted by them.

Our Programs and Services

We believe that our patients deserve the best possible outcomes. It is for this reason that we have been relentless in our mission to shine beyond the confines of a traditional community hospital and develop advanced, life-saving programs closer to home for the people we serve.

BLOOD CONSERVATION PROGRAM

As the population ages and the potential for people to require more blood transfusions grows, so too do concerns that there will be insufficient donors to meet the demand. Since 2006, Southlake's Blood Conservation Team has been working hard to reduce the frequency and volume of blood transfusions, because evidence shows that patients who do not receive transfusions spend less time in the hospital, are at a lower risk of infection, and have better overall outcomes.

FAST FACTS

As of the end of the 2010–2011 fiscal year, Southlake has achieved the following reductions in our rates of red blood cell transfusions:

85%	89%	65%	100%
TOTAL KNEE JOINT REPLACEMENT SURGERY	TOTAL HIP JOINT REPLACEMENT SURGERY	SCHEDULED CARDIAC BYPASS SURGERY	RADICAL PROSTATECTOMY SURGERY



"I'm grateful that the Diabetes Education Clinic is in my community. In fact, it's so close to my house that I'm able to walk to my appointments. I'm so glad I don't have to travel to access the service."

—SERGIO RAGOGNA
A RESIDENT OF TOTTENHAM, ONTARIO

CHRONIC DISEASE MANAGEMENT

Chronic or long lasting diseases, such as arthritis, diabetes, emphysema, heart disease, and many forms of cancer, account for 89% of all deaths in Canada. To address this serious issue, Southlake is leading the charge by utilizing the expertise of various healthcare professionals or "interprofessional teams" and empowering them, along with the patient, to develop a treatment plan that effectively manages the patient's recurring symptoms and provides them with the best possible outcomes.

The Arthritis Program (TAP)

Recognized as a national resource in the treatment of arthritis, TAP introduced a training program designed to teach Canadian clinicians its interprofessional model of care. Funded through a grant from the Canadian Initiative for Outcomes in Rheumatology Care, the training program is delivered through a combination of e-learning, online community information sharing, independent application exercises, and classroom studies.

Diabetes Education Centre

Southlake's Diabetes Education Centre moved beyond the Hospital's confines and introduced satellite clinics in Alliston, Sutton, Keswick, Tottenham, and Bradford. At their scheduled visits, patients receive education on diet, exercise, and overall disease management in order to reduce their risk for developing cardiovascular problems and obesity.

FAST FACTS

During 2010–2011:

25,331

PATIENT VISITS TO
CARDIAC CLINICS
WERE ACCOMMODATED
AT SOUTHLAKE

10,157

PATIENT VISITS WERE
ACCOUNTED FOR AT
THE ARTHRITIS PROGRAM

11,583

PATIENT VISITS RELATING
TO DIABETES EDUCATION
WERE REPORTED AT
SOUTHLAKE OR AT A
SATELLITE CLINIC



"On January 19, I brought my three-year-old son, Ty, to the Emergency Department at Southlake. He had croup and was coughing uncontrollably. A triage nurse noticed a bulge on the back of his tricep – a bulge that turned out to be cancerous. That nurse did something amazing that day – she saved my son's life."

—SARAH COLLIS

EMERGENCY DEPARTMENT

At Southlake, we are aware of the frustration that patients and families experience when they do not receive the care they expect or face lengthy wait times in our Emergency Department. In 2010–2011, we introduced a number of new processes in order to reduce wait times and improve our patients' overall healthcare experience.

FAST FACTS

During 2010–2011:

77,396

VISITS WERE
MADE TO
SOUTHLAKE'S
EMERGENCY
DEPARTMENT

91%

OF NON-ADMITTED PATIENTS
WITH AN URGENT CONDITION
WERE DISCHARGED FROM
THE EMERGENCY DEPARTMENT
WITHIN THE PROVINCIAL
TARGET OF 8 HOURS

93%

OF NON-ADMITTED PATIENTS WITH
A NON-URGENT CONDITION WERE
DISCHARGED FROM THE EMERGENCY
DEPARTMENT WITHIN 4 HOURS,
SURPASSING THE PROVINCIAL
TARGET OF 90%

