



Leading edge care

2022 – 2023

ANNUAL REPORT

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Land Acknowledgement

Southlake and the Southlake Foundation recognize and acknowledge 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.

Our Purpose

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

Message from our Board Chairs and CEOs



Delivering on our purpose

In the face of ongoing challenges, Southlake's dedicated team of staff, nurses and physicians made tremendous progress this year toward achieving our ultimate goal of building healthy communities through outstanding care, innovative partnerships, and amazing people as outlined in our 2019–2023 Strategic Plan.

Our community had so much to celebrate last year, including being named in the Top 10 hospitals in Ontario and Top 25 hospitals in Canada by Newsweek and raising more than \$14.4 million to support leading edge care, close to home.



Southlake's surgical team was recognized by the American College of Surgeons as one of 78 hospitals in North America to achieve meritorious outcomes for patient care through the National Surgical Quality Improvement Program. This outstanding accomplishment is a testament to the team's hard work running at or above 100 per cent capacity to perform more than 1,200 additional surgeries that have helped to clear the backlog accumulated during the pandemic.



The Stronach Regional Cancer Centre partnered with the Princess Margaret Cancer Centre this year, bringing resources from one of the top five cancer centres in the world to Southlake. As the first partner to join the Princess Margaret Cancer Care Network, patients at Southlake will receive improved access to care through rapid dissemination of clinical guidance, advanced technologies, education, and innovations to advance cancer care across the region.

Last fall, Southlake Foundation launched the *HERE is Where Cancer Meets its Match* Campaign at the *Here and Now Gala*. Together with our supporters, an unprecedented \$4 million was raised to advance cancer care at Southlake, which helped garner a 2023 Canadian Event Award for Best Fundraising Event. Thanks to an outpouring of early philanthropic support, the campaign has gained incredible momentum surpassing 60 percent of our goal by raising over \$12 million to-date.



In February, Southlake's Mental Health Program was proud to welcome dignitaries that included the Deputy Premier and Minister of Health, Hon. Sylvia Jones, to celebrate the completion of a new 12-bed Adult Inpatient Mental Health Unit. After years of planning, construction, and fundraising, the new unit will serve more than 2,000 patients each year with specialized equipment and furnishings tailored to meet the needs of mental health patients.

Support from our community was integral to bringing this new unit to fruition. Southlake's Philanthropy Cabinet and leadership from Michael Croxon, President and CEO of The NewRoads Automotive Group, who made an additional gift of \$500,000 to close the campaign, helped to raise more than \$7.5 million to build spaces that heal. We are so grateful to all the donors to this campaign for their support.

Southlake is also investing in its workforce to ensure we have amazing people to meet the communities' needs. The Medicine Program launched a new Behavioural Support Team with specialized skills to provide care for older adults with responsive behaviours/personal expressions associated with dementia. In addition, Southlake is deploying various recruitment strategies to overcome health human resource challenges facing hospitals across the province, including hiring more than 800 new staff members and welcoming more than 195 clinical externs to support a sustainable talent pipeline.

With volumes back to pre-pandemic levels, our Emergency Department continued to be a leader provincially in wait times to see a physician. Our Regional Cardiac Program is undergoing an exciting renewal and our Maternal Child Program pulled together to expertly navigate the paediatric surge with compassion.

Looking to the future, Southlake continues to work closely with our community and government partners to drive our capital redevelopment plans forward. The communities served by Southlake have grown at nearly twice the provincial average and we're expecting to be in the top five busiest hospitals for seniors' care over the next 20 years. Despite our challenges working in half the space required by today's standards, it clear from the teams' accomplishments that Southlake is more than capable of delivering leading edge care. Imagine what we could do in a brand new facility!

It's this exciting plan for the future – as well as the generosity of our donors—that drives us. Supporting the communities' need for leading edge care, close to home, will remain our focus for the year ahead as we celebrate 100 years of delivering healthcare at Southlake. We hope you'll join us in our pursuit of building healthy communities through outstanding care, innovative partnerships and amazing people.

