

2020-2021 ANNUAL REPORT

Leading edge care.  
By your side.

# Our Purpose

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

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## Land Acknowledgement

Southlake Regional Health Centre recognizes and acknowledges the lands originally used and occupied by the First Peoples of the Williams Treaties First Nations and other Indigenous Peoples, and on behalf of Southlake, we would like to thank them for sharing this land. We would also like to acknowledge the Chippewas of Georgina Island First Nation as our closest First Nation community and recognize the unique relationship the Chippewas have with the lands and waters of this territory. They are the water protectors and environmental stewards of these lands and we join them in these responsibilities.

# Message from our Board Chairs and CEOs



This last year was unprecedented in numerous respects and our organizations had to contend with challenges the likes of which we have not seen before. Bolstered by the support of donors and the communities we serve, staff and physicians at Southlake faced this extraordinary uncertainty head on and consistently rose to the occasion. Embracing creativity and innovation, they delivered an effective and compassionate response to COVID-19 that will resonate in our communities for generations.



During 2020-21, Southlake cared for 531 patients admitted with COVID-19. Our Assessment Centre tested close to 152,000 people. We facilitated nearly 3,900 virtual family visits to connect patients with their loved ones. In the final three months of the fiscal year following the introduction of vaccines, we administered more than 43,000 doses. Our impact extended beyond our walls as we supported long-term care and collaborated with our partners across the system.



There were various other important accomplishments last year. A new Emergent Mental Health Assessment Unit was opened, supported by generous donors in our community. We released the Southlake Health Navigator app to help patients have greater control over their healthcare journey. We achieved our targets for each of our five patient safety indicators and launched five staff safety priorities for the next two years. We continued with our comprehensive approach to creating an environment where the best experiences happen for both patients and staff. Along with our partners we made excellent progress on the implementation of the Southlake Community Ontario Health Team (OHT).



The hospital and Foundation worked closely throughout the year and the unparalleled outpouring of support from generous community members was inspiring. The Foundation mobilized quickly to establish a COVID-19 Action Fund which raised \$2.6 million in 2020. Great progress was made with the *Better Begins Today* campaign to transform Southlake's Mental Health program. As we look to the future, investment from our community will be critical to enabling Southlake to continue providing leading edge care.

The communities we serve are among the fastest growing and aging in the province. The pandemic illuminated even further the challenges of operating in an outdated facility that is far too small. Throughout the year we also started to rally support to advance our Master Plan's exciting vision for a new Southlake.