38%

OF PATIENTS REQUIRING HOSPITAL ADMISSION WERE TRANSFERRED FROM THE EMERGENCY DEPARTMENT TO A HOSPITAL BED WITHIN 8 HOURS – CONSISTENT WITH THE PROVINCIAL AVERAGE. SOUTHLAKE HAS ACHIEVED A 13.81% IMPROVEMENT OVER THE PREVIOUS YEAR FOR ADMITTING PATIENTS TO A BED WITHIN 8 HOURS – SIGNIFICANTLY HIGHER THAN THE PROVINCIAL IMPROVEMENT RATE OF 0.91%

Although we were successful in reducing wait times and will continue to identify improvement opportunities for the year ahead, there are times when a person's symptoms or condition will require them to wait in the Emergency Department for test results and for specialized staff to assess and treat them. During these times, our goal is to keep our patients and their family members well informed about the actions of the healthcare team and to answer any questions that they may have. We ask for the community's continued patience, as we strive to deliver safe, quality care within our busy Emergency Department.



“George and I appreciated all the time the Delirium Team spent with us during George’s stay at Southlake. Thank you so much for setting our minds at rest – we were both so frightened. We are grateful for your calm, reasoned approach.”

—GEORGE AND MIRIAM GROSVENOR

MEDICINE PROGRAM

The Medicine Program’s healthcare team specializes in the diagnosis and treatment of a broad range of diseases affecting internal organs and structures. The following new services were introduced during the 2010–2011 fiscal year:

Delirium Task Force

Established in 2009, the Delirium Task Force was set up to educate healthcare providers, patients, and families on delirium prevention, detection, and treatment. Often confused with dementia, delirium is a confused state of mind that develops in 50% of people aged 75 and over, who are admitted to hospital with an acute illness.

Stroke Prevention Clinic

The creation of a dedicated Stroke Prevention Clinic provides family and emergency room physicians with the option to refer patients with a diagnosis of a stroke or a Transient Ischemic Attack (an episode that is often considered a warning sign that a stroke might happen in the future if nothing is done to prevent it) to the Clinic, instead of admitting them to the hospital. Patients are also seen in the Clinic for follow-up care, which allows them to be discharged sooner from the hospital to continue their recovery in the comfort of their own home.

FAST FACT

During 2010–2011:

OVER

150

CASES OF DELIRIUM WERE DETECTED, WHICH RESULTED IN ELDERLY PATIENTS RECEIVING TIMELY ASSESSMENTS AND TREATMENT PLANS

683

PATIENT VISITS WERE ACCOUNTED FOR IN THE STROKE PREVENTION CLINIC



"Since the day Joey was born, I knew there was something special about him. And when I found out he had cancer, I knew this was his purpose: to fight cancer and inspire and help other kids and families."

—MARIA MAZZUCCO

"I really like talking about my journey. I just want to help other people."

—JOEY MAZZUCCO

MATERNAL CHILD PROGRAM

Southlake provides compassionate and responsive care to thousands of mothers, children, and infants each year.

FAST FACTS

During 2010–2011:

2,499

BIRTHS,
INCLUDING
49 SETS OF
TWINS, WERE
DELIVERED AT
SOUTHLAKE

520

BABIES WERE
ADMITTED TO
THE NEONATAL
INTENSIVE
CARE UNIT

SOUTHLAKE'S PAEDIATRIC ONCOLOGY CLINIC TREATED

80 CHILDREN AND REPORTED

1,264 PATIENT VISITS

– MAKING IT THE SECOND LARGEST PAEDIATRIC SATELLITE CLINIC IN ONTARIO. OFFERED IN PARTNERSHIP WITH THE PEDIATRIC ONCOLOGY GROUP OF ONTARIO AND THE HOSPITAL FOR SICK CHILDREN, THE CLINIC PROVIDES CHILDREN WHO ARE BATTLING CANCER IN YORK REGION AND SOUTH SIMCOE COUNTY WITH SPECIALIZED CANCER CARE, INCLUDING CHEMOTHERAPY AND BLOOD TRANSFUSIONS, RIGHT HERE AT SOUTHLAKE



"I can't say enough about Southlake, particularly the Cancer Clinic. I was able to see the transition from the old chemo clinic to the beautiful new facility during my treatment. But aside from how nice the building is, it was ultimately the people that made my experience better – bearable. Right from the reception area when you walk in to the nurses in the chemo clinic – the gang was amazing to me! And even the volunteers – thank you! I will always feel a connection to Southlake, because of the journey I had there."

—JIM WILLETT

Impressively, Jim will run a 250-km multi-day race in the Gobi desert during June 2011.