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

Barbara Bellissimo
Chair, Board of Directors
Southlake Foundation

Arden Krystal
President and CEO
Southlake Regional Health Centre

Jennifer Ritter
President and CEO
Southlake Foundation



New Mental Health Unit meets growing demand

A major milestone was achieved this year with the opening of a new 12-bed Adult Inpatient Mental Health Unit at Southlake. After years of planning and construction, the new unit began serving patients in February 2023, adding capacity to serve more than 2,000 patients each year with specialized equipment and furnishings tailored to meet the needs of mental health patients.

This new unit will increase access to mental health care in our community and is specially designed with the needs of our patients in mind, focusing on space, privacy, dignity, and support, while protecting everyone's health and safety.

The Honourable Sylvia Jones, Deputy Premier and Minister of Health, joined Southlake representatives, local members of provincial parliament, Hon. Stephen Lecce,

Hon. Michael Parsa, and Dawn Gallagher-Murphy, as well as leading philanthropist Michael Croxon for an official grand opening event.

Southlake's total inpatient mental health capacity increased from 29 to 41 beds. The new Unit incorporates new spaces for social interaction, recreation, and a better overall patient experience throughout the healing process.

This expansion reflects a more modern approach to care and includes a common area to support patient recovery for group therapy and dining, as well as larger dedicated interview rooms to maintain patient privacy when receiving care. A large nursing station will help improve the staff experience and accommodate a 360-degree monitoring system to support patient and staff safety.



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

A new world-renowned cancer partnership

The Stronach Regional Cancer Centre at Southlake was the first hospital in Ontario to partner with the Princess Margaret Cancer Care Network, bringing resources from one of the top five cancer centres in the world to patients in York Region and Simcoe County.

This partnership provides improved access to care for Southlake's patients, and more rapid dissemination of clinical guidance, advanced technologies, education, and innovations to advance cancer care across our communities.

Southlake has always enjoyed close ties with Princess Margaret, particularly in radiation oncology and malignant haematology. This new expanded relationship increases access to advanced diagnostics, personalized medicine, and clinical trials.



The partnership with the Princess Margaret Cancer Care Network covers all aspects of the coordination of care and treatment for patients, including:

- Collaborative care models that enable easier access to clinical advice and second opinions.
- Access to joint Multidisciplinary Cancer Conferences, so clinicians have additional support on complex patient cases.
- Care treatments available close to the patient's home, and access to Princess Margaret for more complex issues.
- Improved access and support for research, clinical trials, and technology innovations.
- Patient, family, and caregiver resources in a variety of languages.

The Princess Margaret Cancer Care Network also offers unique benefits to healthcare providers by enhancing access to educational materials, resources, customized courses, and workshops.

This type of partnership between organizations is the future of healthcare, an integrated system where resources and expertise are shared through regular collaboration to benefit patients.



Champion a culture of exemplary care and deliver clinical excellence

American College of Surgeons recognizes surgical team's meritorious outcomes

Southlake was proud to be recognized by the American College of Surgeons' National Surgical Quality Improvement Program (ACS NSQIP®) as one of 78 out of 685 participating hospitals that achieved meritorious outcomes for surgical patient care.

This achievement is a testament to the amazing teamwork of the surgical team at Southlake, as well as our dedication to patient care.

As a participant in ACS NSQIP, Southlake is required to track the outcomes of inpatient and outpatient surgical procedures, as well as collect data that assesses patient safety to inform improvements in the quality of surgical care.

The ACS NSQIP recognition program commends a select group of hospitals for achieving a meritorious composite score in either an "All Cases" category or a category which includes only "High Risk" cases. Southlake was recognized on the "All Cases" meritorious list.

Southlake and the other commended hospitals achieved the distinction based on their outstanding composite quality score related to patient management in the following clinical areas:

- mortality
- unplanned intubation
- cardiac incidents
- urinary tract infections
- pneumonia
- renal failure
- surgical site infections
- ventilator use for more than 48 hours



Laboratory achieves 100% compliance

Southlake's Laboratory team met all accreditation requirements and was awarded a perfect score of 100% compliance by Accreditation Canada Diagnostics in November 2022.

No major or minor non-conformance were found, and the team was acknowledged for solid preparation, incredible teamwork, and ongoing and robust commitment to quality.

