

## **Report from the President and CEO 2019-20 Annual General Meeting June 17, 2020**

Welcome to our Annual General Meeting for the fiscal year ending March 31, 2020.

2019-20 was an impactful year at Southlake where we collectively celebrated a number of successes and pulled together to overcome new challenges, some the likes of which we have not seen before in our lifetimes. Throughout it all, the Southlake team showed time after time that we are by the side of patients, families, caregivers, the communities we serve, and each other.

The year started with announcements of dramatic reforms of Ontario’s healthcare system. It is not an exaggeration to say that the changes represent the most fundamental reorganization of healthcare in the province in generations. We learned that Local Health Integration Networks (LHINs) would be eliminated, care delivery would be reorganized into local integrated systems called Ontario Health Teams (OHTs), and various provincial agencies would be consolidated into one organization – Ontario Health. Underpinning all of this is a shift from “volume to value”. Concepts like population health management, capitated payments and shared-risk models, common in the United States since the introduction of Accountable Care Organizations, have entered the Ontario lexicon and will be core principles in the years to come.

Throughout the year we had many successes – too many to list here. Some highlights that come to mind include the rapid success and scaling of Southlake@home. The program was recognized nationally as a leading practice by Accreditation Canada and has spread to a number of hospitals across the province. As part of our strategic goal to “Own our role to improve the system”, we partnered with the Health Commons Solutions Lab at Sinai Health System to create an Implementation Guide to codify our knowledge and further support the uptake of integrated hospital-to-home programs in Ontario.

We achieved Exemplary Standing in our Accreditation, meeting a record 99.4 per cent of the standards. Digital successes included our new portal (Patient Connect), a refreshed website developed jointly with the Foundation and expanded MEDITECH functionality to drive further clinical efficiency and data sharing.

In collaboration with our amazing Patient and Family Advisors, we took concrete action to further improve the patient experience by implementing real-time patient satisfaction surveys, bedside shift reports and Care Boards. Along with Health Hub, our new bedside patient engagement platform, these strategies have concentrated on strengthening the role of patients, families, and caregivers as true partners in care. These investments will act as key enablers for continued future improvements as the system shifts to a population health approach, with an increased focus on health promotion, health literacy and self-management.

After deep engagement across Southlake, our partners and our communities, we submitted our capital Master Plan to government. Laying out our long-term vision, this ambitious document calls for a significant capacity expansion and aligns with the integrated delivery approach envisioned in the Ontario Health Team model.

Speaking of OHTs, along with our outstanding partners we celebrated the announcement of the Southlake Community OHT as one of the first in the province to be formally named. Our planning to date has built on our various successful existing integrated care initiatives in mental health and geriatrics.

Prior to COVID-19, our main challenges last year were associated with ongoing capacity pressures and financial constraints. Over the years, the communities we serve have dramatically outgrown our current facilities. Our space limitations have intensified the patient flow challenges we have experienced of late. As I mentioned, our Master Plan calls for a substantial increase in our physical footprint. Despite our best efforts to continue to find efficiencies and redesign care with our partners, the reality is that without new space or additional funding we can expect overcrowding, and the associated financial pressures, to continue.

The final months of the fiscal year were focused on COVID-19. We initiated our Incident Management Team and our Emergency Operations Centre on January 27, 2020. We opened a drive-thru Assessment Centre, created dedicated units for patients with the virus, redesigned numerous processes and redeployed countless clinical and non-clinical staff into new roles. One of the first hospitals in Ontario to coordinate support for local long-term care (LTC) and retirement homes, we have assessed and tested thousands of residents.

For transparency, we held daily Virtual Town Halls and sent a daily staff memo. Results of a staff survey showed how effective both of these were, with significant viewership and readership across the organization. We believe Southlake was the first Ontario hospital to post our COVID-19 patient volumes on our website daily. We also posted a daily dashboard of PPE inventory and projections.

For more about our highlights from last year please see our 2019-20 Annual Report on our website.

I would like to thank our Board, Senior Leadership Team, staff, physicians, volunteers, Patient and Family Advisors and Foundation for their continued support. I would be remiss if I also did not mention the unprecedented outpouring of support from our community. As we geared up for COVID-19 in the last quarter of the year, our communities kept us well-nourished and our spirits high, and made it abundantly clear that they are by our side.

While we do not know exactly what the future will look like, it is safe to assume that it will likely be quite different than what we have been used to. In times of uncertainty and change, organizations rise or fall based on the strength of their people. At Southlake, our dedicated, compassionate and innovative teams put us in good stead to successfully weather whatever may come.

Sincerely,



Arden Krystal