



A Strategy for the Decade Ahead

2025-2034



Land Acknowledgement

Southlake Health and 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.

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A MESSAGE FROM THE Board Chair and President & CEO

For 100 years and counting, Southlake has built healthy communities through leading edge care, innovative partnerships, and amazing people.

While many things have changed over the years, our unwavering pride for people, place, and performance has stood the test of time. As we look toward the future, we are proud to unveil a new strategy that will chart the next 10 years of care in northern York Region and southern Simcoe County.

Ontario's healthcare system is struggling under the weight of an aging and growing population, limited resources and dated infrastructure. In fact, a recent study from the Dalla Lana School of Public Health at the University of Toronto projects that approximately 3.1 million people are expected to be living with major illness in 2040 – up from 1.8 million in 2020. Multimorbidity is also rising as more Ontarians manage two or more chronic conditions, contributing to an increase in care needs in an already strained environment.

More must be done now to meet these needs. The municipalities we serve are among the fastest growing and aging in the province and without any material acute care expansion in over 20 years, Southlake has become an epicentre of hallway healthcare in Ontario. But we cannot wait for others to solve our problems for us. The urgency of our challenge must dictate our pace and we will not leave patients behind.

When faced with these challenges during strategy consultations, our communities spoke loud and clear - increase access to high-quality care, closer to home - so that's exactly what we are going to do.

Southlake's new strategy for the decade ahead will improve how care is delivered by leveraging 100 years of expertise as a leading community hospital and regional tertiary care provider to build what we are calling a Distributed Health Network. Anchored by our Davis Drive site and existing community-based locations, we will work with partners to establish additional footholds across the municipalities we serve so we can provide care closer to home and tackle hallway healthcare. Key to this will be the creation of a second hospital site and the redevelopment of our Davis Drive campus. We will also expand beyond our walls all together, with a focus on virtual care and by leveraging learnings from our successful Southlake@home program.

Transformative philanthropy will propel our strategy. Our generous donor community is committed to helping Southlake address the healthcare challenges in northern York Region and southern Simcoe County.

We have successfully provided services from both the hospital and various community-based locations across northern York Region and southern Simcoe County for some time. With our new strategy we are doubling down on this approach by embracing an exciting new vision for the future of healthcare with a new name as...



We invite you to learn more and join us on our journey that will chart care for the decades ahead.

Sincerely,

A handwritten signature in black ink, appearing to read "M. Harris".

Marilee Harris,
Board Chair

A handwritten signature in black ink, appearing to read "Paul Woods".

Paul Woods, MD
President & CEO



Executive Summary

Ontario's healthcare system is at a crossroads facing unprecedented demand and a unique combination of challenges at magnitudes never seen before in Southlake's 100-year history. Challenges such as:

Unprecedented Population Growth and Aging

The communities served by Southlake are among the fastest growing and aging in Ontario. Southlake provides care to two of the province's four fastest growing municipalities - East Gwillimbury and Bradford West Gwillimbury. Our catchment area is growing at twice the rate of the province as a whole.

Health System Integration

Persistent siloes negatively impact how healthcare is organized and funded, putting stress on the delivery of services felt by patients, families, caregivers, and communities every day. While individual experiences of care are excellent, transitions between sectors of the system can be difficult and access to care remains stubbornly unequal across Southlake's catchment area. A proud member of the Northern York and South Simcoe Ontario Health Team (NYSS OHT), Southlake is inspired by new and expanded integrated care initiatives and excited to continue supporting the OHT's development.

Limited Acute Capital Investment at Southlake

Without any significant acute care capacity expansion in more than 20 years, Southlake is rapidly becoming one of the most overcrowded hospitals in the province.

Health Workforce

Stretched staff resources can erode the patient experience, notably during patient handoffs between providers and during discharge planning between parts of this system. This can lead to stress and burnout.

Access to Care in the Community

With limited capacity in the community, hospitals like Southlake struggle to transition patients to more appropriate care settings based on their needs, exacerbating hallway healthcare at the Davis Drive site.

Keeping Pace with Technology Advances and Digital Integration

In a resource-challenged healthcare system, staying up-to-date with new technologies, digital solutions, and equipment can be difficult. The importance of community investment cannot be overstated, with our partners at the Southlake Foundation spearheading ambitious campaigns that drive philanthropy to benefit the communities we serve.

■ The Quintuple Aim

To tackle these issues, healthcare organizations should focus on fulfilling the Quintuple Aim to simultaneously improve population health outcomes, experience of care, care team well-being, health equity and cost of care measures. Southlake Health views our most pressing challenges and exciting opportunities through the Quintuple Aim lens to deliver on our commitment to leading edge care, close to home.



■ Thinking differently – what is a hospital?

Historically, hospitals were thought of as places – buildings where patients need to go to receive care. For decades our healthcare system has been designed this way. The extensive issues the system now faces necessitates a different approach.

Patients, families, and caregivers are demanding change. They want healthcare to evolve like other industries to be more user-friendly and connected.

The historical role of hospitals as a catch-all for capacity gaps in other parts of the system is not sustainable. Community organizations play a critical role and need increased resources. With our partners, Southlake Health will provide care where patients want to receive it – closer to home or at home, when appropriate – to preserve precious acute care hospital capacity for those who need it most.

■ What could a hospital be?

Viewing hospitals merely as places is part of what has led to the challenges Ontario is facing. But if a hospital is not simply just a place, what is it?

Southlake Health believes a hospital is fundamentally a constellation of expertise. It is an assembly of people with specialized knowledge, skills, and experience that provide services to fulfill a need.

When we recast hospitals this way, where and how those services are provided becomes less relevant. Some people require care at a hospital with advanced technology and equipment, while others are better served in a community setting or at home. Others do not require in-person contact at all. Most people require a mix, both within a specific healthcare journey and over time. This shift in perspective is essential to address our challenges.

■ The only constant is change

Care that used to require admission to hospital is now provided on an outpatient basis. New diagnostic and surgical approaches are making care less invasive. Pharmaceutical advancement is enabling more services to be provided in the community or at home. The decentralizing effect of technology means patients can receive high-quality ongoing care through virtual methods and remote monitoring without needing to set foot in a hospital.

Expertise is no longer concentrated to a physical location, but spread across various nodes of care.

■ We must pick up the pace

For years everyone has “admired” the problems in our healthcare system, fascinated by their complexity. We no longer have the luxury of waiting for solutions. During the Apollo 13 crisis, the standard speed with which scientists and engineers solved problems did not matter. The urgency of the need dictated the pace. A similar mindset in our healthcare system is required now.

■ Southlake’s Distributed Health Network solution

Central to the challenges that Southlake and many other hospitals in Ontario face are two realities:

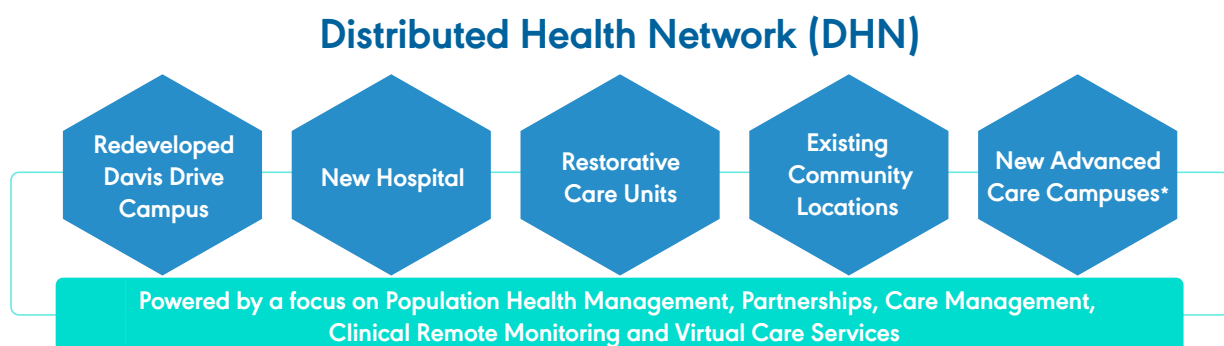
- 1) Geography - our core catchment area is nearly 1,200 square kilometres and our tertiary regional programs cover a much larger area.
- 2) Capacity - our buildings are too small and too old which prevents us from serving more patients.

However, Southlake Health believes we can use our first challenge - geography - to help solve our second - capacity - in order to increase access to care. By transforming our organization through key Population Health Management principles to foster Quintuple Aim improvements, we can provide the right care in the right location, reduce overcrowding, and ensure long-term sustainability by evolving into a Distributed Health Network (DHN).

A DHN is a new way to organize and deliver care across our broad geographic catchment area. Services will be spread throughout the municipalities we serve. Acute hospital-based care will be delivered at a redeveloped Davis Drive site, as well as at a new hospital currently in the early planning stages. Services that don’t need to be provided in a hospital will be delivered at Advanced Care Campuses, multifunctional spaces that will be developed to support high-quality care closer to home to help reduce hallway healthcare.

This distributed approach to care will be powered by a focus on care management and coordination, clinical remote monitoring, and virtual care services. We will also leverage our experience delivering care alongside our partners through integrated care initiatives, such as the successful Southlake@home program, which has spread across the province.

