

President Medical Staff Association 2024 Annual Board Report

It has been a privilege for Drs. Tone, Conrad, and me to serve as the medical staff executive team for Southlake's general medical staff. The past year has been marked by positive growth, leadership changes, and increased staff engagement.

The staff engagement survey this past year highlighted both the strengths and challenges faced by the medical staff. The Executive Leadership Team (ELT) has already initiated changes to address these issues. Challenges identified include aging equipment and infrastructure, inadequate IT systems, and a lack of trust in the ELT.

We were pleased to see an increased response to the engagement survey this year compared to 2022. Using previous methodology, the engagement score increased from 49% to 59.6%, a 44% improvement. While we are happy with this progress, it is clear that we must continue working to enhance engagement.

Our notable strengths on the survey reflect the strong culture at Southlake. Our strongest drivers include the collaboration between medical staff, nurses, and allied health professionals. Staff also feel they are treated with respect and feel safe in the workplace.

Low levels of trust in the ELT were a notable concern. With many new leaders joining this year, the ELT has taken this as an opportunity to rebuild trust with the medical staff.

The various events introducing our new CEO, Dr. Paul Woods, helped lay the foundation for a strong relationship between the medical staff and our CEO. The medical staff engagement event, "An Evening with Paul Woods: Forward Together," was a tremendous success, with 44 physicians participating in roundtable discussions on the challenges and future of Southlake. Post-event surveys indicated positive feedback, and we look forward to hosting more of these events in the future.

I'd like to thank Board Chair Marilee Harris for her dedication this past year. She values the voice of the medical staff and has worked to engage with us personally. During the selection process for the new CEO, she participated in a medical staff town hall to understand our concerns, and she attended medical staff meetings to speak directly with us. Her commitment to incorporating our voice into the ongoing strategic plan is evident as we develop our vision for the future.

I would also like to recognize our previous CEO, Arden Krystal, for her leadership and commitment to Southlake. She led us through the unprecedented times of the COVID-19 pandemic, a task she navigated successfully.



The selection process for our new CEO, Dr. Paul Woods, was notable for its inclusiveness. The selection committee included physicians and members from the Foundation, the board, ELT and PFAC. This highlights the diversity of our leadership team and their commitment to representing all areas of Southlake.

I would like to highlight ELT's dedication to physician leadership development. This past year, Southlake enhanced this commitment by hosting the Advanced Health Leadership Program from the Rotman School of Management on-site. This initiative not only offered an exceptional opportunity for leadership development but also facilitated collaboration and relationship-building between clinical and non-clinical leaders, strengthening the overall leadership team

As we all know, the success of the Southlake Foundation in raising funds is critical to our ability to function and provide patient care. A strong relationship and engagement between the Foundation and the medical staff are essential. I would like to recognize the members of the Physician Council and the physicians who have participated in Foundation events to help raise funds for Southlake.

I would like to congratulate the following physicians for their many years of service to Southlake: Dr. Jeremy Hall for 50 years of service, practicing as a family physician and working in palliative care, rehabilitation, and chronic care; Drs. Alfred Leurg, Larry Ark, and John Symmes for 45 years of service; and Drs. Alan Hess and Pentti Joutsu for 40 years of service. Their contributions to Southlake over many years are immeasurable and should be commended.

Each year our medical staff continues to grow. This past year we credentialed 28 new associate staff in 14 unique specialties. I would like to take this opportunity to welcome our new physicians to Southlake.

The healthcare system faces significant challenges, including an aging population with multiple medical comorbidities, lack of resources and infrastructure, insufficient long-term care beds, and human health resource challenges. Despite these realities, the positive culture at Southlake gives me hope that we will continue to persevere and deliver high-quality care to our patients. I am also optimistic that Paul's vision for Southlake will guide our new strategic plan toward a more sustainable and successful healthcare system.

Respectfully Submitted
Dr. Eddie Chan