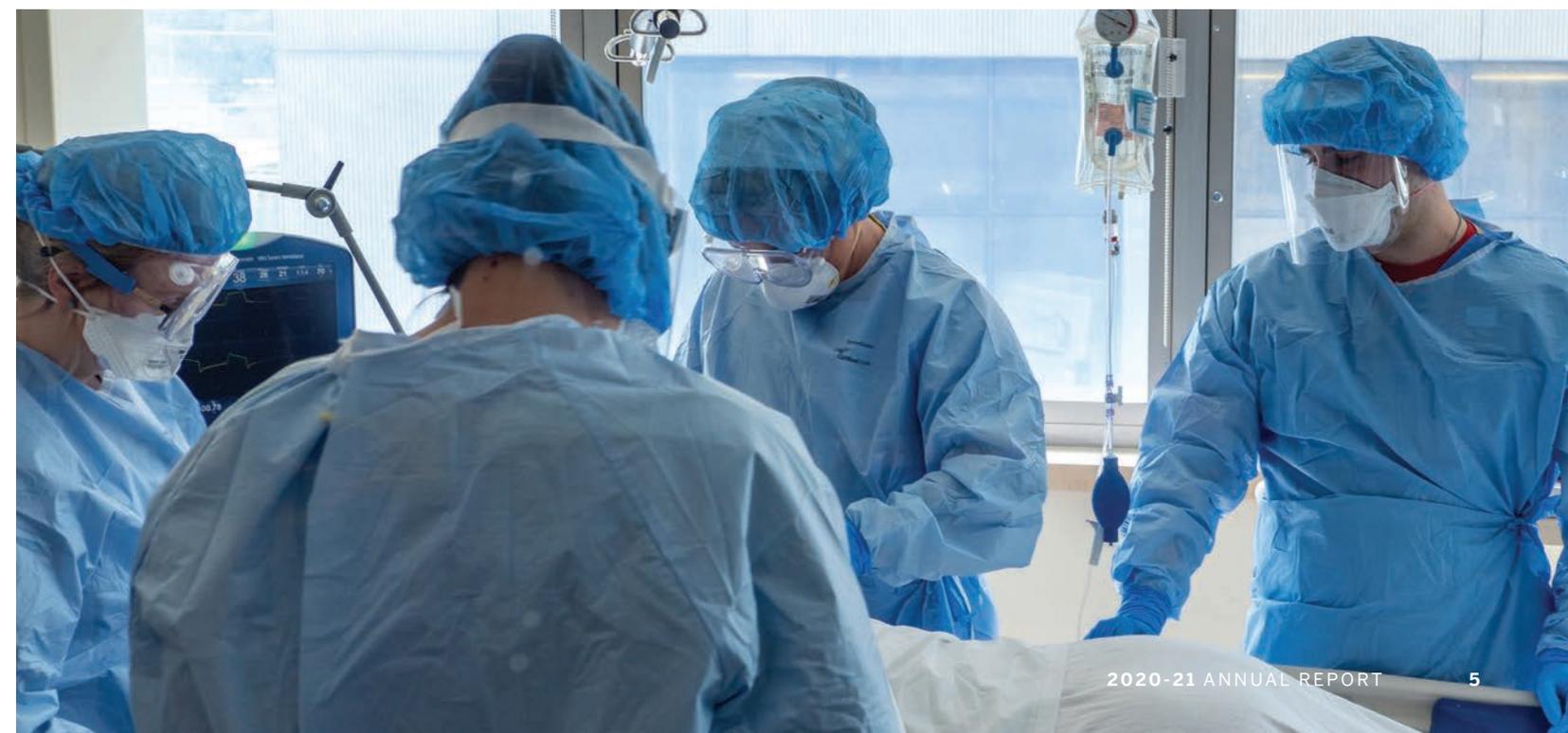
At Southlake we pride ourselves on being by your side. Never has this been truer than in 2020-21. As we reflect on this past year, both now and in the years and decades to come, everyone in the Southlake family – including the donors from our community – can be proud of the role they played and the difference they made.