Southlake will continue to pursue new partnerships with other healthcare organizations and strengthen existing ones, confident in our belief that patients can benefit from increased access to community-based providers and their expertise.



*Smaller multifunctional spaces that will be developed across our vast catchment area to support high-quality care closer to home to help reduce hallway healthcare.

■ Strategic Priorities and Enablers

Five Strategic Priorities have been identified as areas of focus to strengthen Southlake and set us up for success as we bring the DHN vision to life. Five key Enablers will serve as drivers to empower our progress on our strategic priorities.

These were developed based on deep internal and external engagement, and in response to the challenges we face and promising opportunities ahead:

Priorities

- **Clinical Excellence** - Maintain a relentless focus on clinical excellence by consistently providing evidence-informed care that patients deserve and can trust.
- **Quality and Safety** - Consistently provide high-quality and safe care to everyone who relies on us, while building trust and accountability to inspire people to deliver their best.
- **Experience** - Enable a positive experience for everyone who comes through our doors and make Southlake the best place to work.
- **New Models of Care** - Distribute services closer to home to improve the Quintuple Aim.
- **Partnerships, Research and Academics** - Foster knowledge development and exchange for the benefit of patients and strengthen our partnerships.

Enablers

- **People** - Our people are the most important part of Southlake.
- **Sustainability** - Ensuring we are good stewards of taxpayer dollars without losing focus on the environmental impact of what we do is of paramount importance.
- **Infrastructure** - We need to care for the buildings and spaces from which our people care for patients.
- **Data and Analytics** - After our people, data is the most important strategic asset we have.
- **Digital Health** - People expect healthcare to be convenient and connected, like how they live the rest of their lives.

■ Population Health Management and the Learning Health System

Population Health Management is a well-established evidence-based approach to drive improvements along each aspect of the Quintuple Aim. Population Health Management challenges us to think proactively about everyone who lives in our communities and work with our partners to design a system that meets their needs.

According to the World Health Organization, the key principles of Population Health Management are:

- Defining and identifying the population we serve
- Understanding their healthcare needs
- Proactive modeling and evidence-based care planning
- Delivering tailored services
- Focusing on continuous evaluation and improvement

By adopting Population Health Management as a core operating system, Southlake Health will learn from and partner with leading healthcare systems from around the world to ensure we can make the most significant impact for northern York Region and southern Simcoe County.

To do so, Southlake Health will deploy the Learning Health System approach to thoughtfully integrate insightful accelerants such as research and academics to refine our operations in a sustainable manner and drive improved population health management.

Refined at the Institute for Better Health at Trillium Health Partners, the Learning Health System Action Framework is designed to accelerate improvement through five “Learning Gears”:

- Advanced Analytics and Population Insights
- Evidence Syntheses and Curation
- Patient, Caregiver and Provider Co-Design
- Implementation and Reach
- Rapid Cycle Evaluation, Feedback and Adaption

Building on the successes in our first 100 years, this new strategy sets out an ambitious plan to grow and transform our organization and, along with our partners, address the significant healthcare challenges facing our part of the province.

■ Impact and Outcomes

We will measure the success of our strategy through the Quintuple Aim.

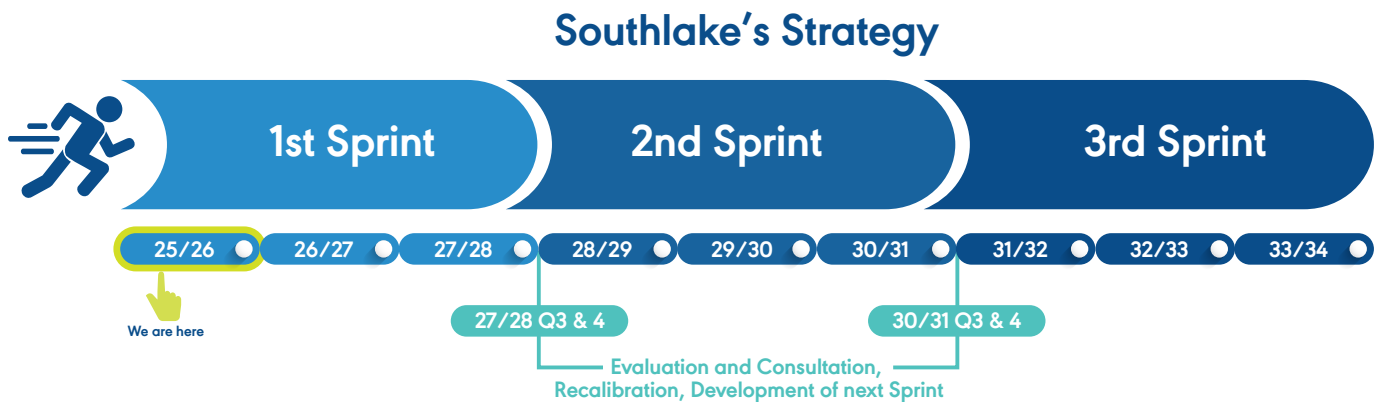
Objectives	Anticipated impact and outcomes
Improve patient outcomes and health of the population	<ul style="list-style-type: none"> • High-quality care and the best possible clinical outcomes for the patients who rely on us for care. • A proactive focus on prevention and wellness, especially for those with chronic disease.
Better patient, family and caregiver experiences of care	<ul style="list-style-type: none"> • Additional integrated care pathways to coordinate services, with a special focus on transitions of care across sectors of the healthcare system. • Patient-centred care that follows people where they go and customizes services to their specific needs so the experience of care can be as positive as the quality of care itself.
Enhanced team member satisfaction	<ul style="list-style-type: none"> • Reduced burnout by tackling long-standing barriers to collaboration across the healthcare system. • Improved team morale by enabling clinical teams to spend more time on patient care and less on reactive problem-solving.
Improved health equity	<ul style="list-style-type: none"> • Improved access to care across our vast catchment area, responsive to the diverse needs of our growing communities. • Expanded reach by leveraging partnerships, community and home-based services and virtual options to help address historical equity challenges.
Better value and financial sustainability	<ul style="list-style-type: none"> • Maximized value for taxpayer dollars that are invested in us by providing care options in lower cost settings and preserving acute hospital capacity for those who need it most. • A successful example of the benefits of Population Health Management and integrated care at scale.

■ Planning and Implementation Sprints

Our new strategy is a transformative ten-year plan that accounts for the rapidly changing healthcare landscape by dividing our planning and implementation phases into three-year sprints. This will allow us to focus on strategic project execution, building momentum for ongoing transformation while enacting meaningful change in the short-term.

There are many benefits to this approach:

- Flexibility and adaptability - Sprints allow us to adapt to evolving healthcare trends, technological advancements, and policy/regulatory changes.
- Evaluation and course correction - Sprints enable nimble implementation, ensuring that long-term goals can still be achieved without major setbacks.
- Internal and external engagement - Sprints create a sense of excitement and focus for everyone in the Southlake family and across the communities we serve, aligned with our short-, medium-, and long-term objectives.
- Risk management and resource allocation - Sprints provide frequent reassessment opportunities so we can mitigate issues and ensure our resources are allocated effectively and efficiency.



■ Conclusion

The modern hospital is much more than a building – it is a constellation of expertise that must adapt to patients' changing needs and the evolving healthcare landscape. By shifting away from traditional thinking that sees hospitals as simple bricks and mortar facilities, we can better appreciate their true value – harnessing the collective expertise, compassion, and experience of their people to deliver care in new and flexible ways.

Fueled by transformative philanthropy from our generous donors, in the decade ahead, Southlake Health will continue to focus on what we do best - providing leading edge care to the communities who rely on us. By evolving our organization into a Distributed Health Network, focusing on the principles of Population Health Management and strengthening partnerships, we will improve outcomes and experience for patients, families and caregivers, while also enhancing satisfaction for our teams, addressing health equity concerns and ensuring sustainability.

Join us.



A Strategy
for the
Decade Ahead
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Our Story

For 100 years and counting, Southlake Health has built healthy communities through leading edge care. While many things have changed over the years, Southlake's unwavering pride for people, place, and performance have stood the test of time.

When York County Hospital opened its doors in 1924, it was a beacon of hope and healing for patients and families living in our part of the province. Patients no longer had to travel into Toronto to receive care – saving them precious time and providing the opportunity to heal in their communities, surrounded by their loved ones and support systems. This continues to ring true a century later as Southlake evolves into a Distributed Health Network (DHN) that spans northern York Region and southern Simcoe County, and even further through its Regional Cancer and Cardiac Care Programs.

The Southlake Health family of 6,000 medical professionals, staff, volunteers, and learners work together to deliver leading edge care, close to home – every day. Southlake's people are there for every person who comes through our doors, no matter where they may be in life's journey. The care they provide extends beyond our walls, reaching into every community they serve and work within. Their performance is driven by their heartfelt dedication to the health and wellness of patients and communities because everyone deserves the best care and the best experience.