Accreditation Canada Diagnostics' accreditation is a four-year cycle with an on-site visit every two years and a certificate that is valid for four years.

Three-time Best Practice Spotlight Organization

Southlake once again received a Best Practice Spotlight Organization (BPSO) designation from the Registered Nurses' Association of Ontario (RNAO) for 2022–24 for delivering high-quality care resulting in optimal patient outcomes. As part of our commitment to enhancing quality and patient safety, Southlake began pursuing the BPSO designation in 2015 and was first designated in 2018. The organization was re-designated in 2020 and late 2022.

BPSOs are healthcare and academic organizations that have partnered with the RNAO to apply evidence-based Best Practice Guidelines (BPG) to optimize patient outcomes at all levels of healthcare.

This designation is a testament to the leadership and dedication of Southlake's team, as well as our commitment to high-quality and safe patient care. It highlights how Southlake creates and maintains a culture of excellence by embedding evidence into daily practice to ensure our patients receive the best care possible.



Create an environment where the best experiences happen



Nurses help mom give birth in elevator

Two fast-acting Southlake nurses, Cassidy Lynch-Paterson, RN, and Ella Caceres, RPN, helped expectant mom Stephanie Clarke, after her labour progressed extremely quickly and she delivered her first child Averie

Compassionate sign in Emergency Department goes viral

Southlake's Emergency Department team implemented 'The Pause' reminding staff to take a moment to reflect on the care they provide and dedication to serving all patients.

The Pause sign reads:

"I want to pause and recognize that this person had a life and dreams.

I want to recognize the people in this room who tried their best to help this person today."

in a Southlake elevator with the help of her husband Kris.

The elevator doors opened to a surprised Cassidy and Ella, who quickly sprang into action with Ella immediately running towards the birthing unit to get help, while Cassidy stepped into the elevator to help Stephanie and her husband Kris.

Thanks to the prompt response, expertise, and support, both Stephanie and Averie were safely transported to the labour and delivery unit. Mom and baby were both healthy and safe after their birthing experience, noting that although the delivery was stressful, they were extremely thankful to the nurses for their quick action and compassion and the excellent care they received.

A local paramedic shared an image of this inspirational phrase, which quickly went viral on social media. It even captured international media attention from Newsweek who recognized Southlake for staff's dedication to patient care.



Improving the patient experience through behavioural support

Southlake launched a Behavioural Support Team in 2022 to support patients experiencing delirium or dementia.

The Behavioural Support Team works with staff to build capacity and provide care for older adults with complex needs and responsive behaviours/personal expressions associated with dementia.

By collaborating with unit staff to carry out orders, suggestions, and care plans that the team puts in place to aid in behaviour management, the implementation of the Behavioural Support Team has helped improve patient satisfaction, support staff, and provide families with a sense of peace.

Regional Cardiac Program implements e-referral platform to improve efficiencies

Southlake successfully implemented Novari Health's Cardiac Services Referral Management solution to ensure an efficient referral process for cardiac patients. The new software allows Southlake to eliminate paper and improve the program's referral workflows for clinicians, clerical staff, hospital management and leadership. Southlake's Regional Cardiac Program innovates and embraces technologies on both the clinical and administrative front to enable us to provide timely and exemplary patient care. By utilizing Novari's e-referral platform, Southlake closes the loop with our referral base and patients, ensuring the appropriate information is readily available to support our patient's full recovery.



By your side



Continuation of government programs strengthens Southlake's workforce

Last fall, Southlake was pleased to announce an investment of up to \$4.6 million as part of the Ontario government's continuation of health human resources program funding. The funding supports the hospital to strengthen its workforce by hiring and training staff to meet the community's healthcare needs.

This funding allowed us to continue programs that are important to Southlake's overall recruitment and retention strategy by providing important clinical experience to new staff to ensure they have the expertise to deliver the high-quality care Southlake is known for.

The Enhanced Extern and Clinical Preceptor Programs at Southlake provide valuable hands-on clinical experience for nursing and allied health students to support their transition into a registered provider role.

The hospital has hired nearly 300 externs through this program and transitioned more than 100 others into permanent registered roles. The program is supported by amazing mentors who help facilitate learning.