**Patrick K. Horgan**  
Chair, Board of Directors  
Southlake Regional Health Centre

**Dave Watling**  
Chair, Board of Directors  
Southlake Foundation

**Arden Krystal**  
President and CEO  
Southlake Regional Health Centre

**Jennifer Klotz-Ritter**  
President and CEO  
Southlake Foundation

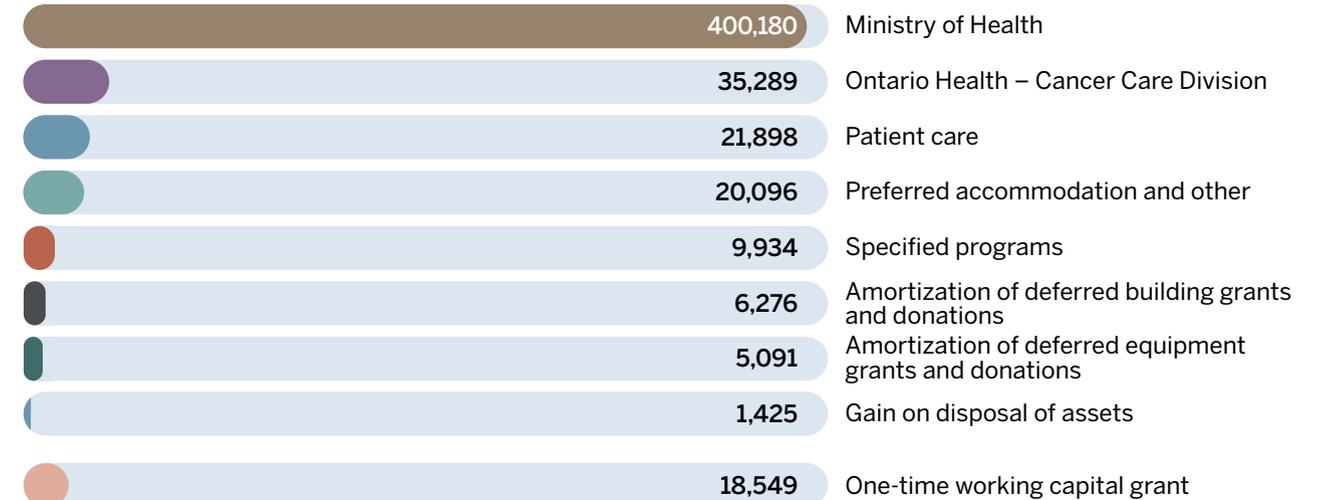




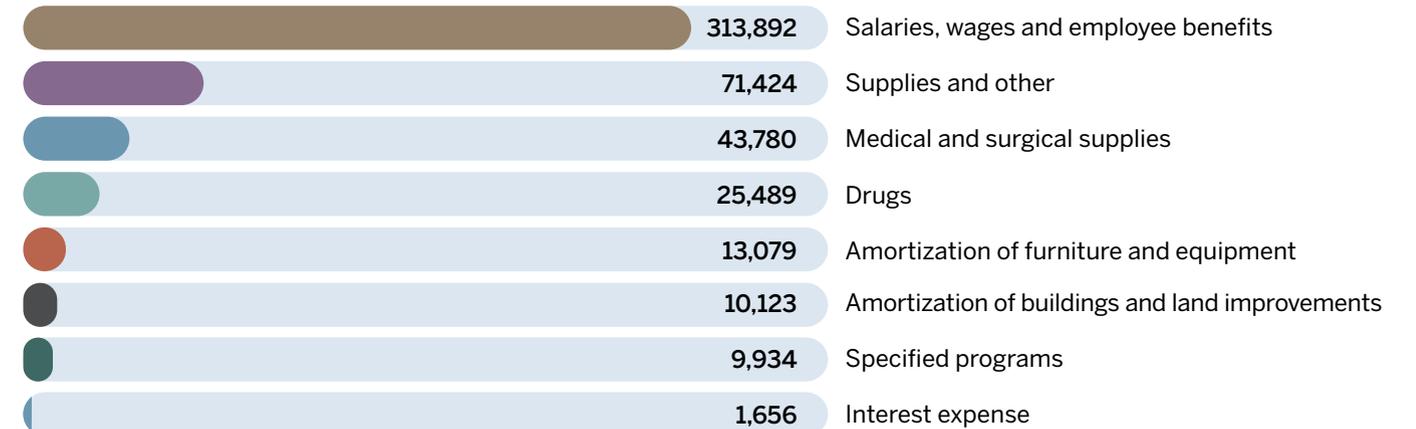
# 2020-21 SOUTH LAKE REGIONAL HEALTH CENTRE Audited Financial Statements

Financial results (\$ in '000s)	2020-21	2019-20
	\$	\$
Revenue	<b>500,189</b>	446,754
Expenses	<b>489,377</b>	464,443
Excess (Deficiency) of revenue over expenses before the undernoted	<b>10,812</b>	(17,679)
One-time working capital grant announced at year-end	<b>18,549</b>	n/a
Excess (Deficiency) of revenue over expenses factoring in one-time working capital grant	<b>29,361</b>	(17,679)

## BREAKDOWN OF REVENUE



## BREAKDOWN OF EXPENSES



For complete audited financial statements, visit [southlake.ca](http://southlake.ca).



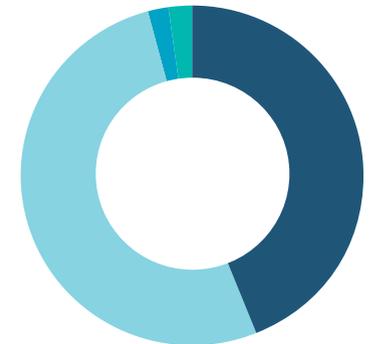
# 2020-21 SOUTHLAKE FOUNDATION Audited Financial Statements

Financial results (\$ in '000s)	2020-21	2019-20
	\$	\$
Revenue	<b>18,365</b>	12,653
Expenses	<b>3,450</b>	4,114
Grants to Southlake Regional Health Centre	<b>8,014</b>	5,439
Endowment Funds	<b>28,136</b>	23,263
Funds Available to grant	<b>3,335</b>	4,193

For complete audited financial statements, [southlake.ca/foundation/annualreport](https://southlake.ca/foundation/annualreport).

## Where did the support come from?

Individuals	8,010	44%
Foundations & Corporations	9,537	52%
Community Fundraising	459	2%
Special Events	359	2%
<b>TOTAL</b>	<b>18,365</b>	<b>100%</b>



Revenue is the net of donor support and realized/unrealized investment gains/losses.

