

# southlake annual report

2007-2008



# leadership & vision

Why are numbers beautiful? It's like asking why is Beethoven's *Ninth Symphony* beautiful. If you don't see why, someone can't tell you. I know numbers are beautiful. If they aren't beautiful, nothing is.

*Paul Erdős, 20th century mathematical problem-solver*

Numbers intimidated most of us when we were young. Having to go to bed at seven o'clock when it seemed like things were just getting started. Fighting to keep our legs moving as we ran 5 km for gym class. Going for marks in the high 90s in order to get a scholarship to the university of our dreams.

At Southlake, however, we've grown to love numbers with our favourite being somewhere around 1.2 million! That's roughly the number of people living in York Region and Simcoe County today that can access lifesaving healthcare services at Southlake. It's the number of people who place their trust in Southlake and in doing so, have inspired us to build and equip the necessary facilities for our exceptional healthcare professionals to provide *shockingly excellent service* each and every day.

During the 2007–2008 fiscal year, there were many other numbers to celebrate at Southlake. In 2007, the new 135,000-sq. ft. Medical Arts Building became the newest in a series of major capital improvements. This new building is home to a range of out-patient services, including an advanced 100% Digital Imaging Centre, a specifically designed and built Eye Institute, and the first stage of our Southlake Regional Cancer Centre – an interim Radiation Oncology Clinic that provides initial consultations and follow-up care, thereby reducing the number of trips that patients undergoing radiation therapy must make to downtown Toronto.

Inside Southlake Regional Health Centre, patients who suffer debilitating rhythm disturbances of the heart applauded the fact that Southlake was the first hospital in the world to perform a groundbreaking cardiac procedure. Also launched in 2007, the Primary PCI (Percutaneous Intervention) Bypass program was developed and Southlake became one of only a few hospitals in Canada to offer angioplasty services 24 hours a day, 7 days a week. Most recently, Southlake furthered its unique position in the cardiac community by becoming one of only a few hospitals in Canada to perform a highly specialized, minimally invasive procedure to remove cardiac leads from a patient's heart.



**Dan Carriere**  
President & CEO



**Stephen Stewart**  
Board Chair

Adjacent to the Hospital, construction continues on the four-storey Regional Cancer Centre at Southlake. Scheduled to open in Fall 2009, the Centre will have the capacity to accommodate 52,000 new patient visits for radiation therapy each year. By 2012, estimates indicate that overall visits for cancer diagnosis and treatment will increase to 100,000 per year.

At Southlake, we are committed to being the best in everything we do, especially as it relates to the healthcare services we deliver. As a result, we monitor all aspects of our performance by using a number of key quality indicators, which are linked to our Strategic Plan (2005–2010). We are pleased to include a page within this year's Annual Report that is dedicated to our Performance—areas where we are doing well and areas that require greater attention. We are confident that the improvements we are making prove that Southlake is a great place to work, practise, volunteer, and receive care—who could ask for more!

Although we are exceptionally proud of how all the numbers added up during the past year, we are equally excited about our plans for the next 10 years. To enable us to attract and retain highly skilled healthcare professionals and improve the overall quality of care for our patients, Southlake will evolve into a university-affiliated teaching and research centre. Our first step will be the development of a Family Medicine Teaching Unit, which is scheduled to open in July 2009 and will be affiliated with the University of Toronto and the Southlake Family Health Team. The next step will be to build and equip the facilities required to transform Southlake into a full-fledged academic centre that will educate and train tomorrow's doctors, nurses, and allied healthcare professionals, introduce groundbreaking technologies and innovative services, and position Southlake as a leader of specialized services within the Central Local Health Integrated Network (LHIN).

We look forward to sharing our future successes with you. In the meantime, we invite you to shed your apprehension about numbers and review this report to learn about the many successes achieved at Southlake during the 2007–2008 fiscal year.

**Dan Carriere**  
President & CEO  
Southlake Regional Health Centre

**Stephen Stewart**  
Chair, Board of Directors  
Southlake Regional Health Centre



# year in review



At Southlake, we strive tirelessly to always be a centre of healthcare excellence. By focusing our efforts in four key areas—Our Patients and Community, Our People, Our Performance and Accountability, and Our Program and Service Opportunities—we can and will be successful. Please take a moment to read about just a few of the successes we achieved during the 2007–2008 fiscal year.