With an annual budget in excess of \$600 million, Southlake continues to invest in top talent, advanced technologies, pioneering research, and innovative procedures. This focus on excellence, quality, and patient-centred care has secured Southlake's position as one of the top hospitals in Canada that's earned Exemplary Standing from Accreditation Canada four times in a row. Known as a pioneer in innovative integrated care initiatives, the Southlake@home program ensures care is always within reach and has spread across Ontario. Each accolade reflects the hard work and dedication that the Southlake Health team pours into their mission every day.

As Southlake Health looks to the future, its vision remains clear: to continue growing alongside its communities. This vision is anchored in its commitment to put people first – pushing boundaries and embracing the latest medical advancements while never forgetting to meet people where they are in life. Every innovation, every new treatment technique or care delivery model, every interaction is driven by the desire to provide leading edge care patients expect and deserve.

The story of Southlake Health is not just one of buildings and budgets; it is the countless lives touched over the past 100 years and the many more it will support in the years to come. Every day, Southlake Health is privileged to witness miracles in its communities – families reunited, lives saved, and hope restored. The gratitude expressed by patients, caregivers, and families is a powerful reminder of why this work matters.

With ongoing support from its communities, Southlake Health will continue to deliver care close to home. Each generous contribution is part of a legacy that promises to save lives, advance healthcare, and bring comfort to the community today and for years to come. Help us do more by donating at southlake.ca/foundation.

The Challenges We are Facing

■ Unprecedented Population Growth and Aging

The communities served by Southlake are rapidly growing and aging. In fact, we provide care to two of the province's four fastest growing municipalities - East Gwillimbury and Bradford West Gwillimbury.

In 2022, Statistics Canada named East Gwillimbury the fastest growing municipality in Canada after experiencing a 44 per cent increase in population growth in the previous five years. Bradford West Gwillimbury experienced a 21 per cent increase in population growth. Collectively, the communities served by Southlake are growing at twice the average provincial growth rate. Ballooning populations are putting strain on local public services, including those provided at Southlake.

Increasing patient volumes without an expansion in space contributes to longer wait times and hallway healthcare. Southlake's acute care services are largely centralized in the most populated areas of our catchment area, but significant growth is occurring on the periphery. A more distributed approach to care delivery will better serve Southlake's large geographic catchment area and, in doing so, reduce overcrowding and help preserve acute capacity for those who need hospital services most.

As the local population continues to grow and age, it's becoming more diverse reflecting various multicultural backgrounds. Southlake is taking a more inclusive approach to care by focusing on diversity, equity, inclusion and accessibility. We are creating a more welcoming environment through staff education and training, leadership and development opportunities, and by ensuring the workforce reflects the community it serves.

In the face of dramatic population growth, existing residents are also critically important, particularly as many of these people are increasingly aging in place. Southlake will continue to strengthen its focus on integrated geriatric care to support increasing demand as generations retire from the workforce and require greater support from Ontario's public healthcare system.

■ Health System Integration Challenges

In the past six years, the provincial government has collapsed Local Health Integration Networks (LHINs) into a single organization (Ontario Health) and created new Ontario Health Teams (OHTs) to help coordinate and integrate care locally.

The Northern York South Simcoe OHT (NYSS OHT) is a group of healthcare organizations who work together to deliver connected care to the communities they collectively serve across northern York Region and southern Simcoe County.

Southlake is proud to have contributed to the NYSS OHT's accomplishments. The OHT's integration with health system partners in the New Tecumseth area, including Stevenson Memorial Hospital (with whom Southlake shares a broader catchment area) are examples of how collaboration can improve patient care. However, more is required to fully realize the benefits of integrated care and Southlake will continue to collaborate through partnerships to create a seamless experience for patients.

■ Limited Acute Care Capital Investment at Southlake

Without a significant acute care capacity expansion in more than 20 years, Southlake is rapidly becoming one of the oldest and most overcrowded hospitals in the province. Aging physical infrastructure and deferred maintenance undermines patient and staff confidence. Moreover, it's impeding clinical operations and efficiency as resources regularly need to be redeployed to remedy digital infrastructure downtimes, telecommunications failures, internal flooding, and more. Despite industry-leading emergency planning and dedicated staff, these compounding factors can negatively impact talent recruitment and retention, and community investment.

Expanded capacity through new facilities is needed now. Southlake has long-since maximized the use of its existing space for patient care. Spaces used as waiting and family rooms 10 years ago have been converted into patient rooms and other unconventional beds are used regularly throughout the building. While a new hospital will take eight to ten years, smaller sites will bring care closer to home sooner and preserve acute care space in the meantime for the sickest patients at the Davis Drive site.

■ Health Workforce Challenges

Healthcare is fundamentally about people helping people. Southlake's staff and medical staff are very busy. Every day, they do their absolute best to serve as many patients as possible with limited resources, which can lead to burnout and exhaustion. Over-worked and stretched staff resources can erode the patient experience, notably during patient handoffs between providers and during the discharge planning process.

Strengthening Southlake's position as an employer of choice is critically important to attract and retain talent, helping to overcome some of the health human resource challenges faced across Ontario's healthcare system. Doing so will help fill vacant positions and support a long-term pipeline of talent as longer serving employees approach retirement. Moreover, a high-calibre and top performing organization helps attract specialized talent and innovations in the medical field to better serve patients.

Southlake will continue to invest in its workforce. Training and development programs will further cultivate an environment where the best experiences happen by increasing cultural awareness for staff, medical staff, and patients, including through enhanced diversity, equity, inclusion, and accessibility programming. Evidence informed decision-making will continue to guide investments in staff supports.

■ Access to Care in the Community

Delivering the right care, in the right place, at the right time is critical for Ontario's healthcare system to function properly. Each component of the system offers specialized services tailored to optimize a patient's care and their experience. An acute care hospital can provide specialized treatment for disease or severe episodes of illness to most patients for a short period of time, whereas other residential care facilities or home-/community-based settings are better equipped to treat patients for an extended period. Ensuring patients are cared for in the right setting is vital to maintaining capacity so new patients can flow in and out of the hospital smoothly.

Compared to provincial averages, Southlake's catchment area is grossly under-resourced with community care capacity. A study from 2021 showed there are 50 long-term care beds per 1,000 seniors in York Region compared to the provincial target of 85. The long-term care bed deficit is projected to grow to 8,000 by 2031 and 15,000 by 2041, and the gap is disproportionately impacting northern York Region. With inadequate capacity in the community, Southlake struggles to transition patients to more appropriate care settings based on their needs, exacerbating hallway healthcare at the Davis Drive site.

Increasing out-patient services in the community is necessary to provide patients alternatives to Southlake's Emergency Department. Other communities served by Southlake can benefit from a distributed approach to care throughout the catchment area to bring about more equitable access, particularly in Georgina and on Georgina Island, where community members face greater challenges due to geography.

Shifting the demand curve and decreasing the need for hospital-based care through preventative care and earlier interventions is also required. Attracting more family physicians to serve patients across the catchment area through Southlake's Family Medicine Teaching Unit will provide an important pipeline for health human resources for our communities.

■ Keeping Pace with Technology Advances and Digital Integration

Staying up to date with new technologies, as well as top-of-the-line equipment, can be difficult in the resource-strapped environment of healthcare. As these are strong contributors to the patient experience and level of care Southlake can provide, we need to continue to prioritize investment, develop beneficial partnerships, and collaborate with the Southlake Foundation to inspire community investment and philanthropy.

Strengthening and integrating digital health capabilities to support improved outcomes, experience, and efficiency is also an opportunity moving forward. This is expected to become even more important as artificial intelligence, wearable technology, and remote monitoring continues to develop.

While modern medical equipment is important, supplementary services and technologies will not be overlooked. Improved access to things like translation services, retail, and patient food services, all improve the Southlake experience.

Health of the Community

Care Beyond Boundaries, Within Reach

Southlake’s core catchment area for community hospital programs, including Surgery, Medicine, Maternal Child, Mental Health and Emergency care, serve municipalities across northern York Region and southern Simcoe County. Our tertiary programs care for a much broader geography. As one of the top three cancer programs in the province, Southlake’s Regional Cancer Program is a leader in its field and the first partner in the Princess Margaret Cancer Care Network. Our Regional Cardiac Program, which is the fourth largest in Ontario, offers virtually every cardiac service to patients within our core catchment area and even further in to Muskoka through our advanced heart surgery services.

The communities served by Southlake are among the fastest growing and aging in the province, including two of Ontario’s four fastest growing municipalities. Between 2001 and 2021, the population of our core catchment area grew by 46 per cent, nearly double the provincial total of 24 per cent. Including our advanced regional programs, the populations we serve are growing even more rapidly. For example, in the 20 years since our Regional Cardiac Program launched, our catchment area for heart surgery increased by 49 per cent serving an initial 1 million and growing to nearly 1.6 million people today. In addition, the rate of growth in our catchment area compared to other parts of the province is accelerating. From 2016 to 2021, the population of our core catchment area increased by 12.5 per cent, compared to the province which grew at only 5.8 per cent.