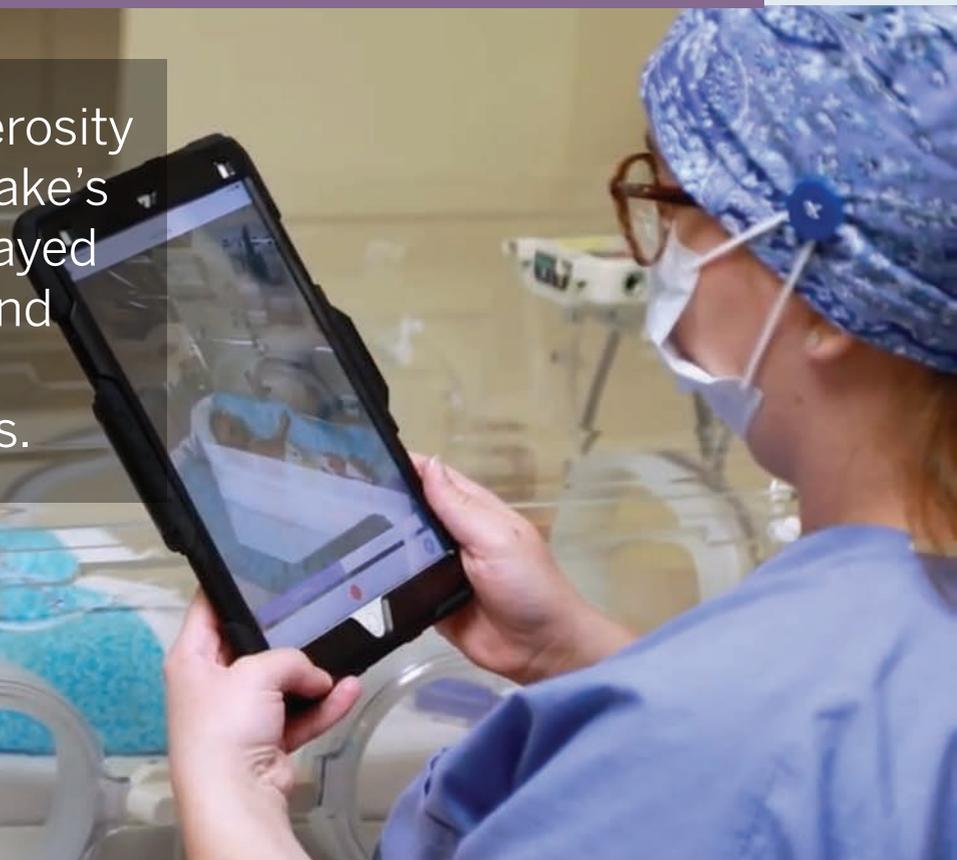
Thank you to our  
generous community  
for your ongoing support  
of Southlake

# Overcoming challenges

Supported by our communities, everyone at Southlake responded to the massive challenges throughout the year and worked together at all times.

Apart from COVID-19, capacity pressures have continued to impact Southlake. This means the need for a new hospital for our communities is more important than ever. Despite these infrastructure challenges, we worked closely with our partners to keep the communities we serve safe during the pandemic.

Strengthened by the generosity of our community, Southlake's staff and physicians displayed compassion, innovation and resilience in the face of unprecedented challenges.