REGIONAL CANCER PROGRAM

The Regional Cancer Program at Southlake provides a full range of cancer services, including screening, assessment, surgery, chemotherapy, psycho-social and palliative care, clinical trials, and, for the first time in York Region, radiation treatment. It is in the forefront in providing technologies that will help detect cancer sooner, increase the effectiveness of treatment, and position Southlake as a Canadian leader in the delivery of cancer care services.

Stronach Regional Cancer Centre

- Since welcoming the first patient in March 2010, the Cancer Centre has accommodated 44,492 patient visits by year-end, including the delivery of 16,205 radiation treatments and 7,739 chemotherapy treatments.
- Most recently, the Radiation Medicine Team treated their first patient using Volumetric Modulated Arc Therapy – an improvement on current radiation therapies, as it enables the healthcare team to target the area requiring treatment more accurately and precisely. For many of our patients, this means that their individual treatments will take significantly less time, and the risk of experiencing side-effects is reduced.
- Impressively, the Cancer Team achieved the lowest wait times in Ontario from the time a patient is referred until the patient's first visit with a cancer specialist, and from the time a patient is ready to start treatment to when the treatment begins.

Regional Thoracic Surgery Program

Recognized as the fourth busiest program in Ontario, the Regional Thoracic Surgery Program is one of only a few to perform lung and esophageal surgery using minimally invasive techniques (i.e., small keyhole incisions).

FAST FACTS

During 2010–2011:

206

LUNG CANCER SURGERIES
WERE PERFORMED

26

ESOPHAGEAL CANCER
SURGERIES WERE PERFORMED

93.6%

OF LUNG SURGERIES
WERE COMPLETED WITHIN
TARGET WAIT TIMES, WHICH
IS ABOVE THE PROVINCIAL
TARGET OF 85%



"I'm happy to report that I have not had a single episode of atrial fibrillation since I had my procedure. I'm going on a cruise in August and for the first time, I'm not concerned about the consequences of going away. Southlake gave me my life back."

– JAMES KERR

REGIONAL CARDIAC CARE PROGRAM

With little sign of slowing down, the Regional Cardiac Care Program at Southlake has achieved national acclaim and is on the threshold of becoming the third busiest cardiac centre in Ontario. Yet amidst such growth and activity, the Program has managed to continue making substantial progress in the area of cardiac research and innovation, while improving services and patient outcomes.

FAST FACTS

During 2010–2011, the cardiac team:

PERFORMED THE FIRST PROCEDURE IN NORTH AMERICA USING NEW GENERATION RADIOFREQUENCY TECHNOLOGY FOR THE TREATMENT OF ATRIAL FIBRILLATION – A SERIOUS HEART CONDITION THAT AFFECTS OVER 250,000 CANADIANS. THIS NEW TECHNOLOGY SHORTENS PATIENTS' PROCEDURE TIME AND EXPOSURE TO X-RAY BY MORE THAN

50%

PERFORMED ONTARIO'S FIRST MINIMALLY INVASIVE PROCEDURE USING AN ENDOCLAMP AORTIC CATHETER – A NEW APPROACH TO STOP A PATIENT'S HEART DURING HEART VALVE SURGERY. THE ENTIRE OPERATION IS PERFORMED THROUGH A SMALL, TWO-INCH INCISION, WHICH MEANS RECOVERY IS QUICKER, AND WITH LESS PAIN

PERFORMED

963

CARDIAC SURGERIES

1,952

ANGIOPLASTY/PCI PROCEDURES

666

ELECTROPHYSIOLOGY STUDIES AND ABLATIONS

842

PACEMAKER AND ICD IMPANTS

5,743

CATHETERIZATIONS/ANGIOGRAMS

Our Financial Status

For the sixth consecutive year, Southlake is proud to have achieved a balanced budget for the 2010–2011 fiscal year.

Detailed audited financial statements can be found under *Financials and Operations* in the *About Us* section of our website.

Our Commitment to the Delivery of Safe, Quality Care

Striving to create an exceptional experience for our patients, we are committed to continuously improving the quality and safety of the care we deliver.

In the past four years, we have made significant gains – in some cases, significantly better than the provincial and national targets – in key patient safety and patient satisfaction measures. Impressively, we have been reporting our results since 2009 on the *Our Performance* section of our website.

Notwithstanding our successes to date, we know there is always room for improvement. To learn more about our key strategic improvement plans for 2011–2012, we invite you to read our Quality Improvement Plan, which can be downloaded from the home page of our website.