The New Graduate Guarantee (NGG) program and the Clinical Preceptor Program have helped to support our newly graduated nurses and those moving into specialty areas. Southlake had 16 nurses complete the NGG program in 2022, with 18 already enrolled for 2023.

Through the Supervised Practice Experience Partnership (SPEP), a joint initiative between Ontario Health, Ontario's College of Nurses of Ontario (CNO), and the hospital, Southlake provides eligible internationally-trained nurses with an opportunity to meet their evidence of practice and language proficiency requirements.

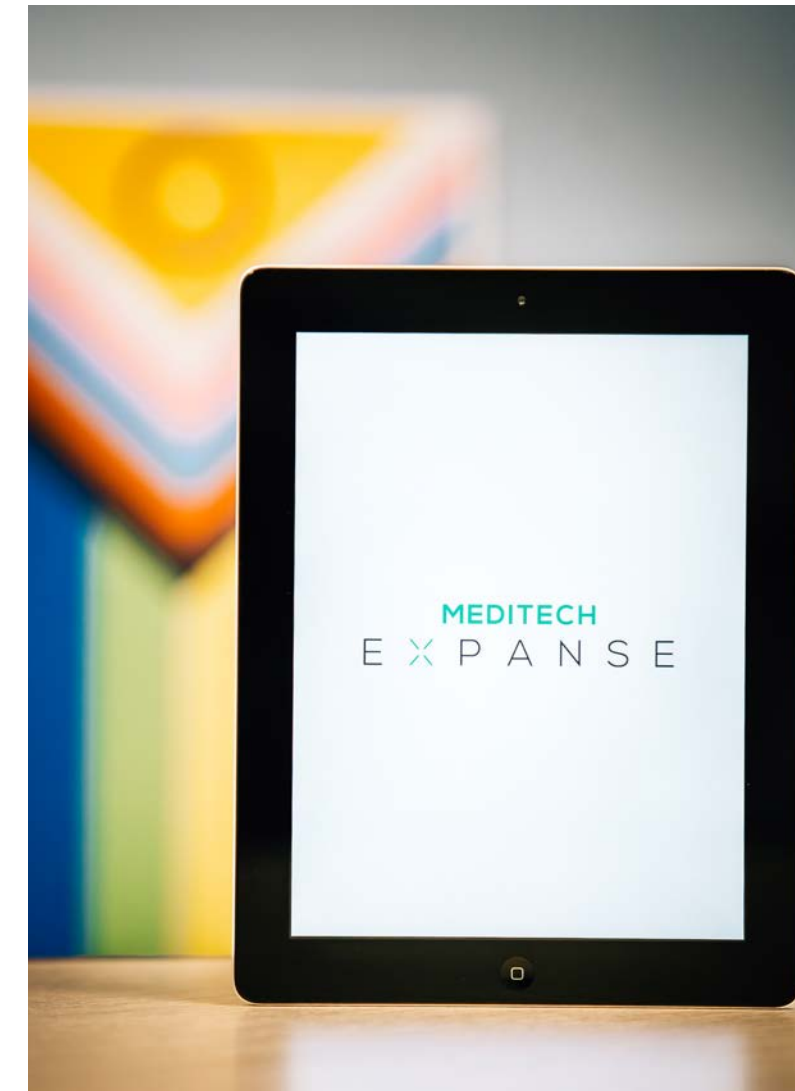
Hospital partners implement patient pronouns to drive system-wide change

Southlake Regional Health Centre, Oak Valley Health, and Stevenson Memorial Hospital worked in partnership to launch the addition of patient pronouns into our electronic health records system, MEDITECH. Patients now have the opportunity to share and update their pronouns at any point in their care journey.

Understanding and recognizing gender identities is important to delivering inclusive, people-centered health care. Using pronouns correctly is a sign of safety and respect—an environment Southlake strives to achieve. All members of a healthcare organization—front-line staff, clinicians, and administrators—play a crucial role in providing an inclusive, affirming experience for all people, including those with non-binary gender identities.