Our most pressing challenges:	What we have accomplished:
<p>We supported our communities, our staff, and our physicians throughout the pandemic.</p>	<p>We redesigned processes, introduced and continuously refined new protocols, and redeployed our dedicated staff across the organization. Collaboration with other hospitals and system partners ensured no individual hospital was overwhelmed. The strength of Southlake's staff and physicians enabled our organization to fulfill our mandate to care for our communities when it was needed most. We cared for 531 patients admitted with COVID-19, tested close to 152,000 people in our Assessment Centre and facilitated almost 3,900 virtual family visits.</p>
<p>Our communities stepped up like never before to support Southlake.</p>	<p>Donors played a critical role in funding equipment for Southlake in our response to COVID-19. Because of our generous community we were able to be flexible early, with our most critical needs identified and supported before the height of the pandemic. More than \$2.6 million was raised for our COVID-19 Action Fund.</p>
<p>Our role in responding to COVID-19 extended beyond our walls.</p>	<p>Southlake assisted long-term care homes and other congregate living facilities with infection prevention and control expertise, personal protective equipment coaching, direct staffing, and management support. This led to the creation of an OHT Long-Term Care Network Table that continues to meet to share and learn from other another.</p>
<p>Southlake's ingenuity and spirit of partnership powered the early rollout of vaccines.</p>	<p>We partnered with the Town of Newmarket and York Region Public Health to launch the vaccination campaign. We opened one of Ontario's first mass vaccination centres (and the first in a hockey arena) and delivered more than 43,000 doses in the last few months of the 2020-21 fiscal year.</p>
<p>We collaborated with our partners to continue the work of the Southlake Community OHT.</p>	<p>Our OHT launched Southlake@home Plus to help patients with dementia and responsive behaviours stay healthy at home. We established a Patient, Client and Caregiver Partnership Council to guide our OHT planning. Our OHT also collaborated with primary care to share information and best practices and to support an integrated response to the pandemic.</p>
<p>Mental health challenges continued to grow in our communities and patients told us we needed better spaces to provide care.</p>	<p>Donors had a tremendous impact on Southlake's Mental Health Program this year, responding to the most pressing needs for more space so patients and families feel calm, reassured and safe. This support helped us open the Emergent Mental Health Assessment Unit and prepare for an expanded Adult Inpatient Unit to provide better environments for patients and families to receive the care they need.</p>

# Leading edge care.



Southlake is one of the few hospitals in Canada to treat a patient using SBRT.

## Southlake's cardiac and cancer teams collaborate to offer innovative less-invasive approach to treat the electrical inner workings of the heart

Leading edge research led by Dr. Yaariv Khaykin and Dr. Mojgan Taremi demonstrated that patients who are not medically stable for heart surgery can be treated with radiation as a less invasive option.

Southlake's first Stereotactic Body Radiation Therapy (SBRT) procedure was performed this year.

## Celebrating Matthew's graduation

Matthew, an 18-year-old patient who had a minimally invasive mitral valve procedure led by Dr. Carolyn Teng, experienced a challenging recovery. Thanks to the dedication of the staff and physicians involved in his care, Matthew was able to go home. Since he missed his own high school graduation, staff surprised him with a special graduation celebration.



Dr. Teng provides less invasive procedures and the Southlake value of Always with compassion is at the heart of everything she does.



## New approach to better manage pain, enabling knee replacement patients to return home the same day

Anesthesiologist Dr. Alim Punja is finding new ways to help patients better manage their pain after surgery, use less medications, and return home often on the same day.





### 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.

# By your side.

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 donors can expect and they shape our culture.