This unprecedented growth has translated into significant pressures at Southlake and our facility has been stretched to the absolute maximum as evidenced by the numbers below:

Indicator	2003/04	2023/24	Percentage Increase
Beds	362	486	34% - 124 more beds in the same building
Emergency Department visits	57,004	123,039	116% - 181 more visits per day
Inpatient discharges	16,907	24,376	44% - 20 more discharges per day
Acute patient days	88,395	117,079	32%
Alternative Level of Care (ALC) patient days*	2,875	17,260	500%
Inpatient surgeries in the Main OR	4,397	5,448	24%
Day surgery cases	20,555	37,150	81%

* Definition - ALC refers to patients who no longer require inpatient acute care services and are waiting for access to a more appropriate facility or to receive homecare services. ALC is an indicator of community-based care access challenges.

Southlake has had no material acute care capital expansion since 2003. All this growth has been accommodated within the same four walls of the hospital.

■ Dramatic Increases in Clinical Acuity and Patients with Multiple Conditions

Over the past five years, the average number of active medical diagnoses has increased across older age cohorts of patients at Southlake:

Average number of diagnoses per inpatient			
Patient age	2018/19	2022/23	Percentage Increase
65-74	2.6	3.1	19.4%
75-84	3.0	3.4	16.0%
85+	3.4	4.0	18.7%

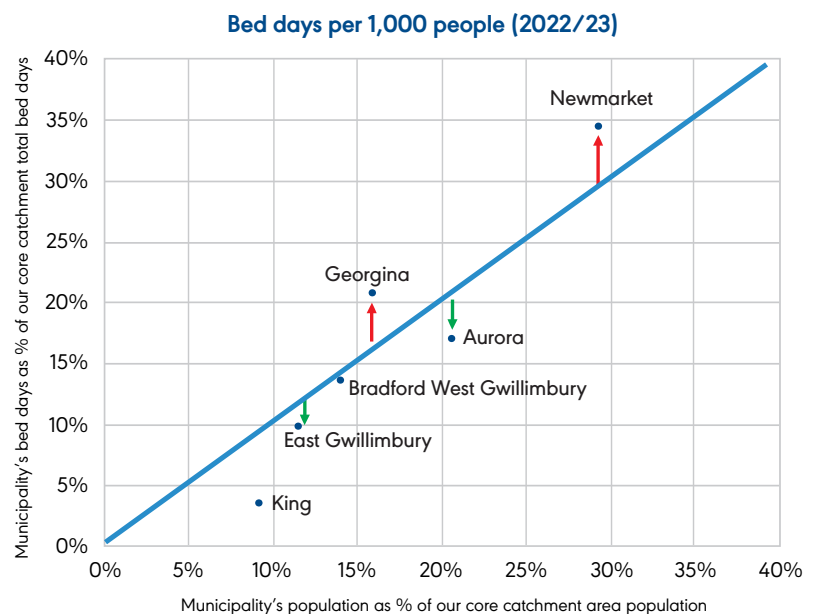
Over the same five-year period, we have seen significant increases in the proportion of admitted older patients that have many diagnoses and a corresponding decrease in the proportion that only have one or two diagnoses.

Diagnosis per patient	Change in percentage of patients in age cohort that have a specific number of diagnosis (2022/23 vs. 2018/19)		
	65-74	75-84	85+
1	-19%	-17%	-29%
2	-6%	-19%	-7%
5	26%	5%	20%
6	47%	44%	43%
7+	66%	62%	52%

The most pronounced growth is seen in older patients with the highest number of diagnoses, illustrating the increased complexity in patient care our teams are contenting with over time.

■ Unequal Access and Reliance on Hospital Care

If the municipalities Southlake serves used healthcare services proportionally to their population size, we would see each along the blue line in the graphic. For example, if a certain municipality represented 25 per cent of our total catchment area population we would expect it would account for 25 per cent of our annual inpatient bed days. This is clearly not the case as municipalities diverge from the line. Municipalities above the line are using disproportionately higher amounts of inpatient hospital care.



Social determinants of health and various non-medical factors that influence an individual’s health and wellness are well documented as critical to influencing both access to care and health outcomes.

Another factor is geography. Communities further away from healthcare facilities like hospitals have reduced access and, when care is required, need to travel further to receive it.

Smaller communities also have less community-based healthcare services and infrastructure, from community and support services to primary care. While northern York Region and southern Simcoe County currently have limited team-based interprofessional primary care organizations, the work of the Primary Care Network of the Northern York and South Simcoe OHT is making great progress to bring providers together to partner on solutions. This is very important as primary care needs to be at the centre of a local integrated delivery system.

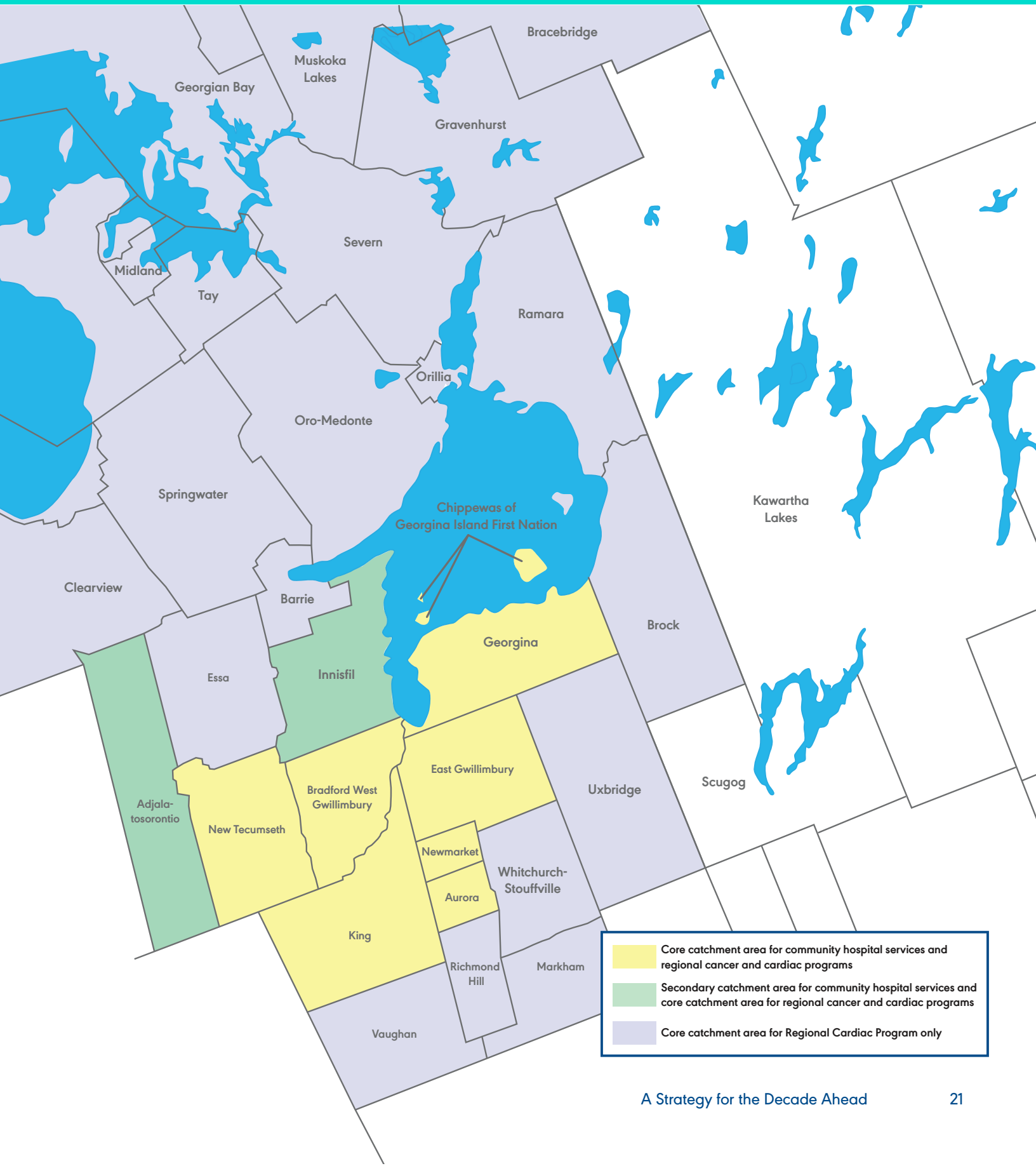
These realities are precisely why Southlake is taking a different approach with our new strategy. By thinking in a new way about a hospital is and the role it can play in an integrated system, we will be locating services closer to home and deploying the expertise of our people to provide more options for people who need our care.

Along with our partners, we are going on the offensive. By using Population Health Management approaches we can reduce high-cost inpatient utilization, measured in bed days per 1,000 people and make care, experience and outcomes better for everyone. By focusing on providing high quality care closer to home, acute care capacity in the hospital can be preserved and overcrowding can be reduced.

Southlake is excited about the appointment of Dr. Jane Philpott to lead a new Primary Care Action Team. Ensuring everyone in Ontario has a primary care home will have a dramatic positive impact, as primary care must be at the centre of local integrated care delivery systems.



Southlake's Catchment Area



Catchment Overview



Newmarket

The Town of Newmarket is a thriving suburban community of approximately 90,000 offering a unique blend of historic charm and modern development. The town’s history dates back to the early 19th century, and its heritage is reflected in the preserved architecture along the iconic Main Street, which is designated as a Provincial Heritage Conservation District. Main Street is a popular destination for both residents and visitors, with boutique shops, local cafes, and restaurants housed in well-preserved 19th-century buildings.