Once the patient discloses the pronoun to be used, it is entered into the shared platform and used by the care team. A collective education module on pronouns was created to help increase organizational awareness and equip staff with the knowledge to use pronouns appropriately.

By including the addition of pronouns in MEDITECH, we are progressing forward in improving the care and experiences of patients from the 2SLGBTQIA+ community.



Own our role to improve the system



Thank You

TOGETHER WE RAISED \$4 MILLION TO ADVANCE CANCER CARE

Southlake Foundation is so grateful to all our sponsors for making the *Here and Now* Gala supporting the *HERE is Where Cancer Meets its Match* Campaign a resounding success. At the Gala, Southlake Foundation celebrated visionary leaders Frank Stronach, Founder of Magna International, the Bahen Chant families, and the van Schaik families for their important role in making the Stronach Regional Cancer Centre a reality over a decade ago. Building on those efforts, Southlake is now working to expand capacity and bring the latest technology to the Cancer Centre. The Gala's success and an outpouring of early philanthropic support mean over \$12 million has been raised, surpassing 60% of the *HERE is Where Cancer Meets its Match* Campaign's \$20-million goal. The Campaign has received inspiring lead gifts from our Benefactors: Magna International, The Powell Group of Companies, the van Schaik Family, and Fastrate Group through Audrey's Place Foundation. With these generous investments and supporters by our side, Southlake is creating the cancer care our communities deserve.

THANK YOU TO OUR GENEROUS SPONSORS



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Vincos

Here and Now

THE 2022 SOUTHLAKE GALA
BENEFITTING THE STRONACH REGIONAL CANCER CENTRE

Building better spaces that heal



Mental health needs more than medicine. The right environment is crucial to healing and recovery—no different from an MRI for a cancer patient or a ventilator for someone struggling to breathe. Southlake Foundation undertook our *Better Begins Today* Campaign to transform mental health care at Southlake and build better spaces that heal. With the help of our generous supporters, we raised \$7.5 million to upgrade our existing mental health care spaces and create new spaces to increase our capacity.

In February 2023, Southlake welcomed its first patient to the new 12-bed Adult Inpatient Mental Health Unit. The Unit features 12 private rooms designed to align with modern standards and meet the specific needs of mental

health patients by providing peace, dignity, and security. This space will bring the total number of bed capacity to 37, enabling Southlake to add capacity to serve more than 2,000 patients each year. Community and business leader Michael Croxon, CEO of The NewRoads Automotive Group and Philanthropy Cabinet Member, has demonstrated his philanthropic leadership from the outset of the mental health campaign. He and NewRoads committed an additional \$500,000 to close the Campaign successfully. This includes spearheading the annual NewRoads LakeRide. The event celebrated its seventh year on September 25, 2022, by raising more than \$110,000 in support of the Mental Health Program and will kick off its eighth edition on September 10, 2023.



The impact you had

HOMeward

JOIN THE JOURNEY

SOUTHLAKE'S MATERNAL CHILD PROGRAM

New technology helps babies and their families on their journey home

Did you know Southlake welcomes 2,400–2,600 babies annually, and 20% will require care in our Neonatal Intensive Care Unit (NICU)? Prioritizing the urgent needs of our tiniest and most vulnerable patients, Southlake Foundation launched *Homeward*, our Maternal Child Initiative, to raise \$2 million to fund lifesaving equipment for the Birthing Unit and NICU. Given the additional equipment costs associated with inflationary pressures, the goal was extended to \$2.5 million. Heartfelt gratitude goes out to Wendy and Chris Neal of Aurora for leading the charge as Lead Community Volunteers for *Homeward*. Wendy and Chris knew they had to be part of this Initiative when they saw first-hand that much of Southlake's specialized neonatal and birthing equipment had reached the end of its service life—equipment that saved the lives of their twins, Sarah and Zoe, when they were born prematurely 23 years ago.



Thanks to donor support, we raised over \$2.1 million to bring state-of-the-art equipment to the hospital and help more babies and their families on their journey home. This includes a recent gift from the Honda Canada Foundation, which pledged \$300,000 over three years to support *Homeward*. The first instalment will help fund three Panda Warmers used in Southlake's Birthing Unit to maintain a temperature-controlled environment for newborns to thrive.