### Courage to think differently

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

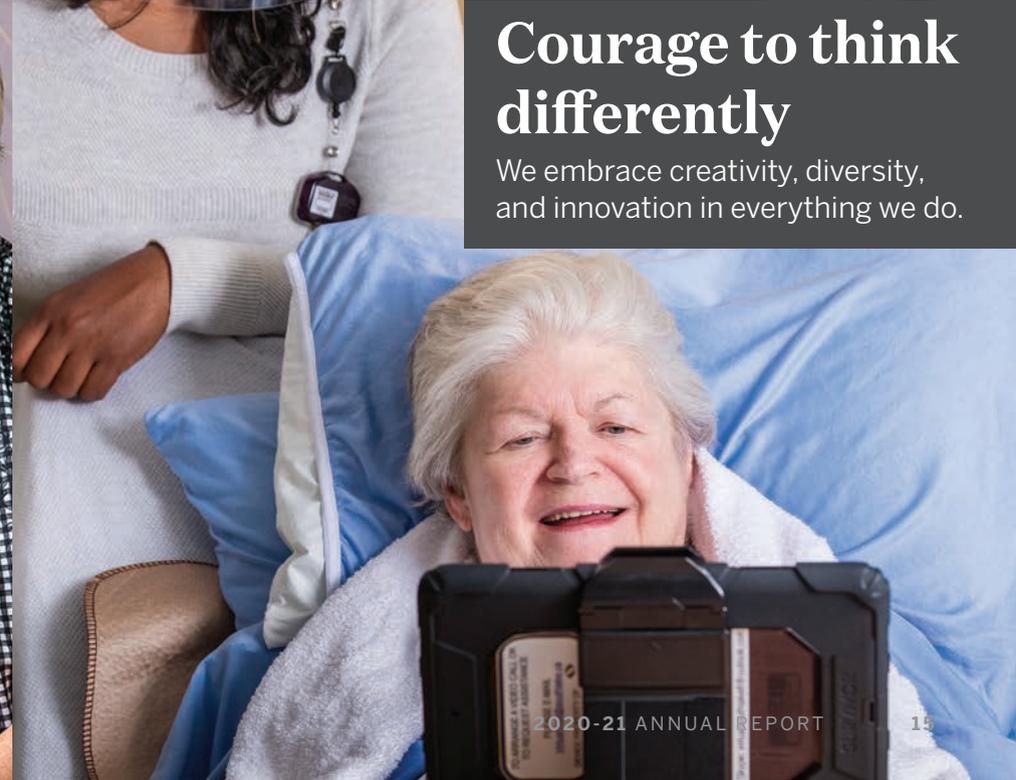


### Power of many

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

### Always with compassion

We treat everyone like friends and family.



# Strategic Goals in action for 2020-21



01

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

- To better serve our communities we opened a new Emergent Mental Health Assessment Unit and are preparing to expand our Adult Inpatient Mental Health Unit, both supported by donors in our community.
- We pushed ahead with our digital transformation and became one of a handful of hospitals in Ontario that launched a digital identity app, the Southlake Health Navigator, to put patients in the driver's seat of their care.

02

**Champion a culture of exemplary care and deliver clinical excellence.**

- A reflection of the dedication of our teams, despite the pressures of COVID-19 we achieved our improvement targets for each of our five top patient safety indicators.
- After consultation with staff from across the organization we launched five staff safety priorities for the next two years.

03

**Create an environment where the best experiences happen.**

- We created a Patient and Family Liaison program which facilitated close to 3,900 virtual family visits at times when loved ones could not be there in person.
- From a staff wellness perspective, we started additional workplace violence prevention training for all staff and introduced an electronic peer-to-peer employee recognition platform.

04

**Own our role to improve the system.**

- With our efforts to support long-term care and other congregate living facilities, we defined new ways to collaborate which will serve our communities well into the future.
- The Southlake Community OHT continued be front and centre in the provincial transformation of the healthcare system. Our collective response to the pandemic served to strengthen the sense of partnership and collaboration across the OHT.
- We launched one of the province's first mass vaccination centres, using a hockey arena model which subsequently spread to numerous communities across Ontario.

# The impact you've had



## Better begins today: Transforming mental health care at Southlake

**One in two of our neighbours will  
face mental illness before age 40.**

They're our parents, our children, our friends. The communities we serve are on the front lines of a hidden crisis made worse by the overwhelming strain of COVID-19. Just like cancer or cardiac patients need specialized equipment and care, mental health patients have their own needs: space, privacy, dignity and support. It's time to make them a priority.

**The truth is that mental illness won't simply get better. Mental health needs more than medicine. Recovery is built day by day from better moments, better environments, and better care. But we can't do it alone. We need help to provide help. This year we launched our \$7.5 million Mental Health Campaign, Better begins today, to build spaces that heal for our mental health patients and their families. Thank you to our thoughtful and caring donors that helped us raise over 50% of our overall campaign goal this year alone.**

Learn more at [southlake.ca/better](https://southlake.ca/better).



# The impact you've had



## COVID-19 Action Fund

As Southlake battled the COVID-19 pandemic head-on, we faced significant demand – not just for vital patient equipment, but for the personal protective equipment that our staff needed to safely provide care. We have never depended on our communities more than we have during this challenging time.

We put out an urgent call for help and the community responded. Thank you! In the face of this unprecedented crisis, you rallied by our side with an overwhelming outpouring of support. While our front-line staff have been working tirelessly away from their families to provide the best possible care for yours, your generosity made sure that our communities could continue to depend on Southlake now, and in the future.

**You did more than make a difference  
– you saved lives.**

### Some of the tools you invested in to save lives:

Together with our communities, your thoughtful and generous support helped us raise \$2.6 million towards our emergency COVID-19 Action Fund. You made it possible for our frontline staff to provide life-saving care for more than 530 patients. Here are just some examples of the difference caring donors like you have made:

 **New ventilators** gave patients the breath of life when they couldn't breathe on their own.

 **Glidescopes** provided more effective intubations for patients with COVID-19 while keeping the healthcare team safe as well.

 **A new portable digital X-Ray** enabled us to complete diagnostics more quickly and easily and better monitor patients with COVID-19.

 **Medical tents** provided larger space for our COVID-19 Assessment Centre and the added reassurance of additional surge capacity.