Economically, Newmarket is growing, with key industries in healthcare, advanced manufacturing, and information technology. It is part of the Toronto-Waterloo Innovation Corridor, making it attractive for startups and established businesses.

Newmarket is well-connected by Highway 404 and the GO Transit system, making it a convenient residential area for commuters to Toronto. The town hosts several community events throughout the year, such as the Newmarket Music Festival and the Winter Wonderland festival at Riverwalk Commons, enhancing its reputation as a vibrant, family-friendly community with a strong sense of belonging.

Use of Southlake by residents of Newmarket

Indicator	2023/24
Emergency Department (ED) visits	34,837
Per cent arrival by ambulance	17%
Total inpatient discharges	5,311
Most common reasons for admission	Child birth, heart failure, pneumonia, infectious disease of the respiratory system, knee replacement
Per cent of ED visits for Newmarket residents that come to Southlake	88%
Per cent of hospital admissions for Newmarket residents that come to Southlake	76%
Per cent of day surgery cases for Newmarket residents that take place at Southlake	72%



Georgina and the Chippewas of Georgina Island First Nation

Located in northern York Region, the picturesque Town of Georgina is situated on the southeastern shores of Lake Simcoe, making it a popular destination with its beautiful waterfront parks, beaches, and marinas. Georgina consists of several communities, including Keswick, Sutton, Jackson’s Point, and Pefferlaw, each with its own unique charm and character. The town offers a balance of rural landscapes, including farmland and conservation areas, as well as growing suburban neighbourhoods.

A significant feature of the area is Georgina Island, located in Lake Simcoe. The island is home to the Chippewas of Georgina Island First Nation, an Anishinaabe Nation. The island community maintains a rich cultural heritage and connection to the land, with strong efforts to preserve and promote traditional practices, language, and the environment. The First Nations community plays an integral role in the identity of the region, contributing to the area’s rich cultural diversity and history.

Georgina places a strong emphasis on preserving the natural environment, with various trails and parks that offer opportunities for hiking, cycling, and exploring wildlife. With its scenic beauty, recreational opportunities and community spirit, Georgina is a sought-after destination for both residents and tourists.

Use of Southlake by residents of Georgina and Georgina Island

Indicator	2023/24
Emergency Department (ED) visits	16,887
Per cent arrival by ambulance	20%
Total inpatient discharges	3,540
Most common reasons for admission	Child birth, Chronic Obstructive Pulmonary Disease, pneumonia, heart failure, knee replacement
Per cent of ED visits for Georgina residents that come to Southlake	77%
Per cent of hospital admissions for Georgina residents that come to Southlake	72%
Per cent of day surgery cases for Georgina residents that take place at Southlake	75%

Bradford
William West
bury



Bradford West Gwillimbury

Bradford West Gwillimbury is a dynamic and growing town in Simcoe County located approximately 75 kilometers north of Toronto. Situated along the Holland River with an area of over 200 square kilometres, it's population of 43,000 is rapidly growing. The town is best known for the Holland Marsh, one of Canada's most productive agricultural regions, which has earned Bradford the nickname "The Salad Bowl of Ontario."

The town has experienced significant residential and commercial development over the past decade, attracting families and commuters due to its proximity to Toronto and easy access to major transportation routes, including Highway 400 and the Bradford GO Station, which provides direct rail service to Toronto. Bradford's population is diverse, with a growing population thanks in part to planned developments, including the Bradford Bypass.

Use of Southlake by residents of Bradford West Gwillimbury

Indicator	2023/24
Emergency Department (ED) visits	14,418
Per cent arrival by ambulance	17%
Total inpatient discharges	2,564
Most common reasons for admission	Child birth, pneumonia, heart failure, arrhythmia, sepsis
Per cent of ED visits for BWG residents that come to Southlake	76%
Per cent of hospital admissions for BWG residents that come to Southlake	67%
Per cent of day surgery cases for BWG residents that take place at Southlake	64%



Town of
East Gwillimbury

**Sports Complex
& Community**

East Gwillimbury

The Town of East Gwillimbury is comprised of five key communities: Holland Landing, Sharon, Queensville, Mount Albert, and River Drive Park with a collective population of approximately 34,600 people. Each community has its own unique character, ranging from Holland Landing’s waterfront on the Holland River to Sharon’s rich historical heritage, highlighted by the Sharon Temple, a National Historic Site. The town’s landscapes feature a mix of farmland, forested areas, and developing residential neighbourhoods.

East Gwillimbury is experiencing rapid growth due to its strategic location along the expanded Highway 404, which offers direct access to Toronto and other parts of the Greater Toronto Area. It topped the list of the fastest growing municipality in Canada at 44.4 per cent according to the 2021 census. The town is part of a larger development initiative in York Region, aiming to manage population growth while preserving green spaces. It has attracted many families and professionals seeking a quieter, nature-oriented lifestyle with convenient access to urban amenities.

Use of Southlake by residents of East Gwillimbury

Indicator	2023/24
Emergency Department (ED) visits	12,896
Per cent arrival by ambulance	13%
Total inpatient discharges	1,968
Most common reasons for admission	Child birth, pneumonia, heart failure, sepsis, knee replacement
Per cent of ED visits for EG residents that come to Southlake	81%
Per cent of hospital admissions for EG residents that come to Southlake	69%
Per cent of day surgery cases for EG residents that take place at Southlake	69%



Aurora

Known for its unique blend of urban and rural charm, the Town of Aurora is situated about 50 kilometers north of Toronto, making it an attractive place for both residents and businesses due to its proximity to the city while offering a peaceful, suburban lifestyle.

Aurora has a population of over 60,000 people and is recognized for its well-preserved heritage buildings, such as the Aurora Cultural Centre and the Hillary House. Aurora has a growing business sector with a mix of local enterprises and larger corporations. The Aurora Promenade, the town's main commercial area, is home to shops, restaurants, and services.

With its combination of historical charm, natural beauty, and modern conveniences, Aurora is an attractive and growing community.

Use of Southlake by residents of Aurora

Indicator	2023/24
Emergency Department (ED) visits	16,603
Per cent arrival by ambulance	18%
Total inpatient discharges	2,835
Most common reasons for admission	Child birth, heart failure, pneumonia, sepsis, respiratory disease
Per cent of ED visits for Aurora residents that come to Southlake	17%
Per cent of hospital admissions for Aurora residents that come to Southlake	64%
Per cent of day surgery cases for Aurora residents that take place at Southlake	60%



King Township

King Township covers an area of approximately 333 square kilometers and has a population of over 27,000 residents as of the 2021 census. It is divided into several villages and hamlets, including King City, Nobleton, Schomberg, Kettleby, and Laskay. King City, the largest settlement, offers a mix of residential neighbourhoods, small businesses, and services, while still preserving a village atmosphere. Schomberg, with its charming main street, is known for its historic architecture and a strong sense of community.

King is characterized by its agricultural roots and is home to many horse farms, riding schools, and agricultural enterprises. The Humber River flows through parts of King, adding to its scenic beauty. King is a desirable place for those seeking a country lifestyle within easy commuting distance to Toronto.

Use of Southlake by residents of King Township

Indicator	2023/24
Emergency Department (ED) visits	3,042
Per cent arrival by ambulance	18%
Total inpatient discharges	597
Most common reasons for admission	Child birth, pneumonia, heart failure, gastrointestinal hemorrhage, Percutaneous Coronary Intervention
Per cent of ED visits for King residents that come to Southlake	30%
Per cent of hospital admissions for King residents that come to Southlake	29%
Per cent of day surgery cases for King residents that take place at Southlake	30%

Consultation Process Overview

Since March 2024, Southlake has worked hard to engage all audiences through a diversified internal and external consultation strategy. More than 1,200 engagements have taken place through three primary methodologies:

■ Direct Engagement

As part of a phased approach, Southlake began its strategy consultation with an invitation to all members of the Southlake family to share their input through large posters distributed throughout the organization. Staff, medical staff, volunteers, and learners had an opportunity to provide feedback unprompted at their convenience. Nearly 600 comments were provided, which helped to inform future lines of inquiry. This input was explored further through dedicated committee meetings, councils, and program touchpoints to ensure the final strategy would incorporate feedback from everyone directly involved in Southlake's success.

