



SOUTHLAKE
REGIONAL HEALTH CENTRE

2019-2020 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...

Contents

Message from the Board Chair and the President & CEO	– 2
2019-20 Audited Financial Statements	– 5
Overcoming challenges	– 6
Leading edge care	– 8
By your side	– 10
Our Strategic Goals in action	– 12

Message from the Board Chair and the President & CEO



This was an exciting year of renewal as we started the implementation of our 2019-2023 Strategic Plan. This report will highlight some of our early successes.

This past year we saw sweeping reforms to Ontario's healthcare system with the announcement that Local Health Integration Networks (LHINs) were being eliminated, Ontario Health Teams (OHTs) were being introduced and numerous provincial agencies would be consolidated into one organization – Ontario Health.

In November 2019, the Southlake Community OHT was one of the first OHTs announced in the province. With our partners we have built upon our existing integrated care initiatives in geriatrics and mental health.

Southlake@home was expanded to more communities and continued to generate outstanding results on each part of the Quadruple Aim – the objective to simultaneously improve clinical outcomes, patient experience and provider satisfaction, while also reducing costs. We also launched our Urgent Geriatric Clinic, an innovative model of care which has prevented unnecessary admissions and Emergency Department visits.

Despite volume and financial pressures in 2019-20, through initiatives like Southlake@home, the Urgent Geriatric Clinic and our Restorative Care Units, 25 per cent fewer acute beds were used for Alternate Level of Care (ALC) patients than in 2018-19.

This resulted in more capacity for acute patients.

Throughout the year, we made progress in our digital transformation, including the launch of our Patient Connect portal and additional functionality in our electronic health record to further enhance clinical efficiency. We also saw widespread adoption of virtual care during the COVID-19 pandemic, which we anticipate will continue into the future.

We submitted our Master Plan to the government in February 2020, which represents an exciting vision of the future and describes the infrastructure Southlake will require to support the needs of our aging, diverse and growing communities.

Also in February, we were honoured to receive Exemplary Standing in our Accreditation. Southlake was measured against over 2,700 national best practice standards. We achieved an incredible result of 99.4 per cent compliance, our best performance ever.

The final months of the year were dominated by COVID-19. Our first positive patient was admitted to our Intensive Care Unit on March 16, 2020, just five days after the World Health Organization declared the pandemic. Our response clearly illustrated what we can accomplish when we all work together. Throughout it all, we were sustained by the unprecedented outpouring of support from our communities.

Southlake staff, physicians and volunteers, as well as Patient and Family Advisors, brought our refreshed Values to life again and again, continuously demonstrating what our organization is all about.

As always, at Southlake we're by your side.

