

Report from President and CEO

Good evening!

Welcome to our Annual General Meeting – a time for all of us to take stock of our collective efforts, achievements and challenges during the previous year.

This occasion holds a very deep and personal significance to me as this is the last ‘year in review’ meeting at which I will address you as the President and CEO of Southlake. It is, and has been, an extraordinary privilege to work alongside such outstanding clinical, administrative and volunteer colleagues across our hospital.

We are relentless in our commitment to provide those things our patients require and expect from an acute care hospital in a fast-growing community, and we are steadfastly determined to deliver the ultimate patient experience in doing so. What do we mean by that? Well, this video underscores our commitment.

[\(Compassion video\)](#)

Respect me. Hear me. Involve and engage me. Honour my time. Strive to keep me safe. Be compassionate – I am a person.

These simple, yet very powerful, words create the hallmarks of great health care and they are in evidence every day at Southlake.

As a hospital, our overall quality performance is paramount. At the core of every patient experience is exemplary clinical care. We are rigorous in our pursuit of quality outcomes and I am proud to say we continue to achieve outstanding results on this front.

As a team, we have achieved outstanding results in the past year on our journey to become a high-reliability organization – one where there are inherent risks and complexities but where there are processes and standards to prevent errors and a culture to seek and implement better solutions to challenges.

For the last four years as a large community hospital, Southlake has been the province’s best performer for the time it takes physicians to see patients upon arrival in our Emergency Department.

The Stronach Regional Cancer Centre has ranked number one of fourteen programs, year over year, based on 16 provincial performance indicators.

We have also achieved an improvement in reducing our 30-day readmission rate for patients and exceeded our performance target by 9.8 percent.

Our team has achieved an outstanding hand-hygiene compliance score of 92 percent with a continued commitment toward a goal of 100 percent.

Year over year, we have had a continued commitment to reduce the number of hospital acquired pressure injuries by 10 percent and we have surpassed our targeted improvements, moving from

8.1 percent, to a sustained annual rate of 2.0 percent since 2013.

The safety of our staff is a top priority. We have played a leadership role in developing and implementing violence prevention strategies using a collaborative approach with our six Joint Centre hospital partners.

We believe strongly that patients are partners in their own care. We are passionate about this feedback and make it a priority to learn from patients' perspectives how to improve the care we provide. Southlake performs well for patient satisfaction within a comparable group of hospitals that treat more than 75,000 patients a year – but we always strive to do better. With this in mind, we have introduced real-time satisfaction surveys as part of our commitment to providing the ultimate experience from the patient's perspective.

Seven clinical care programs have established patient-family advisory councils to help set priorities and shape how we deliver care. There are plans for three more program-based councils in the near future. We also benefit from the input and insights of patients and families at a hospital-wide level.

Our practice of sharing a patient or family story at the beginning of every meeting helps to 'keep it real'. Every experience and story is unique in its own way, and our ability to learn from each one only helps us achieve our strategic objective of treating patients like family.

Minister of Health Dr. Eric Hoskins visited last July to announce \$3.6 million to fund the fourth radiation treatment unit in the cancer centre.

We have expanded advanced ophthalmology services so that 365 more adults and children are able to get the eye care treatment they need close to home.

The official ground-breaking of the Margaret Bahen Hospice for York Region, moved us one step closer to transforming end-of-life care for 250 patients and their families. To put this in perspective, there are currently only three hospice beds in all of York Region.

Our Emergency Department remains the third busiest in the province with the fastest door to doctor wait time in Ontario. This, despite an almost 20 percent volume increase in the last 5 years, is a true testament to the incredible teamwork and focus on the flow of patients through the department and then to an inpatient bed, or discharge home or to an appropriate setting.

The appointment of a Southlake Chief Health Innovation Officer demonstrates our commitment to our strategic objectives for innovation, including new processes, software solutions and devices.

The Health Ecosphere Innovation Pipeline is an enterprise led by York University and Southlake to partner with businesses and other research institutes to develop personalized healthcare technologies and state-of-the-art solutions. Funding is comprised of a \$15 million financial investment by the Federal Economic Development Agency for Southern Ontario, matched by \$19.5 million from 32 partners engaged in the development of 37 new technologies.

Southlake clinicians continue to create legacies by forging new frontiers. Dr. Carter Thorne was honoured with the designation of Master by the American College of Rheumatology, one of the highest a member can

receive. Southlake clinicians published in the New England Journal Medicine, Journal of the American College of Cardiology, Journal of Rheumatology and the Professional Journal of Eating Disorders.

We continue to work towards a transition from a member of the Central Ontario Healthcare Procurement Alliance to become a customer of Plexxus, a not-for-profit shared service organization that provides strategic, operational and financial value, with an emphasis on procurement.

Last fall, we undertook benchmark market research to gain insight into our community's perceptions of the hospital, services we provide and preferred channels of communication. We are able to build on our strong reputation and address areas of opportunity for strategic communications and community outreach.

Thank you to the Foundation Board of Directors and staff who are valued partners of the Southlake team, for enabling our ability to provide shockingly excellent care.

To my medical and administrative colleagues, I have been fortunate and very appreciative of your collegiality and professionalism. Your leadership instills great confidence – our reputation as a hospital that delivers on the highest quality, safety and efficiency standards is a result of your efforts. As I have often said, working in health care is the most meaningful thing I have done in my professional life.

Finally, I would like to thank wholeheartedly the Southlake Board of Directors, led by Board Chair Colette Nemni, for your confidence, guidance and support during the last six years. Our community is exceptionally fortunate to benefit from capable governance leadership of a vigilant group of citizens with its best interests at heart.

Thank you,



Dave Williams President & CEO