■ Discussion Forums

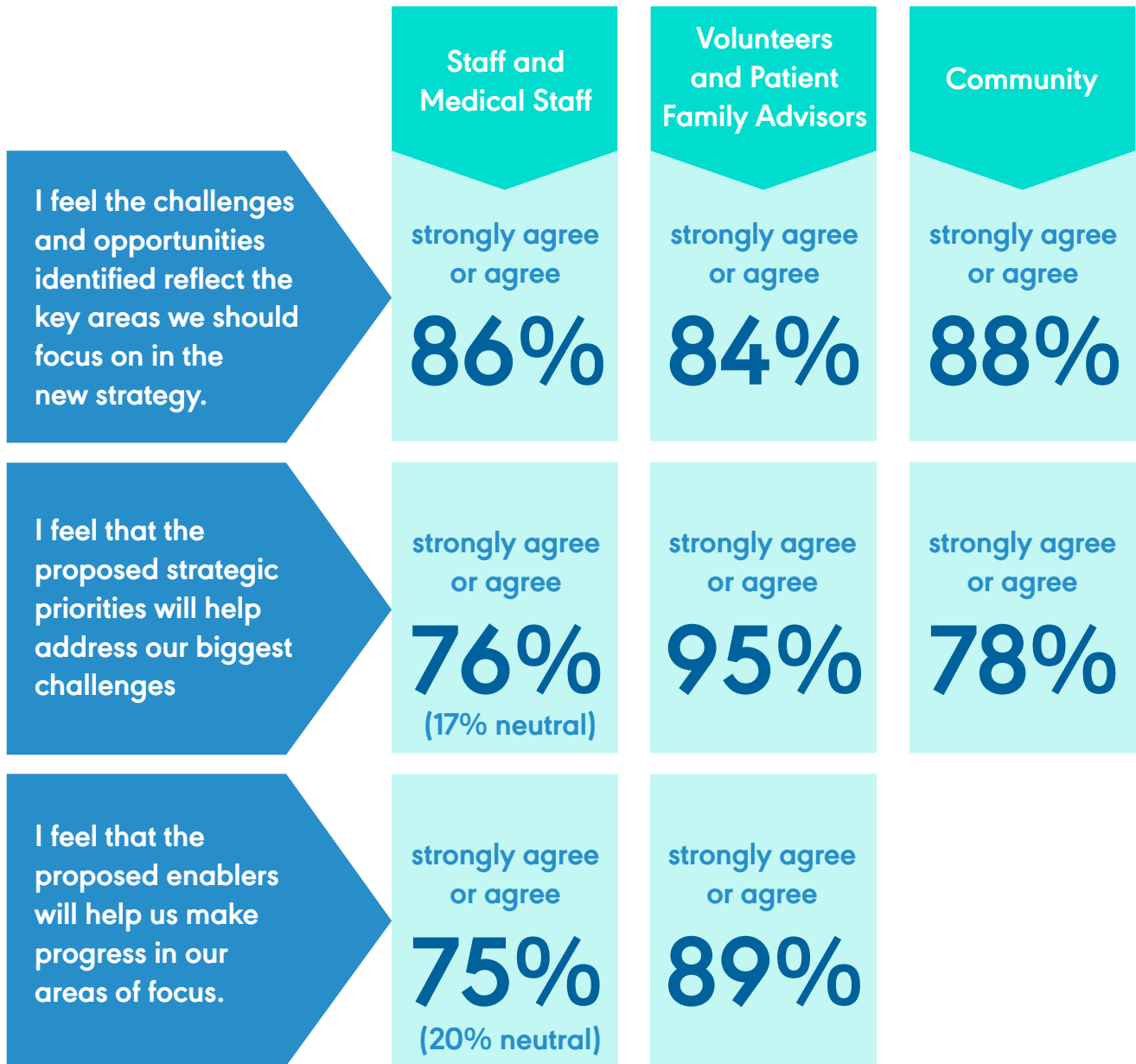
From April to June, Southlake hosted 10 open forums for stakeholders and members of the public to attend. A community engagement session was hosted in each municipality primarily served by Southlake. Participants had an opportunity to speak with members of the Executive Leadership Team about their views, learn more about the challenges facing Ontario's healthcare system, and offer feedback on how Southlake should best respond to the challenges that lie ahead. These sessions featured mayors and members of local councils, to whom Southlake wishes to extend thanks and gratitude for their support.

■ Assessment Surveys

In addition to open discussion, Southlake also undertook a combined qualitative and quantitative approach that included multiple hospital-wide surveys. More than 200 responses were received, each of which was considered by the consultation team and incorporated into work that helped craft the broader themes of the upcoming strategy.

To ensure our thinking was on the right track and accurately captured what we heard, our Strategic Priorities and Enablers were validated through internal and community surveys, as well as a virtual community town hall attended by more than 160 individuals..

Internal and Community Survey Results



The nature of healthcare is changing regularly in Ontario. Southlake Health is committed to ongoing community engagement and will continue to facilitate open dialogue and discussion through each step along our journey.



Pride for People, Place, and Performance

Our pride for people, place, and performance is embedded in every aspect of what we do at Southlake Health. For over 100 years, we have built strong and healthy communities through compassionate, leading edge care. This celebration of excellence and community is what continues to inspire our people, foster a sense of belonging in our place, and drive outstanding performance, making us a vital part of northern York Region and southern Simcoe County.

■ **Pride for People** - At the heart of Southlake is our pride for people. With a dedicated team of 6,000 staff, medical staff, volunteers, and learners, we are united in a mission to deliver compassionate, leading edge care to every person who walks through our doors. Southlake is more than just a healthcare provider; it is a family where each patient, family, caregiver, visitor, and colleague is treated with the dignity and respect they deserve.

We stand by our community members during life's most precious and challenging moments, offering unwavering support. Our diverse team, with their passion and expertise, ensures that each patient's experience is exceptional. Furthermore, we are deeply committed to nurturing the next generation of healthcare professionals, securing a future of innovation and care for the communities we serve.

■ **Pride for Place** - For a century, Southlake has championed a pride for place, rooted in our commitment to enabling health and wellness across northern York Region and southern Simcoe County. As a healthcare hub for these rapidly growing and aging communities, we also provide essential services like cancer and advanced cardiac care to regions spanning as far north as Muskoka. More than just a single facility, Southlake's reach extends into the community, ensuring patients have access to the care they need, wherever they are on their healthcare journey. As Newmarket's largest employer and one of the largest in our part of the province, we are proud to contribute to the local economy, driving prosperity and empowering the communities we call home.

■ **Pride for Performance** - Southlake's pride for performance is demonstrated by our dedication to healthcare excellence. Our team collaborates across specialties, ensuring patients receive comprehensive, leading edge care at every step of their journey. We take great pride in being recognized among Canada's top hospitals, constantly evolving with the latest technologies and innovations.

This commitment to excellence has earned us Health Standards Organization - Accreditation Canada's highest distinction – Exemplary Standing – for over 16 years. Whether through groundbreaking research, pioneering procedures or new ways of providing integrated care, Southlake continues to push the boundaries of healthcare, delivering the highest quality care our patients deserve.

Through a steadfast commitment to people, place, and performance, Southlake Health will continue to be a beacon of hope, care, and innovation for generations to come.



PEOPLE

PLACE

PERFORMANCE

Our Values and Purpose

Purpose

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

Values

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.

Always with compassion

We treat everyone like friends and family.

Power of many

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

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.

Courage to think differently

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

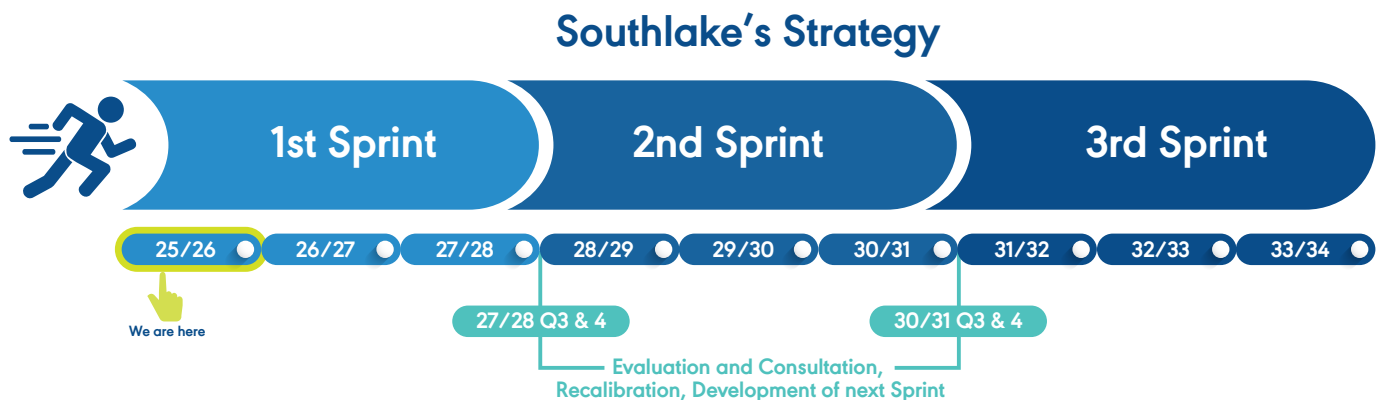


Planning and Implementation Sprints

Southlake's new strategy is a transformative ten-year plan. That said, we know the healthcare landscape is rapidly changing, so our strategy is comprised of three Planning and Implementation Sprints in three-year increments. This will allow us to focus on strategic project execution that builds momentum for ongoing transformation, while enacting meaningful change in the short-term.

There are many benefits to this approach:

- Flexibility and adaptability - Sprints allow us to adapt to emerging healthcare trends, technological advancements, and policy/regulatory changes.
- Evaluation and course correction - Sprints enable nimble implementation, ensuring that long-term goals can still be achieved without major setbacks.
- Internal and external engagement - Sprints create a sense of excitement and focus for everyone in the Southlake family and across the communities we serve, aligned with our short-, medium- and long-term objectives.
- Risk management and resource allocation - Sprints provide frequent reassessment opportunities so we can mitigate issues and ensure our resources are allocated effectively and efficiency.