## Our Patients and Community

*Our focus on Our Patients and Community goes right to the very heart of what we do and for whom we do it. It demonstrates our drive to provide the very best healthcare experience for the people we serve.*

### Satisfied Customers

Satisfaction results for the overall quality of care and service received by our patients was consistently over 94 percent—higher than the provincial average.

### Safe Care Environment

Southlake is an active participant in the *Safer Healthcare Now!* Campaign—a national initiative focused on improving patient safety while in the care of health providers.

### Access to Service

The new six-storey Medical Arts Building (MAB) officially opened. Connected to the main Hospital via a skywalk above Davis Drive, the building houses a range of out-patient treatment and diagnostic services and physician offices.

Designed to reduce wait times and enhance our patients' experience, cataract surgery is the first program to be launched with the opening of the new Eye Institute at Southlake. Future plans include the introduction of comprehensive services to diagnose and treat a full array of eye-related diseases, including those involving the retina.

Diagnostic imaging services at Southlake have since 2007 undergone a complete transition to digital imaging and storage technology. The benefits of this new technology include more accurate and timely diagnosis, faster access to required treatments, and overall reduced wait times.

## Patient Outcomes

A Canadian research study led by members of Southlake's Regional Cardiac Care team has proven that the transfer of heart attack patients to specialized hospitals to undergo angioplasty within six hours after receiving clot-busting drugs results in better outcomes. Southlake is currently one of only a few hospitals in Canada to offer lifesaving angioplasty services 24 hours a day, 7 days a week.

## Our People

*Some of the world's greatest people work at Southlake. Our focus on Our People addresses how we plan to keep them and find more like them.*

## High Performance Workforce

Southlake invested \$2 million to support the recruitment and retention of a strong nursing workforce. These funds were used to reduce the nurse-to-patient ratio, which has enabled our nurses to spend more time with their patients, and to increase education opportunities for nurses to update and improve their skills.

For the second consecutive year, independent survey results indicate that both staff and physicians rate Southlake as a great place to work at levels that are respectively 14 and 21 percent higher than those achieved at other participating Ontario hospitals. A volunteer survey found that 96 percent of volunteers had a positive experience working at Southlake.

Featured on the cover of *Canadian Healthcare Manager Magazine*—Canada's #1 healthcare publication—President and CEO, Dan Carriere was profiled on the success of transforming a community hospital into a major regional health centre.





## Our Performance and Accountability

*Our focus in Our Performance and Accountability addresses how we intend to enhance our efficiency and effectiveness in the business of caring for people and making their lives better.*

### Accountability to the Ministry of Health and Long-Term Care/Central LHIN

Southlake is recognized as the most efficient hospital in the Greater Toronto Area and one of the most proficient in the province. This means that the actual cost to deliver patient care at Southlake is less than it is expected to be by the Ministry of Health and Long-Term Care.

For the second consecutive year, Southlake was recognized as a High Performer in two quadrants of the province's *Hospital Report: Acute Care Clinical Utilization and Outcomes*, and Financial Performance and Condition.

Southlake's Digital Mammography Program was awarded full Accreditation—one of only a few hospitals in Canada to receive this prestigious designation—for exceeding national standards in providing high quality service, expertise of staff, and leading-edge equipment.

## Our Program and Service Opportunities

*Always seeking to be and do more for our patients and community, our fourth focus represents our look to the future in Our Program and Service Opportunities.*

### Regional Leadership and Regional Partnerships

Southlake pledged its support to the *Flo Collaborative*, a provincial quality improvement program aimed at making the transition from acute hospital care to alternative levels of community care more effective and efficient for both patients and families.

**Southlake created a number of partnerships to assist in developing new and innovative ways to deliver exceptional care. They include:**

- Princess Margaret Hospital—one of the top five cancer research hospitals in the world—partnered with Southlake's Regional Cancer Program to develop a world-class radiation program. Patients will also have an opportunity to participate in a number of advanced research studies, which means they will have access to the newest discoveries when these become available.
- Through a formal relationship with the University of Toronto and the Southlake Family Health Team, Southlake is in the planning stages to open a Family Medicine Teaching Unit in July 2009. When the program is fully

developed, there will be 18 Family Medicine Residents working throughout Southlake. This unit will significantly improve access to primary care for area residents who do not have a family doctor.

