

Report from President and CEO Southlake Regional Health Centre

**2017-18 Annual General Meeting
June 20, 2018**

Good evening. Welcome to our 2017-18 Annual General Meeting for the year ending March 31, 2018.

This is my first address to you as President and CEO at our Annual General Meeting. It's an important occasion for me as I reflect on the last months, since I joined October 10, 2017. It seems such a short while ago and yet so much has happened.

When I first arrived, one of my top priorities was to meet as many patients, people, physicians and volunteers at Southlake as possible. What became very evident to me quickly is that our people, physicians and volunteers are proud to work at Southlake, despite the severe space and associated funding limitations. I started my blog to connect directly with people so all staff could participate in a free-flowing dialogue about Southlake, how to build on its strengths and take it to the next level. People were eager to share their ideas and insights.

This is what I learned.

I've seen, first-hand, the pressures on all teams that come with serving our growing and aging population. I've learned of our expertise in mental health and the desperate need for additional spaces and resources to care for patients in crisis.

I learned that a new patient enters our Emergency Department (ED) every four and a half minutes. Many days, we have to find beds for 75 more patients than we have space or associated funding to accommodate. This is not surprising given that almost 115,000 patients are treated annually in our ED, one that was built almost 20 years ago to support 80,000 patients. Despite this, we continue to lead Ontario with the shortest wait time to see an ED doctor.

We have excellent programs across Southlake but we are constrained for space. Surgeons perform leading procedures, while we are limited by the space for those patients to recover.

I discovered that our people run short of necessary, everyday tools to care for patients. Our people want to spend more time with patients and less time searching for things!

Focus on advocating for 1.8 million residents across York Region and south Simcoe County

There was an urgent need to educate funders and the public to the challenges facing Southlake and that became a priority for me. It is unacceptable to see patients cared for in our auditorium, gyms and patient lounges. I took a multi-pronged approach to educate and advocate as broadly and quickly as possible.

We highlighted the overcrowding we faced through a CTV exclusive news broadcast <http://toronto.ctvnews.ca/mobile/video?clipId=1283260>

We then arranged for *Toronto Star* access to the challenges faced by patients in crisis seeking mental health treatment through.

[Near the Breaking Point](#)

Further, I met with our local members of provincial parliament, mayors, Ministry of Health staff and others to educate them on the challenges Southlake faces every day.

In just a few months, I'm proud of our results. Funders now have a much greater appreciation for the advanced care we deliver and the space and funding challenges under which we operate. We received \$8.7 million in additional funding to turn temporary spaces into proper treatment beds. We secured \$9.7 million in new funding to add 12 new mental health beds to help those in crisis. This means 460 more patients each year will have a lifeline to medical care and interventions at Southlake. And we received a commitment to increasing our exceptional cardiac procedures by 40 per cent.

As a summary of other highlights from 2017-18, I invite you to read our soon to be released [2017-18 Annual Report to the Community](#) and hear about:

- **Priya**, 46, with two sons, who received fast treatment for cancer so she could return to her life and family she loves
- **Pieter and Lotte**, 91 and 92 respectively, who both received life-saving TAVI procedures for their hearts so they could continue to dance together in their kitchen and celebrate their 70th wedding anniversary
- **Pavel**, 60, an avid golfer who had a stroke just before tee-off and was able to imagine a 'new normal' and find hope.
- **Andrea**, a woman in her 50s with two teenage sons, struggling with mental illness, who found a lifeline at our mental health inpatient unit where she is learning to survive, cope, and with hope, thrive.

Now, about those essential, everyday tools I mentioned. Everyone at Southlake shares a desire to ensure we get the simple things right for patients, every time. So we purchased a range of small equipment and supplies, based on what we need most. Listening to our people and taking action means our staff feel valued and they can spend more time with patients.

Driving our future, together

As we celebrate fiscal 2017-18, I'm now looking forward. We've embarked on developing a new *Strategic Plan 2019-2024*, starting with an unprecedented level of staff and public engagement. That insight will directly inform our master plan for our organization - one that delivers the best care to residents who rely on Southlake.

This will be the blueprint for our future. Before I close, I would be remiss not to express my genuine thanks to our excellent senior executive team, Southlake staff, volunteers, and physicians, our Foundation and for the support of our Board.

I look forward to sharing our success at next year's Annual General Meeting.

Sincerely,



Arden Krystal, President and CEO