New Physicians' Council and Philanthropy Cabinet leadership

Meet Eric Jolliffe and Dr. Sara Temple

Southlake Foundation welcomed retired York Regional Police Chief Eric Jolliffe to the Philanthropy Cabinet. Eric joins a dedicated group of business and community leaders who act as ambassadors and connectors supporting the Foundation to inspire investment in Southlake's future. The Philanthropy Cabinet expanded its ranks with four additional members in 2022/23:

- Brian Bigras, Retired Deputy Chief of York Regional Police and Managing Partner, Canada, Sotera Investigative Group
- Tatiana Hermanns, Real Estate Broker at RE/MAX Hallmark York Group Realty Ltd.
- Johnathan Hostick, Portfolio Manager at BMO Nesbitt Burns
- Nima Khadem-Mohtaram, CEO and Co-Founder at Trillium Meditec

As champions of transformative philanthropy, these key leadership volunteers help grow a community of donors by engaging their personal and professional networks. The Foundation is thrilled to benefit from their thoughtful leadership, community knowledge, connectivity, and expertise as we expand our outreach.



Southlake Foundation also welcomed Dr. Sara Temple, Chief of Surgery and Surgical Oncologist, as the new Chair of the Physicians' Council—a committed group of medical staff who volunteer their time and efforts to inspire donor investment in Southlake. Dr. Temple has been a great champion for philanthropy in the hospital and the community. Thank you to Thoracic Surgeon Dr. Julius Toth, who stepped down as Chair following a decade of service as a tremendous ambassador and advocate.

Community leaders in action

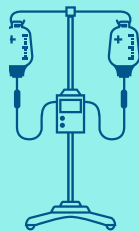
Your impact: some of the equipment you invested in to help save lives

Contrary to popular belief, government funding does not cover the cost of most new or replacement hospital equipment. Instead, Southlake relies on the generosity of our community to fund our highest priorities—from state-of-the-art technology to essential equipment for everyday patient care.

In 2022/23, donor dollars supported the most urgent needs of our hospital, including:



• Upgrading the Picture Archiving and Communication System (PACS), a digital image repository in our Regional Cardiac Care Program that ensures our physicians have timely access to critical patient information.



• Replacing our entire fleet of intravenous pumps.



• Purchasing 30 new Centrella Smart+ Beds, enabling Southlake to retire some of our oldest hospital beds and ensure we have more beds available for times of high demand.



• Acquiring a ROSE microscope for our Pathology Lab, enabling healthcare professionals to evaluate live microscopic images without waiting for a scan.

Thank you to the Southlake Legacy Circle

Together with our kind and generous donors, we are safeguarding the future of healthcare in our communities. The Southlake Legacy Circle honours those who have let us know they have made a gift to Southlake in their last wills and testaments. Their legacy gifts are powerful and enduring personal statements about the importance of prioritizing healthcare in our communities. We are profoundly grateful to these donors for helping us ensure that future generations have access to the leading edge care they need and deserve in the coming years.

“

I'm so fortunate to have received cardiac care at Southlake. If people before me hadn't donated, I would not have had the care I did. I'm giving to Southlake in my will to support the hospital's future needs—it's the least I can do.

—Joan, Legacy Circle donor

”