Southlake looks forward to sharing annual Impact Reports to highlight progress on our strategic priorities and how Quintuple Aim improvements are being achieved. As part of the development of the second Planning and Implementation Sprint (2028-2030) we will undertake another comprehensive consultation and engagement process across our communities, with our partners and throughout Southlake.

Strategic Priorities

Five Strategic Priorities have been identified after an extended period of engagement across Southlake, with our partners and throughout the communities we serve. The new strategic priorities reflect our ambitions and provide a roadmap to ensure we remain on track. They will guide how we prioritize our time and resources.



Clinical Excellence - Maintain a relentless focus on clinical excellence by consistently providing evidence-informed care that patients deserve and can trust. In the first Three Year Sprint, Southlake will:

- Improve access to the right care in the right place at the right time
- Implement additional integrated care pathways within and beyond our walls to continuously improve outcomes for patients



Quality and Safety - Consistently provide high-quality and safe care to everyone who relies on us, while building trust and accountability to inspire people to deliver their best. In the first Three Year Sprint, Southlake will:

- Adopt a rigorous approach to quality improvement to achieve Quintuple Aim advances
- Cultivate a just culture that prioritizes safety and transparency, empowers people to take ownership for safety and continuously learn and improve



Experience - Enable a positive experience for everyone who comes through our doors and make Southlake the best place to work. In the first Three Year Sprint, Southlake will:

- Improve the patient's experience, with a special focus on transitions of care
- Support the unique needs of our diverse communities and team members
- Grow education, learning, development and engagement for everyone at Southlake



New Models of Care - Distribute services closer to home to improve the Quintuple Aim. In the first Three Year Sprint, Southlake will:

- Collaborate with partners to connect services and help build one integrated care system for patients
- Pursue population health management and value-based care approaches
- Focus on prevention, wellness and early intervention with the community to help preserve acute care capacity for those who require care that only a hospital can provide



Partnerships, Research and Academics - Foster knowledge development and exchange for the benefit of patients and strengthen our partnerships. In the first Three Year Sprint, Southlake will:

- Embrace the Learning Health System approach with our partners to accelerate impact
- Inspire community investment partnerships with an emphasis on transformative philanthropy
- Advance research and expand our academic mission

Enabling our Strategy

To achieve progress in our strategic priorities, Southlake will focus on a number of key enabling areas to accelerate improvement. These enablers are not only means to an end, as enhancements in the following areas will help drive Quintuple Aim improvement as well.



People - Our people are the most important part of Southlake. To enable progress on our Strategic Priorities in the first Three Year Sprint, Southlake will:

- Boost team member health and wellness, recognition and professional development
- Retain, recruit and co-design the future of work with our team members



Sustainability - Ensuring we are good stewards of taxpayer dollars without losing focus on the environmental impact of what we do is of paramount importance. To enable progress on our Strategic Priorities in the first Three Year Sprint, Southlake will:

- Maximize value and efficiency, and secure additional funding to support our continued growth
- Implement additional sustainable practices to minimize our environmental footprint
- Pursue alternative revenue opportunities and market our expertise



Infrastructure - We need to care for the buildings and spaces from which our people care for patients. To enable progress on our Strategic Priorities in the first Three Year Sprint, Southlake will:

- Advance planning for our Master Plan to build for a new hospital, redevelop and improve our Davis Drive campus, and develop new community-based facilities
- Invest in upgraded equipment and new technologies for our teams



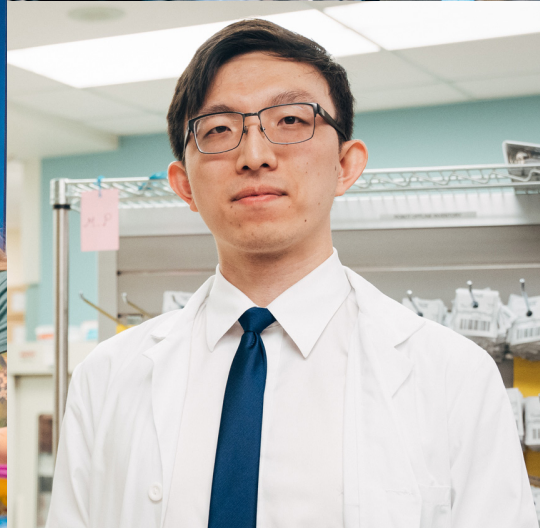
Data and Analytics - After our people, data is the most important strategic asset we have. To enable progress on our Strategic Priorities in the first Three Year Sprint, Southlake will:

- Grow our Leading-Edge Analytics Platform by integrating additional data from across and outside Southlake
- Build a strong organizational foundation for Population Health Management and predictive analytics



Digital Health - Digital health is health. People expect healthcare to be convenient and connected, like how they live the rest of their lives. To enable progress on our Strategic Priorities in the first Three Year Sprint, Southlake will:

- Build a future-focused healthcare delivery ecosystem where technology enables improvement in each element of the Quintuple Aim.
- Harness technology to optimize workflows and new models of care
- Enhance interoperability of systems and devices to improve quality, safety and patient experience



Distributed Health Network

Central to the challenges that Southlake and many other hospitals in Ontario face are two realities:

Geography - our core catchment area is nearly 1,200 square kilometres and our tertiary regional programs cover a much larger area.

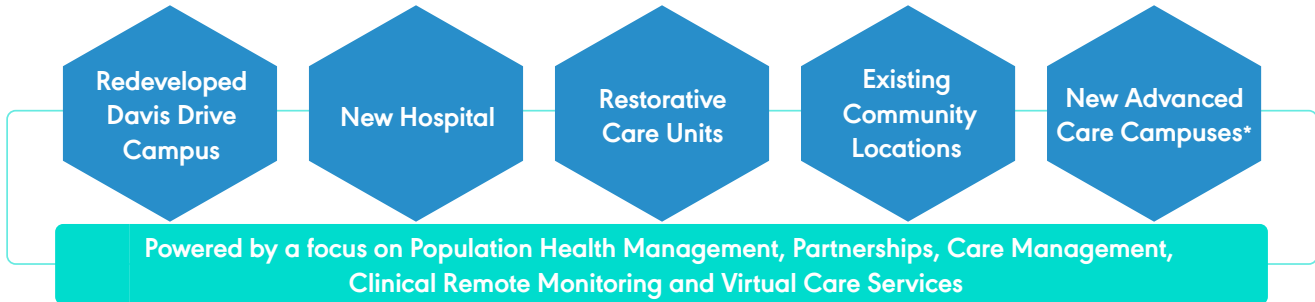
Capacity - our buildings are too small and too old, which leads to overcrowding and other operational challenges.

However, Southlake Health believes we can use our first challenge - geography - to help solve our second - capacity, to increase access to care. By transforming our organization through key Population Health Management principles to foster Quintuple Aim improvements, we can provide the right care in the right location, reduce overcrowding and ensure long-term sustainability by evolving into a Distributed Health Network (DHN).

A DHN is a new way to organize and deliver care across our broad geographic catchment area. Services will be spread throughout the municipalities we serve. Acute hospital-based care will be delivered at a redeveloped Davis Drive site, as well as at a new hospital currently in the early planning stages. Services that don't need to be provided in a hospital can be delivered at Advanced Care Campuses - multifunctional spaces developed to support high-quality care closer to home to help reduce hallway healthcare at our hospitals.

This distributed approach to care will be powered by a focus on care management, clinical remote monitoring and virtual care services. We will also leverage our experience delivering care alongside our partners through integrated care initiatives, such as the successful Southlake@home program, which has spread across the province.

Distributed Health Network (DHN)



*Smaller multifunctional spaces that will be developed across our vast catchment area to support high-quality care closer to home to help reduce hallway healthcare.

Southlake will continue to pursue new partnerships with other healthcare organizations and strengthen existing ones, confident in our belief that patients can benefit from increased access to community-based providers and their expertise.

The Quintuple Aim

Every system needs a strong, clear and unambiguous understanding of what problems it seeks to solve and what good looks like. The Quintuple Aim provides that direction as a concept that's gained significant attention in healthcare in recent years.

As healthcare professionals and leaders continuously striving to improve patient outcomes and create sustainable, high-quality care systems, the Quintuple Aim serves as a guiding framework that inspires us at Southlake Health to:



1. Improve Population Health Outcomes

- While this traditionally refers to the clinical outcomes of patients that come to us for care, Southlake views this holistically to include overall wellness. Capturing and measuring Patient-Reported Outcome Measures (PROMs) in addition to Patient-Reported Experience Measures (PREMs) will be a key part of our strategy moving forward

2. Enhance Patient, Family, and Caregiver Experiences

- A focus on outcomes associated with contacting the healthcare system – both in terms of quality of care and quality of the experience – must not be lost.

3. Enhance Care Team Well-being

- Healthcare is a high stress environment. Increased administrative and operational burden has been placed on care team members over the decades and we acknowledge more must be done to address both burnout and moral distress. It is important to note that these challenges also are present for support and corporate services staff as well.