 **Access to free internet and technology** for all patients at Southlake during the height of the pandemic helped lessen the emotional impact of visitor restrictions by keeping patients connected with their loved ones 24/7.

# Men's Health Initiative



*Rick Reininger is a grateful patient of Dr. Morrie Liquornik and longstanding champion and donor. He became inspired to raise \$1.7 million in support of a Men's Health Initiative to replace and upgrade urgently needed equipment for the Urology Program. He led the Initiative as a volunteer, bringing men's health to the forefront and engaged his networks in support.*

At Southlake, our teams are passionate about providing innovative care to everyone who comes through our doors. But, in order to do so, we need the right tools in hand to provide patients with timely care and the best possible outcomes that they expect and deserve. That's where our donors come in.

Critical equipment like our surgical Uroview table and holmium laser had reached "end of service" and there was an ongoing urgent need for scopes to support procedures. Already, challenges with the condition of this equipment could have meant unexpected delays in procedures. Without replacement, patient procedures requiring this equipment could have **been delayed even further**. It wasn't about having the latest gadgets. It was ensuring we didn't have to turn patients away.

**Thoughtful donors to our Men's Health Initiative ensured that our urologists had the tools they needed to do their best work so that the men in our community had access to leading edge care close to home.**

## By our side: Facing every urgent need together

Our hospital is on the front line of more than just a pandemic. We're there when a newborn needs extra specialized care to go home healthy. We're on the front lines of cardiac care and cancer treatment. Whether in our Emergency Department, amongst one of the highest ranking Regional Cancer Programs, the cornerstone Surgical and Medicine Programs or our leading edge Diagnostics team, the speed and flexibility with which we can deliver care is due to you. Your trust in us means that we can move decisively to replace and upgrade critical equipment without compromising care. In a year when disruption was the norm, this made the difference to countless people in our communities.



### Donor Profile: NewRoads Automotive Group

Dedicated to caring for the community, NewRoads supported Southlake on many fronts this year. To honour Southlake's healthcare heroes they organized a community lawn sign fundraiser in partnership with Neal Brothers Foods that raised that raised \$30,000 for the COVID-19 Action Fund. NewRoads also hosts an annual LakeRide and pivoted last year to a virtual event that raised \$27,000 in support of our Mental Health Campaign. Giving generously of his time as a leadership volunteer as a member of the Philanthropy Cabinet and leading by example as a donor, President and CEO Michael Croxon also helped inspire the support of his networks to support us in reaching 50% of our overall campaign goal to build spaces that heal.

# Looking to the future

As our organization gradually recovers from the pandemic, Southlake will continue to focus on building healthy communities through outstanding care, innovative partnerships, and amazing people.

At Southlake we pride ourselves on being by your side. Never has this been truer than throughout 2020-21. As we look forward beyond the pandemic, strategic areas of focus will include starting to tackle the surgical backlog that has accumulated and preparing for the anticipated impact of future “waves” of mental health and delayed care. At the same time, we will continue with our efforts to improve clinical outcomes, patient experience, staff satisfaction, and efficiency. We will also keep collaborating with our partners to advance connected care through the Southlake Community OHT.

The communities we serve are among the fastest growing and aging in the province. Our Master Plan sketches out an exciting vision for the future of hospital care in northern York Region and southern Simcoe Country. Another top priority in 2021-22 will be to promote awareness on the need for a new Southlake.

2022 will also mark the 100 year anniversary of our organization. As we prepare to celebrate our centennial, we can be proud of the difference that Southlake has made in our communities both over the last year and over the last century.

At Southlake we're by your side.





Leading edge care. By your side.

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### TO VOLUNTEER AT SOUTHLAKE

905.895.4521 ext. 2104  
volunteers@southlake.ca

### TO GIVE FEEDBACK ON CARE AT SOUTHLAKE

905.895.4521 ext. 2290  
patientrelations@southlake.ca



As a recognition of our commitment to quality and patient safety, Southlake has received the highest distinction of Exemplary Standing from Accreditation Canada.



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### INVEST TODAY.

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Accreditation is given to charities and nonprofits that have taken action through the Standards Program to bolster trust with the public by identifying and reducing organizational risk, improving board governance practices, being transparent and accountable with finances and fundraising, and fostering a strong workforce.

The Trustmark is a symbol of excellence and leadership in the charitable sector.

Charitable Business Number: 13179 7540 RR0001