Debra Dobson
Chair, Board of Directors

Arden Krystal
President and CEO

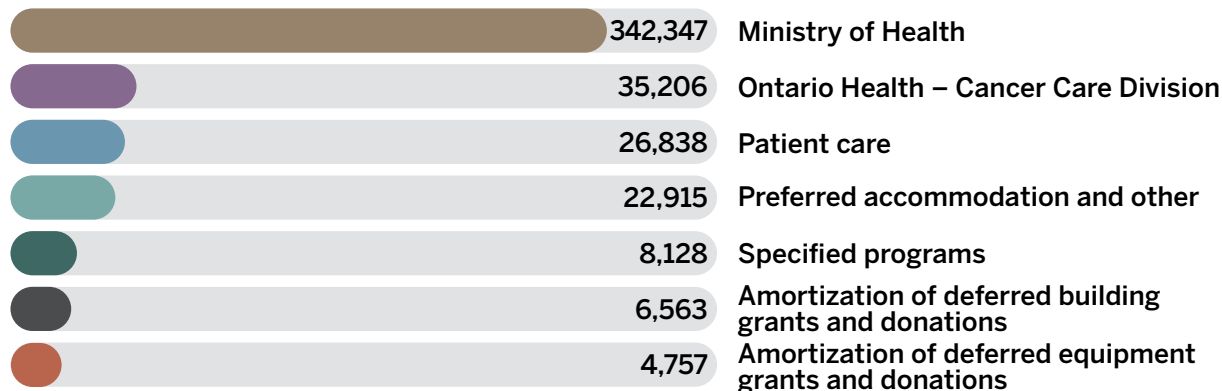




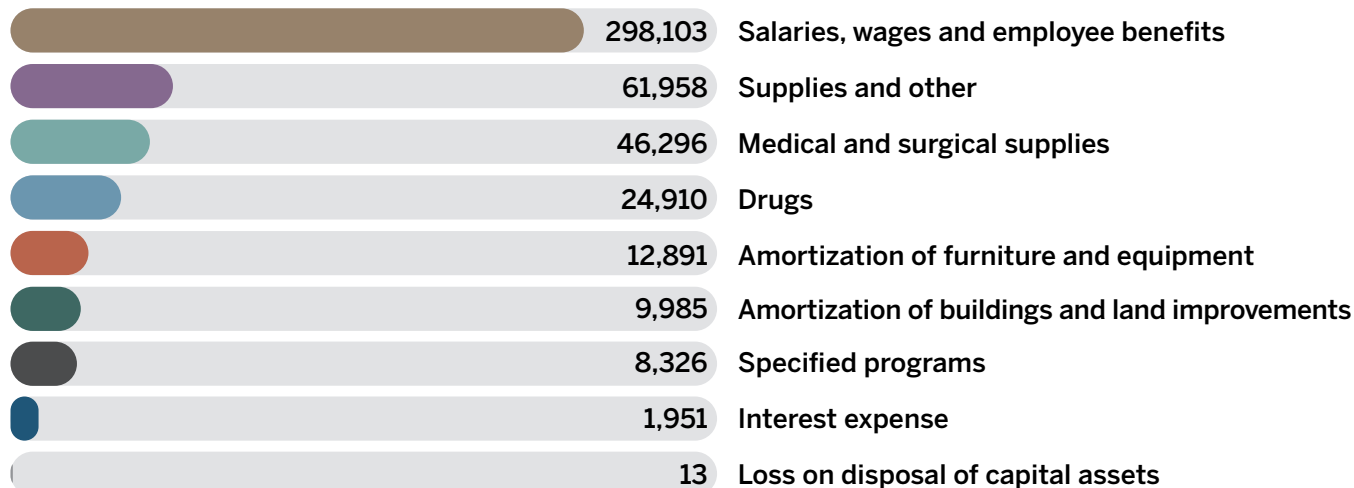
2019-20 Audited Financial Statements

Financial results (\$ in '000s)	2019-20	2018-19
	\$	\$
Revenue	446,754	430,784
Expenses	464,433	430,627
(Deficiency) Excess of revenue over expenses	(17,679)	157

BREAKDOWN OF REVENUE



BREAKDOWN OF EXPENSES



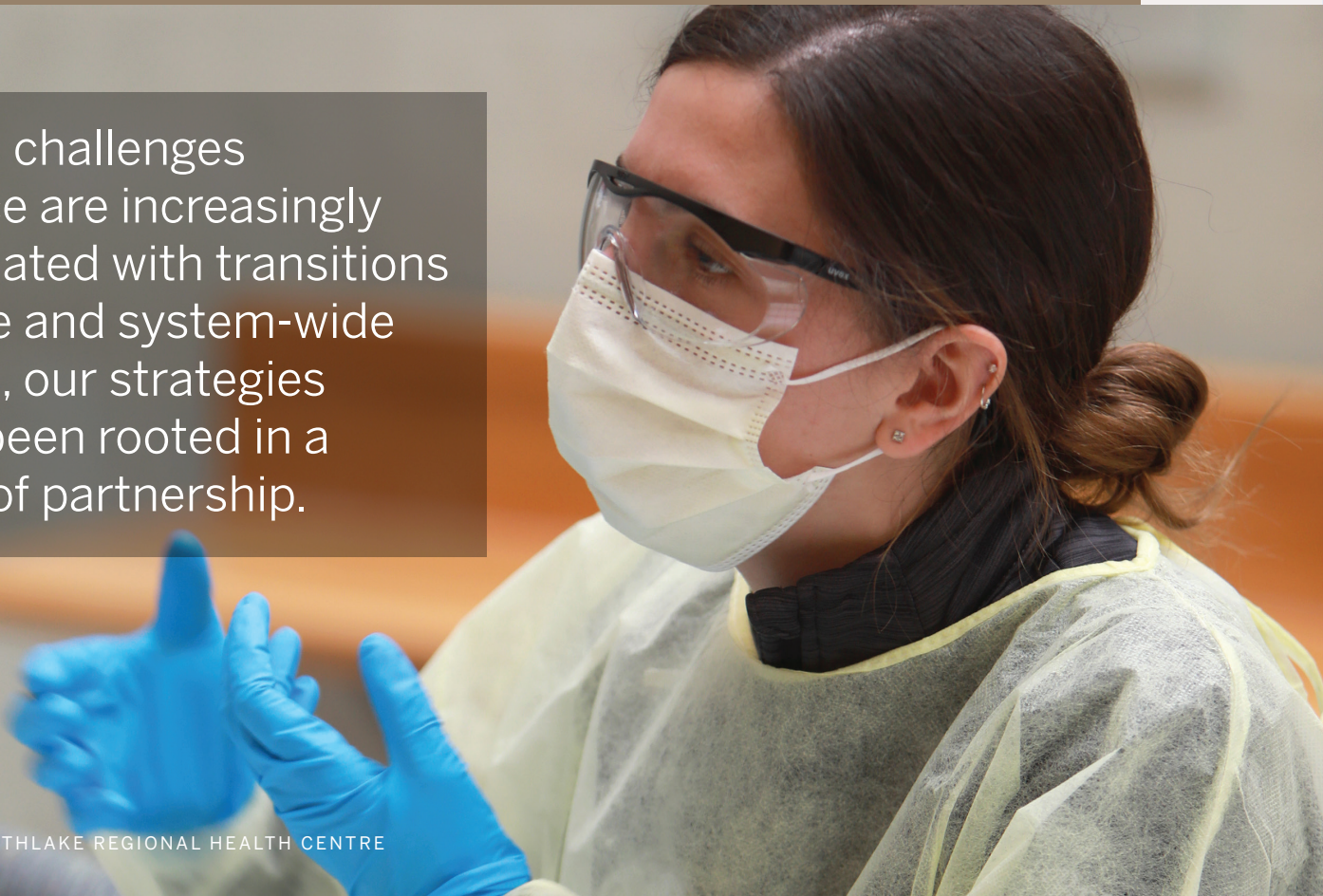
For complete audited financial statements, visit southlake.ca.

