



# **2019-2024 Strategic Plan Accomplishments Report**





## A Message from the Executive Leadership Team

In 2019, Southlake embarked on a transformative journey guided by its 2019-2024 Strategic Plan. This transformation touched every team and every corner of the organization. The accomplishments achieved reflect Southlake at its best and its unwavering commitment to delivering leading edge care. As Southlake's Executive Leadership Team, we are incredibly proud of everyone who came together to make this possible.

Listing all of Southlake's achievements would take hundreds of pages. In the last few months alone, Southlake launched a new Mobile Diabetes Foot Care Clinic, was formally identified as a Level III Trauma Centre, named among the World's Best Hospitals by Newsweek for the sixth consecutive year and partnered with the local Ontario Health Team to announce the creation of a new interprofessional primary care team. This is just the start and there are many more successes that the organization can celebrate.

This look back highlights a selection of key accomplishments under each of the four strategic goals from Southlake's 2019-2024 Strategic Plan:

- Forge a new path to meet the changing needs of our growing communities.
- Champion a culture of exemplary care and deliver clinical excellence.
- Create an environment where the best experiences happen.
- Own our role to improve the system.

In particular, the past five years have been marked by extraordinary growth. Southlake now has an additional 700 team members and 117 more beds, which help maintain patient flow from the Emergency Department through the organization.

None of this would be possible without the thousands of people who work together to move the organization forward and achieve these outstanding results. Southlake's biggest strength has always been its people. Thank you to the staff, nurses, medical staff, volunteers, Patient and Family Advisors, and donors who make Southlake the amazing place it is.

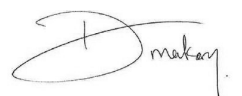
Southlake's journey over the past five years will have a positive impact for years to come. Southlake is relentless in its passion for providing leading edge care to the communities it is honoured to serve, while continuously improving. When patients come to Southlake, they can be confident that they will have the best experience.

  
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## Strategic Goal One: Forge a new path to meet the changing needs of our growing communities.

- Grow our infrastructure to meet our emerging needs.
- Pursue new partnerships to improve access, create capacity, and reinvent care.
- Expedite digital transformation to enable more accessible, efficient, and connected care.
- Steward our resources effectively to be prepared for increased demand.

## Celebrating Success: Southlake's Achievements for Strategic Goal One

- Southlake submitted its Master Plan, which outlines the organization's long-term vision to meet the healthcare needs of the growing and aging communities it serves. It includes a significant capacity expansion and supports a more integrated and responsive system.
- Southlake received a \$5-million grant to plan the organization's transformation into a leading two-site system. The transformation includes plans to build a new state-of-the-art hospital and redevelop the existing Davis Drive campus to support the growing communities Southlake serves.
- Southlake opened a new Emergent Mental Health Assessment Unit and added 12 beds to a new Adult Inpatient Mental Health Unit to expand capacity. Both projects were supported by community donors.
- The Aging Well Clinic was designed to provide specialized geriatric services for older adults who are frail or at risk of functional decline. Patients and care partners can now access high quality care in an outpatient setting, diverting potential visits to hospital and its Emergency Department.
- Southlake launched a new Mobile Diabetes Foot Care Clinic to help people living with diabetes access high-quality foot care. In its first six months, the clinic saw more than 500 visits from patients in northern York Region, southern Simcoe County and Georgina Island.
- Southlake's digital successes included a new Patient Connect portal and Health Hub, the organization's bedside patient engagement platform.
- The organization launched Southlake Health Navigator, a new digital identity app that puts patients in the driver's seat of their care. Southlake is one of a handful of Ontario hospitals that have launched a digital identity app.
- Southlake launched LEAP, the organization's Leading Edge Analytics Platform, to make the best use of data and drive improvement.
- After five years of planning and construction, Southlake opened York Region's first PET-CT machine in July 2023, made possible with support from the community.
- Southlake continued to use value-based procurement to ensure quality outcomes were at the core of procurement decisions to improve patient care and the broader healthcare system.
- With support from the community, Southlake grew its Cancer Care program by installing Canada's first Elekta Harmony LINAC machine; the newest model of radiation treatment machine using smart technology to enhance efficiency and deliver high-quality, safe treatment.
- Southlake tripled its Eating Disorders program to ensure children and young adults have access to specialized high-quality care through six permanent beds.