southlake.ca/leavealegacy

Leave a legacy



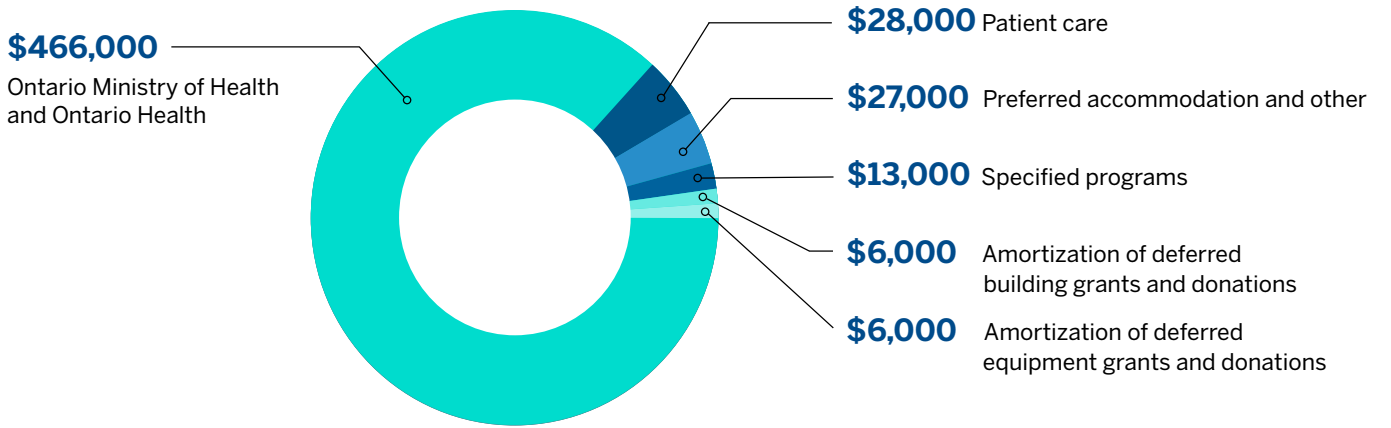
SOUTHLAKE REGIONAL HEALTH CENTRE

2022–23 financial highlights

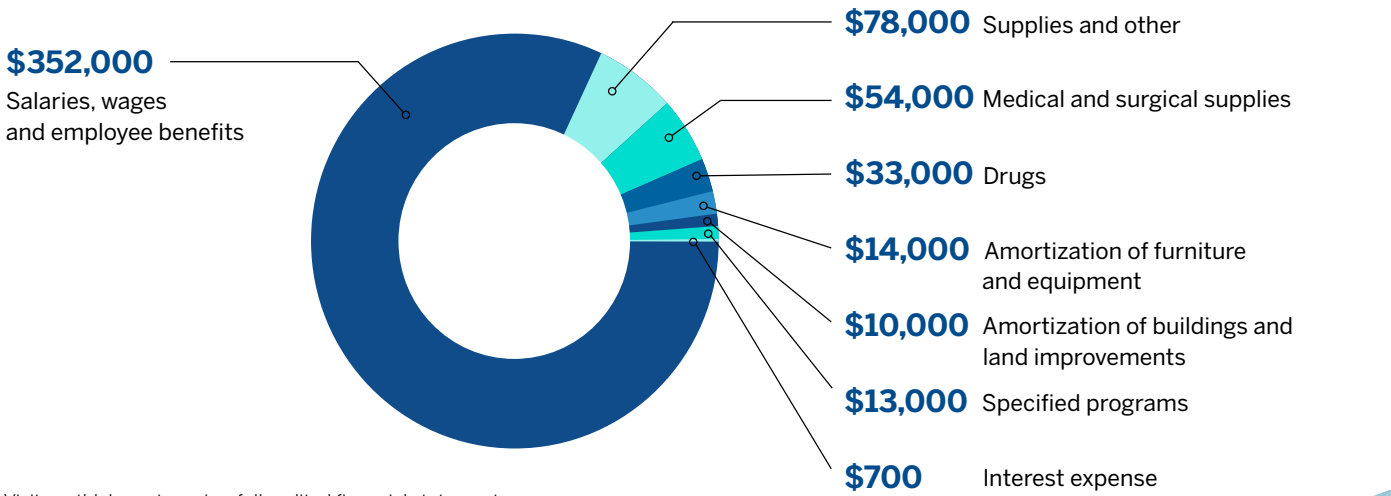
For the fiscal year ending March 31, 2023

FINANCIAL RESULTS (\$ in '000s)	2022-23	2021-22
	\$	\$
Revenue	545,652	500,681
Expenses	555,208	500,496
(Deficiency)/excess of revenue over expenses before the undernoted	(9,556)	185

BREAKDOWN OF REVENUE (\$ in '000s)



BREAKDOWN OF EXPENSES (\$ in '000s)



Visit southlake.ca to review full audited financial statements.