Service Statistics

In-patient admissions	22,498
Out-patient Visits	630,196

Beds in operation	388
Patient Meals Served	394,380

Diagnostic Exams	304,812
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Surgical Procedures	27,854*
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*Excluding cardiac surgeries

Our People

If you've ever visited Southlake and had the opportunity to interact with members of our team, you will know some of the world's greatest people who work, practise, learn, and volunteer at Southlake. We are deeply committed to not only recruiting the brightest and best people to our organization but also in retaining them. This concept is especially true if we are serious about becoming a centre of excellence. We can't afford to lose a single member of our team because we failed to recognize his or her outstanding talents and contributions.

A LONG-TIME SOUTHLAKE PHYSICIAN, STAFF MEMBER, AND VOLUNTEER WERE ALL ASKED WHAT THEY HAVE ENJOYED THE MOST ABOUT THEIR TIME AT THE HOSPITAL. THIS IS WHAT THEY SAID:



"For me, that's an easy answer. I enjoy the people the most – the people I work with and the people I serve. That's what has kept me at Southlake."

—GARY WILSON, Southlake staff member for 30 years



"I have really enjoyed working with people who care about the patient/client, the teamwork, and the collegiality I receive from the consultant and allied health staff; the hours we have all contributed sometimes in very difficult situations; and the collaborative effort we do to help promote good care. I've stayed so long because I love it, and trust the hospital – it's that simple. I've worked in other Emergency Departments, but feel most comfortable here and know that the staff will support me."

—DR. MARY BETH BOURNE, physician at Southlake for 35 years



"When I first started volunteering at the Hospital, I was new in town and it was a really great chance for me to get to know people. Over the years, I've been able to see us grow, and I'm so proud of how far we've come – from a little community hospital to a first-rate facility that is known across Canada."

—ANNE HLYNSKI, Southlake volunteer for 40 years

FAST FACTS

OUR PEOPLE INCLUDE SOME OF THE BRIGHTEST AND BEST MINDS:

2,857

EMPLOYEES

486

PHYSICIANS

940

VOLUNTEERS DEDICATED 88,140 HOURS – AN INCREASE OF MORE THAN 11,000 HOURS FROM THE LAST FISCAL YEAR

FOR THE PAST THREE YEARS, SOUTHLAKE HAS BEEN NAMED ONE OF THE GREATER TORONTO AREA'S TOP 100 EMPLOYERS

IN THE MOST RECENT SATISFACTION SURVEY, SOUTHLAKE ACHIEVED A SCORE OF 70.8% FOR "OVERALL STAFF COMMITMENT" – 16% HIGHER THAN THE AVERAGE SCORE ACHIEVED AT ALL OTHER PARTICIPATING HOSPITALS IN ONTARIO

91%

OF PHYSICIANS FELT SOUTHLAKE IS A POSITIVE PLACE TO WORK

91%

OF VOLUNTEERS REPORTED THEIR LEVEL OF SATISFACTION IS EITHER EXCELLENT OR VERY GOOD



Our Teaching and Research Agenda

In keeping with the tradition of a progressive hospital that is in touch with the immediate and future needs of the communities it serves, Southlake is in the process of transitioning from an advanced healthcare centre to a fully accredited teaching and research hospital.

Teaching

Pressured to recruit healthcare professionals to an area that has the fewest physicians per capita in Ontario, Southlake has, over the past 15 years, developed state-of-the-art programs and buildings, purchased high tech equipment, and successfully recruited the brightest and best healthcare professionals. Affiliated with the University of Toronto's Department of Family Medicine, and several other universities and community colleges that offer nursing and allied healthcare educational programs, Southlake is an attractive option for students looking for where they would like to train, as it offers them a learning experience that is comparable with that offered at any major city teaching hospital in Canada.

In the coming year, Southlake will continue to pursue university and college partners to develop a health sciences campus in the Newmarket area. Creating an academic environment will be a boon to Newmarket and the surrounding communities. The ability to recruit, educate, and retain our healthcare professionals will contribute both to the viability of the economy and the vitality of the region.