Overcoming challenges

Our year began with the rapid success of our groundbreaking Southlake@home program and ended in the midst of a pandemic. The Southlake team demonstrated the ability to overcome challenges that in the past may have seemed insurmountable.

Before COVID-19, our most significant challenges last year were due to our capacity and financial pressures. We are caring for a community that has dramatically outgrown our hospital's facilities. In response to these challenges and with our OHT partners by our side, Southlake took concrete action throughout the year.

As the challenges we face are increasingly associated with transitions of care and system-wide issues, our strategies have been rooted in a spirit of partnership.



What we have heard from patients, staff and our communities:

What we have accomplished:

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



Following unprecedented engagement across the organization and with the communities we serve, our Master Plan was submitted to the government.

Southlake@home helped 300 patients safely transition home in 2019-20, avoiding more than 3,500 ALC days for the hospital. The program continues to raise the bar for integrated care provincially.

The percentage of our acute beds used for ALC patients dropped by 25 per cent in 2019-20 compared to the year before.

We need to prepare for scaling integrated care through the OHT model.



Building on years of successful collaboration with our partners, the Southlake Community OHT was approved as one of the first in the province.

Patients, families and caregivers expect safe, quality care.



We achieved Exemplary Standing in our Accreditation and met 99.4 per cent of the standards, a record for the organization.

Five patient safety indicators were prioritized and improvements were made throughout the year.

Improved communication leads to better patient experiences.



Our patient portal – Patient Connect – and our new website were launched. We introduced new functionality to share more information with our primary care partners to improve care.

We implemented real-time patient satisfaction surveys, bedside shift reports and Care Boards to strengthen the role of patients, families and caregivers as active partners in care.

Responding to the COVID-19 pandemic requires an “all hands on deck” approach across the organization.



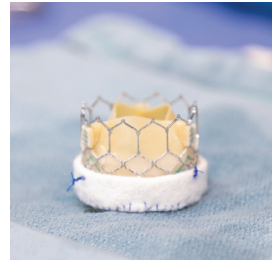
We activated our Emergency Operations Centre, opened an Assessment Centre and created specific units for patients with the virus.

To maintain transparency, we updated all staff through daily virtual Town Halls and memos.

Countless processes were redesigned and both clinical and non-clinical staff were redeployed into new roles. One of the first hospitals to coordinate support for local long-term care and retirement homes, Southlake assessed and tested thousands of residents in homes across our region.

Our physician and clinical leaders created a clinical advisory panel to efficiently adopt emerging best practices into our medical response.

Leading edge care.



Southlake is one of the few hospitals in the province offering this innovative approach.

Minimally-invasive mitral valve surgery

Cardiac surgeon Dr. Carolyn Teng performs this procedure for patients, allowing them to spend less time in hospital and recover faster without requiring open-heart surgery.

“I can do complex repairs through a tiny incision so patients do not wake up each morning and see a huge scar in the mirror. Patients tell me that the experience allowed them to get back to feeling normal again – fast.”