4. Advance Health Equity

- Disparities between different segments of the population must continue to be addressed and corrected. These challenges present themselves through social determinants of health considerations, historical inequities, and geographic-based access issues. By working collaboratively to reduce health disparities, with a focus on vulnerable populations, Southlake Health will offer equitable care to everyone.

5. Improve Value and Financial Sustainability

- Healthcare expense growth trend must be slowed to enable organizations to be better prepared to face growing demographic pressures. Exploring new revenue sources and marketing our expertise are crucial, as is advanced analysis of our costs in order to adjust our services to provide care in lower cost settings. Overall, we must focus on value and produce optimal outcomes at a lower cost per capita.

The Quintuple Aim reflects a more holistic approach to healthcare, ensuring that every aspect of the system – the patients it serves and the healthcare professionals delivering and supporting care – benefits.

Population Health Management and the Learning Health System

Population Health Management is a well-established evidence-based approach to drive improvements that we want to see along each aspect of the Quintuple Aim. Population Health Management challenges us to think proactively about everyone who lives in our communities and work with our partners to design a system that meets their needs.

According to the World Health Organization, the key principles of Population Health Management are:

- Defining and identifying the population we serve
- Understanding their healthcare needs
- Proactive modeling and evidence-based care planning
- Delivering tailored services
- Focusing on continuous evaluation and improvement

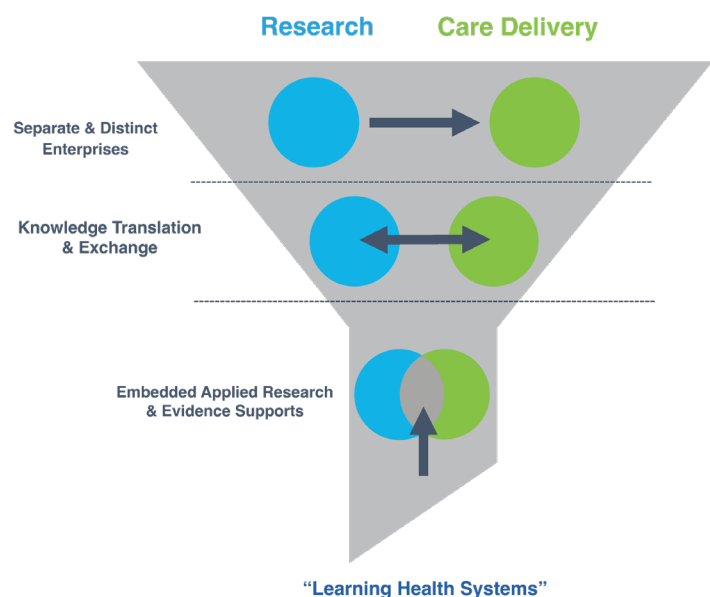
By adopting Population Health Management as a core operating system, Southlake Health will learn from, and partner with, leading healthcare systems from around the world to ensure we can make the most significant impact for northern York Region and southern Simcoe County.

The Learning Health System

Through the thoughtful integration of research, academics, operations and improvement via the Learning Health System approach, Southlake Health will demonstrate a sustainable path forward for healthcare in Ontario.

The Learning Health System intends to help address long-standing challenges where health systems “continue to lag in their ability to quickly and rapidly generate and use existing research to improve the health of the populations they serve, in ways that are affordable, patient centred, financially sustainable, and equitable.”

We can accelerate the adoption of new learnings to impact care - learnings that are generated by our partners both across Ontario and around the world as well as those developed internally at Southlake.

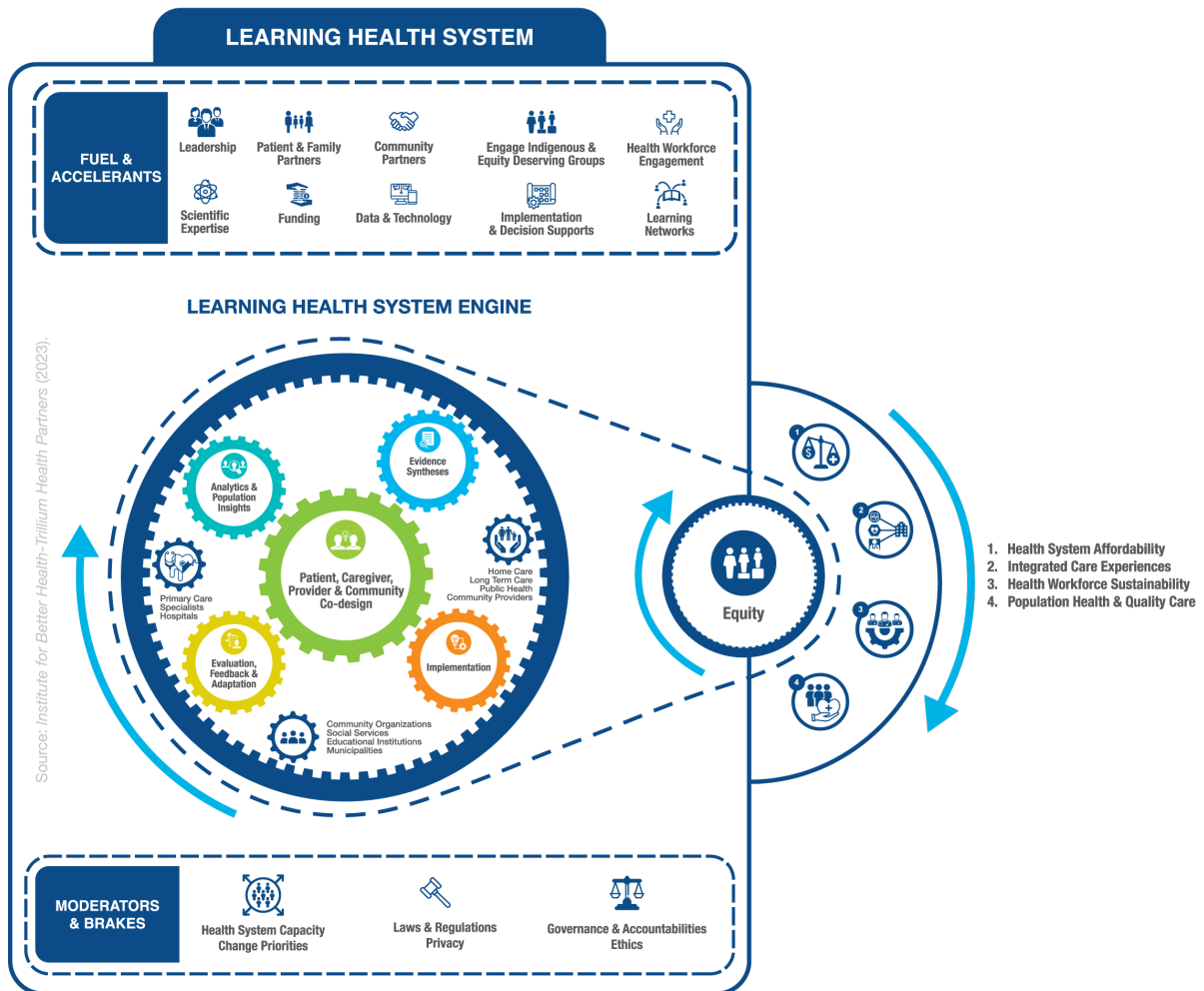


Developed at the Institute for Better Health at Trillium Health Partners, the Learning Health System Action Framework outlines five “Learning Gears” which illustrate key research methods and inputs to optimize an efficient and nimble approach to learning and adoption:

- Advanced Analytics and Population Insights
- Evidence Syntheses and Curation
- Patient, Caregiver and Provider Co-Design
- Implementation and Reach
- Rapid Cycle Evaluation, Feedback and Adaption

The engine analogy highlights how each gear is required for the system to function properly. Various enabling “fuels and accelerants” can help organizations drive progress, including targeting resources and strengthening capabilities. The Action Framework also advises us to stay cognizant of “moderators and brakes” that can determine the pace of change and improvement.

Southlake Health is excited to adopt the Learning Health System concept and integrate it into our approach to care planning and delivery, evaluation and partnerships.



1 Reid, R.J., et al. (2023) A Learning Health System Adoption Engine that Integrates Research and Health Systems, Mississauga, ON: Trillium Health Partners, available: <https://ossu.ca/resources/learning-health-system/>

In Closing

The modern hospital is much more than a building - it is a constellation of expertise that must adapt to the changing needs of patients and the evolving healthcare landscape. By shifting away from traditional thinking that sees hospitals as simply bricks and mortar facilities, we can better appreciate their true value – harnessing the collective expertise, compassion, and experience of their people to deliver care in new and flexible ways.

Fueled by transformative philanthropy from our generous donors, in the decade ahead, Southlake Health will continue to focus on what we do best - provide leading edge care to the communities who rely on us. By evolving our organization into a Distributed Health Network, focusing on the principles of Population Health Management and strengthening partnerships, we will improve outcomes and experience for patients, families, and caregivers while also enhancing satisfaction for our teams, helping to address health equity concerns and ensuring sustainability.

Join us.





596 Davis Drive
Newmarket, Ontario
L3Y 2P9

Tel: 905.895.4521
TTY: 905.952.3062
southlake.ca