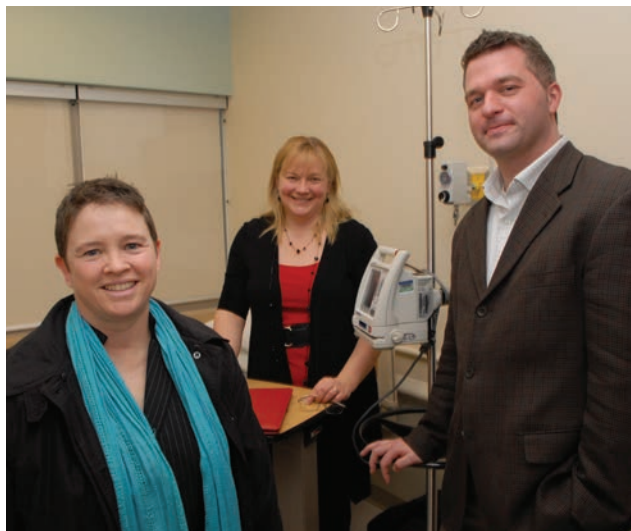
FAST FACTS

During 2010–2011:

760

STUDENTS – 502 NURSING, 74 ALLIED HEALTH, 144 MEDICAL RESIDENTS, AND 40 OTHERS – TRAINED AT SOUTHLAKE, REPRESENTING A 28% GROWTH OVER 2009–2010

SOUTHLAKE'S FAMILY MEDICINE TEACHING UNIT (FMTU) GRADUATED THE FIRST FOUR RESIDENTS FROM THE PROGRAM. BY 2012–2013, 18 MEDICAL RESIDENTS WILL BE LEARNING, PRACTISING, AND DELIVERING CARE TO 2,700 PEOPLE WHO CURRENTLY DO NOT HAVE ACCESS TO A DEDICATED FAMILY PHYSICIAN



York University research scientists partner with Southlake for the betterment of patient care.

Left to right, Lauren Sergio, Ph.D , Imogen Coe, Ph.D, and Chris Arden, Ph.D.

Research

Already underway through our newly created Research Institute, Southlake is focusing its energy on a growing number of clinical drug and device trials and on key research activities in biomedical and population health research. We are proud of our many staff members and physicians, who contribute their clinical expertise towards the advancement of medicine by participating in a number of regional, provincial, national, and international research studies.

FAST FACTS

During 2010–2011:

THREE YORK UNIVERSITY RESEARCH-SCIENTISTS JOINED THE SOUTHLAKE TEAM. WORKING ON-SITE ONE TO TWO DAYS A WEEK, THESE FACULTY RESEARCHERS WORK DIRECTLY WITH SOUTHLAKE PHYSICIANS AND CLINICIANS TO SUPPORT HEALTH-BASED RESEARCH INITIATIVES THAT ULTIMATELY AIM TO IMPROVE PATIENT CARE AND OUTCOMES

THERE WERE

60

NEW RESEARCH STUDIES
INTRODUCED AT SOUTHLAKE,
FOR A TOTAL OF 200
OPEN STUDIES

A FOURTH YORK UNIVERSITY
RESEARCHER WAS ALSO
WORKING WITH SOUTHLAKE
ON SPECIAL PROJECTS
RELATED TO THE USE OF
TECHNOLOGY IN THE DELIVERY
OF HEALTHCARE SERVICES



"I'm thrilled and honoured to be joining the Southlake team."

—DR. DAVE WILLIAMS

Introducing Our Incoming President and CEO

Effective July 18, 2011, Dr. Dave Williams – a leading physician and Canada's first dual astronaut and aquanaut – will be taking the reigns as Southlake's new President and CEO.

Dr. Williams comes to Southlake with an impressive array of experience in leading teaching and research projects across North America. He is looking forward to incorporating his knowledge and furthering Southlake's commitment to become a full-fledged teaching and research hospital.

"I'm thrilled and honoured to be joining the Southlake team," said Dr. Williams. "What drew me to the Hospital was its desire to become a first-rate teaching and research centre, because I truly believe in the power of education. I'm committed to helping to shape the minds and experiences of those aspiring towards a career in healthcare because we know that the learners of today will become the leaders of tomorrow."

Dr. Williams plans to spend his first few days to personally meet with the Southlake team and patients first-hand. He is eager to develop regular engagement opportunities with local residents, business leaders, and students to share his vision for Southlake and the important role it plays in maintaining the health and well-being of the many communities it serves.

During his diverse career, Dr. Williams has held leadership positions at the Canadian Space Agency, Johnson Space Centre, NASA, McMaster University, St. Joseph's Healthcare, and Sunnybrook Health Sciences Centre, to name just a few. He has participated in countless research studies and was the recipient of four honorary degrees and numerous awards.

An open house is being planned in the Fall, which will allow all community members to come and meet Southlake's new President and CEO. Watch for more details during the Summer or visit the *Upcoming Events* section on Southlake's website.



2010–2011 Board Of Directors

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