SOUTHLAKE FOUNDATION

2022–23 financial highlights

For the fiscal year ending March 31, 2023

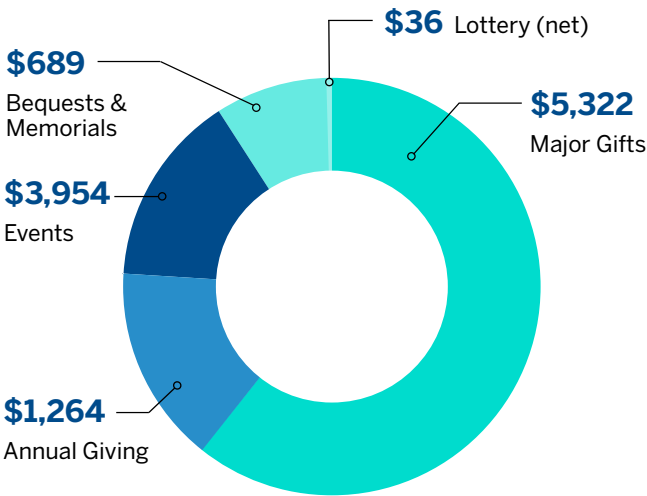
FINANCIAL RESULTS (\$ in '000s)	2022-23	2021-22
	\$	\$
Revenues (Fundraising + Investments)	11,740	11,555
Expenses (Fundraising + Administration)	4,617	4,022
*Grants to Southlake Regional Health Centre	4,343	3,107
Purpose Funds (Endowment + Restricted)	39,394	36,494

*Granting to the hospital was lower than usual due to timing of need. Balance of funds raised are available for future granting.
For complete audited financial statements, southlake.ca/foundation/about/annual-reports-financial-statements/

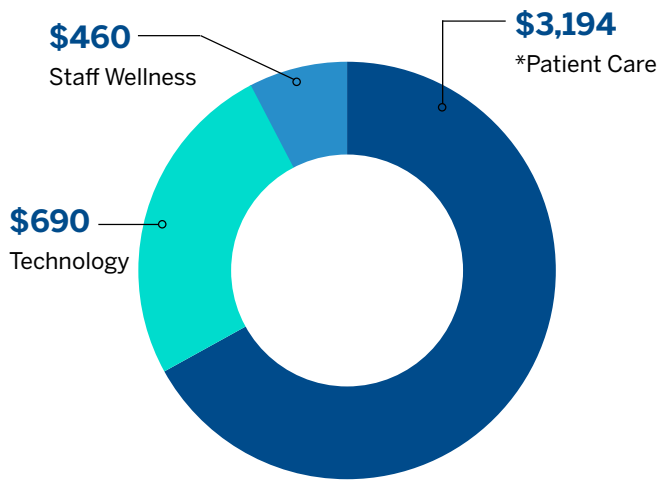
Where did the support come from?

	2022-23	2021-22
	\$	\$
Individuals	3,181,165	4,040,215
Foundations	1,170,615	1,228,555
Corporations	3,101,189	4,851,708
Community Fundraising	691,265	714,928
Special Events	3,252,408	824,893
TOTAL	11,396,642	11,660,299

SOURCES OF SUPPORT (\$ in '000s)



GRANTS TO SOUTHLAKE (\$ in '000s)



*Patient Care includes Mental Health, Cancer, Cardiac, Maternal Child, Surgery, Medicine & Emergency



Southlake Regional Health Centre **Board of Directors**

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Marilee Harris, Vice Chair
Diana Brouwer, Treasurer

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Doug Bannister
Mike Downs
Avanthi Goddard
Sean Sprogis

Stacie Stanton
Andrew Tamlin
Derek Watchorn
Suzanne Wolfe

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Dr. Charmaine van Schaik, Chief of Staff
Elizabeth Ferguson, Chief Nursing Executive
Dr. Eddie Chan, President, Medical Staff Association
Dr. Kira Tone, Vice President, Medical Staff Association
Barbara Bellissimo, Chair, Foundation Board of Directors

Southlake Foundation **Board of Directors**

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Ajit Khanna
Diane Mason
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Paul Bailey
Brian Bigras
Michael Croxon
Jonathan Goodyear
Tatiana Hermanns

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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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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