## Strategic Goal Two: Champion a culture of exemplary care and deliver clinical excellence.

- Accelerate improvement to community hospital services.
- Continue to advance regional programs.
- Be a leader in enhancing health outcomes with a focus on seniors.
- Set the standard in using analytics to maximize quality, outcomes, and efficiency.

## Celebrating Success: Southlake's Achievements for Strategic Goal Two

- Southlake achieved Exemplary Standing during its 2020 Accreditation, meeting 99.4 per cent of the standards that the organization was assessed on. In 2024, Southlake improved and met 99.6 per cent of standards – Southlake's highest result ever!
- Southlake@home and the Eating Disorders program were recognized as national leading practices by Accreditation Canada.
- The regional Cancer and Cardiac programs continued to rank among the best in Ontario.
- Southlake developed more partnerships to deliver care close to home, including partnerships with SickKids via the Kids Health Alliance, and Princess Margaret Hospital as the first partner of the Princess Margaret Cancer Care Network.
- Southlake introduced effective transitional care services at the Humber Finch Restorative Care Unit.
- Southlake achieved its improvement targets for the top five patient safety indicators, despite the pressures of COVID-19.
- Southlake introduced a new collaborative care approach to inpatient clinical practice that focused on high-quality care, patient experience and provider satisfaction through the coordinated effort of multiple health professionals. This approach empowers each team member to work to their full scope of practice, ensuring the right provider cares for the right patient at the right time.
- Southlake refreshed Access and Flow practices and guidelines. The updated practices ensure patients are in the right bed at the right time with the right resources.
- Southlake developed an ambulatory care strategy that defined an operating model design and optimized collaboration with multiple stakeholders.
- Southlake renewed the Cardiac program to improve partnerships, enhance processes and provide innovative approaches, research and leading edge care.
- Southlake introduced Code Stroke to expedite access to thrombolysis and endovascular therapy, giving patients the best chance of surviving and preventing long-term disability. Code Stroke has improved the quality of care and increased positive patient outcomes.
- Southlake was identified as one of the first Level III Trauma Centres in Ontario. The organization is now part of an inclusive, integrated and accountable trauma care system.
- Southlake was designated as a Best Practice Spotlight Organization by the Registered Nurses' Association of Ontario for the first time in 2018. The organization was re-designated in 2020 and late 2022.
- For two consecutive years, Southlake was acknowledged by the American College of Surgeons' National Surgical Quality Improvement Program for achieving meritorious outcomes for surgical patient care. Southlake was one of 78 out of 615 participating hospitals recognized with this distinction in 2022.
- An advanced scope of practice for midwifery ensured midwives at Southlake could help provide the best care possible for expectant parents and babies.
- Southlake continued to strengthen its partnership with the Paediatric Oncology Group of Ontario and SickKids Hospital to champion childhood cancer care.



## Strategic Goal Three: Create an environment where the best experiences happen.

- Focus on the simple things to build momentum to achieve our most ambitious goals.
- Evolve our interprofessional models of care to improve patient and provider experience.
- Strengthen engagement with patients and families.
- Promote continuous learning, recognize our people and support their well-being.