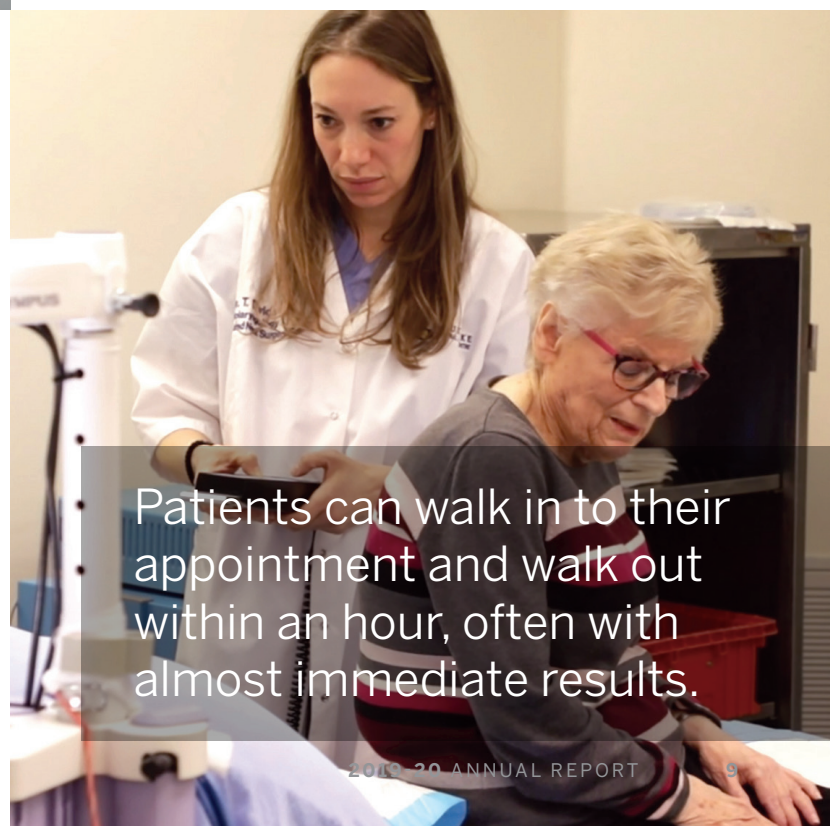
Our transitional care programs are leading the way for Ontario's shift to integrated care.

Continued amazing results from Southlake@home and creation of the Urgent Geriatric Clinic

Southlake is a recognized leader in the province for integrated hospital-to-home programs. In 2019-20, Southlake@home maintained its high patient and provider satisfaction results and the hospital avoided approximately \$1.4 million of costs. In collaboration with our OHT partners, we also launched our Urgent Geriatric Clinic to reduce unnecessary Emergency Department visits and hospital admissions.

Laryngoplasty procedure gives patients their voice back

Dr. Taryn Davids, Southlake's Chief of Otolaryngology, offers an option that avoids the prolonged hospital stay and lengthy recovery normally associated with traditional surgical approaches. An injection allows the vocal cords to be able to touch again and produce sound. In some circumstances, the procedure can give terminally-ill patients – who would otherwise be too frail for surgery – the ability to communicate freely with loved ones.



Patients can walk in to their appointment and walk out within an hour, often with almost immediate results.



Always with compassion

We treat everyone like friends and family.



By your side.



Power of many

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



Every voice matters

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



Serve with purpose

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

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



Courage to think differently

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

Strategic Goals in action for 2019-20



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.

- Our ambitious Master Plan sets out a long-term vision and blueprint for how we will meet the healthcare needs of the growing and aging communities we serve. In addition to a significant capacity expansion, the plan supports the more integrated and responsive system envisioned in the government's reforms.
- Our digital successes included a refreshed website, our new Patient Connect portal, and Health Hub, our innovative bedside patient engagement platform.

02

Champion a culture of exemplary care and deliver clinical excellence.

- In addition to being accredited with Exemplary Standing, Southlake@home and our Eating Disorders program were recognized as national leading practices by Accreditation Canada.
- Building on our success in opening our Restorative Care Unit at the Humber Finch site, we launched a second unit at the Church site and solidified our expertise in efficiently delivering excellent outcomes and a great patient experience in transitional care.

03

Create an environment where the best experiences happen.

- We partnered with patients, families and caregivers through our introduction of bedside shift reports and Care Boards. In collaboration with our Patient and Family Advisors, we created a Welcome Handbook for patients and launched a Patient Experience Ambassador program.
- Our focus on staff safety and wellness included a new staff gym, quarterly engagement surveys and improved communication through regular Town Halls and leadership rounding.

04

Own our role to improve the system.

- The Southlake@home model has spread across the province and we are helping other hospitals that are implementing similar programs. We published an Implementation Guide to codify and share our knowledge.
- As Ontario's healthcare system transitions to OHTs, Southlake is at the forefront of the exciting transformation.
- Our integrated response to COVID 19 included collaboration with and support for our partners in both long-term care and primary care.

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