## Celebrating Success: Southlake's Achievements for Strategic Goal Three

- Southlake's Patient and Family Advisor program has matured to include 64 representatives spread throughout the organization.
- Southlake partnered with patients, families and caregivers by introducing bedside shift reports and care boards.
- Southlake created a new Welcome Handbook for patients and launched a Patient Experience Ambassador program in the Emergency Department.
- During the COVID-19 pandemic, Southlake created a Patient and Family Liaison program. The program supported nearly 4,000 virtual family visits at times when loved ones could not visit in-person.
- Southlake launched a Behavioural Support Team, which works to build capacity across the organization by caring for older adults with complex needs, responsive behaviours and personal expressions associated with dementia.
- Southlake's Critical Care Outreach Team created strategies to optimize patient supports and safe care. The team focuses on providing timely in-person nursing assessments, facilitating safe transitions from the ICU by providing a critical care lens for a minimum of 48 hours and providing ongoing education and mentorship to frontline nursing teams.
- Southlake was named among the World's Best Hospitals by Newsweek for six consecutive years. The hospital's ranking was determined by recommendations from more than 85,000 medical experts, publicly available data from patient surveys, patient reported outcome measures and quality metrics.
- Southlake has renewed its focus on staff safety and wellness through several initiatives including a new staff gym, regular engagement surveys, as well as frequent townhalls and leadership rounding to improve communication.
- Southlake introduced additional workplace violence prevention training for all staff, launched an electronic peer-to-peer employee recognition platform and expanded the organization's annual Champion Awards celebrations.





## Strategic Goal Four: Own our role to improve the system.

- With our partners, champion new networks of care.
- Adopt new ways of working across the continuum to better coordinate care
- Ignite change by sharing innovation and expertise to enhance health system quality and efficiency.

## Celebrating Success: Southlake's Achievements for Strategic Goal Four

- Southlake worked with its community partners to prepare for the government's transition to a new, more connected healthcare system based on the Ontario Health Team (OHT) model. The Northern York South Simcoe OHT is one of the most advanced OHTs in the province.
- Southlake established itself as a national leader in integrated care and helped spread the Southlake@home model across Ontario. The organization published an implementation guide to codify and share its knowledge.
- Southlake played a leadership role with local long-term care and other congregate living facilities during the pandemic. The organization successfully coordinated primary care to support patients and families.
- Southlake used a local hockey arena to launch one of Ontario's first mass vaccination centres during the pandemic. The hockey arena model was subsequently used by many communities across the province.
- Southlake redesigned processes, introduced and continuously refined new protocols and redeployed staff across the organization during the pandemic.
- Southlake collaborated with health system partners to ensure no individual hospital was overwhelmed during the pandemic.
- The Stronach Regional Cancer Centre at Southlake became the first hospital in Ontario to partner with the Princess Margaret Cancer Care Network to improve access to care for patients and more rapidly disseminate clinical guidance, advanced technologies, education and innovations like the new Adolescent and Young Adult Program.
- Through the Enhanced Extern and Clinical Preceptor Programs, Southlake continued to develop its future workforce, providing valuable hands-on experience to more than 200 nursing and allied health students, transitioning 65 into permanent roles.
- Southlake grew its research and clinical training partnerships with academic institutions across the province, including through a new agreement with York University to partner on improving health informatics and analytics.





## Looking To The Future

Healthcare in Ontario is at a crossroads. Ontario's healthcare system is facing a number of significant challenges, some long-standing and some that have presented themselves in the last few years. But Southlake has never shied away in the face of a challenge. Our staff, nurses and medical staff always pull together to deliver leading edge care with compassion. We partner with our volunteers, Patient and Family Advisors, and learners to push the boundaries and achieve our strategic objectives. We are empowered by our generous community of donors, who push us forward to provide what our communities need.

Together, we will chart a new course by developing an ambitious and inspiring strategy to propel Southlake into the future. Our strategy will reflect the ideas and ambitions of our people, and it will be grounded in our timeless Southlake Values:

- Always with compassion
- Power of many
- Serve with purpose
- Every voice matters
- Courage to think differently

The new strategy will continue to bring Southlake's purpose to life – “Building healthy communities through outstanding care, innovative partnerships, and amazing people.” Over the past 100 years, Southlake has always found innovative solutions to meet the evolving needs of the communities we serve.






Developing the best possible strategy will require input and engagement from everyone in the Southlake family. There will be many opportunities to share your perspective and feedback, which will be synthesized and transformed into a blueprint to guide our organization over the next 10 years. It will define our areas of focus and identify clear objectives and measurable metrics to gauge our progress.

Join us as we embark on this exciting process to chart a course for a bright future at Southlake!

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