- At the request of the provincial government, Southlake assisted Stevenson Memorial Hospital in Alliston to reopen its Birthing Unit. Working in partnership since 2000, Southlake and Stevenson have a successful history of sharing resources and working together to deliver quality healthcare services to the residents of York Region and south Simcoe County.
- Discussions are currently underway with several universities, in particular York University, to develop an aggressive and comprehensive teaching and research agenda at Southlake. Exciting developments are expected to come to fruition and be announced during 2008–2009.

### Regional Tertiary Services Closer to Home

As a community hospital, Southlake treats the most complex patient cases in the province, and is the only non-teaching hospital in Ontario to specialize in both cardiac and cancer care and to offer a total of six regional programs.

Within five years, Southlake's Regional Cardiac Care Program has evolved into the fourth largest centre in Ontario and number one in Canada for treating the most debilitating heart rhythm conditions and performing the highest number of electrophysiology studies. Successes include a world-first cardiac catheterization procedure performed in February 2007, and in April 2008 Southlake joined the ranks of only a few hospitals in Canada to perform a highly specialized, minimally invasive procedure to remove cardiac leads from a patient's heart.

Southlake's Thoracic Surgery Program performed more lung and esophageal cancer surgeries than all the other hospitals in the Central LHIN\* combined, accounting for over 750 surgeries in 2007.

*\* Central Local Health Integration Network is one of 14 Local Health Integration Networks established by the Government of Ontario to plan, co-ordinate, and integrate local healthcare services.*

# vital signs

## Service Statistics for 2007–2008

### Total number of:

Emergency visits	68,960 **
In-patient admissions	21,971
Out-patient visits	272,044
Births	2,535
Babies admitted to NICU	180

Chemotherapy treatments 9,350

Diagnostic exams 255,090

Cardiac Surgeries	849
Angioplasty/PCI procedures performed	1,757
Electrophysiology studies (EPS) performed	620
Pacemakers/ICD implants	758
Catherization/Angiograms performed	5,178

Surgical Procedures (in-patient/out-patient) 24,622

Beds in operation	375
Patient Meals Served	360,876
Volunteer Hours	60,200

### People Statistics

Staff	2,651
Doctors	387
Volunteers	500

### Teaching and Research

Active research studies (clinical trials)	115
Physicians and staff involved in teaching	100
Number of student days	2,000

\*\*Southlake has the busiest Emergency Department in the Central LHIN.

**Vision:** *Shockingly Excellent Service*

**Mission:** We are in the business of caring for people and making their lives better. As a leader in the provision of specialized healthcare services, we are relentless in our efforts to deliver quality services closer to home, and to seek out new and innovative ways to meet the healthcare needs of the people we serve.

**Values:** Put Patients First, Give a Damn!, Honour Your Commitments, Push the Envelope

# statements

Southlake Regional Health Centre Summarized Statement of Operations and Equity - Year Ended March 31, 2008

	2008	2007
Revenues	\$ (000's)	\$ (000's)
<b>Ontario Ministry of Health</b>	210,380	197,672
General	13,273	10,833
Out-patient specified programs	2,879	2,258
<b>Sources Other than Ministry of Health</b>		
In-patient	1,260	840
Out-patient	709	1,043
Preferred accommodation	4,451	3,816
Investment income	1,466	464
Amortization of capital grants	6,576	6,334
Other	21,986	12,558
	262,980	235,818
<b>Operating Expenses</b>		
Salaries, wages and medical staff remuneration	136,379	118,684
Employee benefits	28,372	24,843
Medical and surgical supplies	33,993	30,272
Plant maintenance and operations	9,081	8,826
Depreciation of furniture and equipment	12,324	11,816
Drugs	9,584	8,813
Business support	9,260	7,622
Laundry and linen	2,527	2,284
Specified programs, salaries and benefits	2,953	2,278
Food and dietary supplies	2,120	1,707
Other supplies and expenses	16,041	9,169
	262,634	226,314
<b>Excess of Revenues over Expenses before the undernoted</b>	346	9,504
Depreciation of buildings and improvements	(6,896)	(6,905)
Investment expense	(2,089)	(1,770)
Amortization of capital grants	4,133	3,569
<b>Excess/(Deficiency) of Revenues over Expenses for the year</b>	(4,506)	4,398
Net assets, beginning of the year	24,466	20,068
Net assets, end of year	14,457	24,466

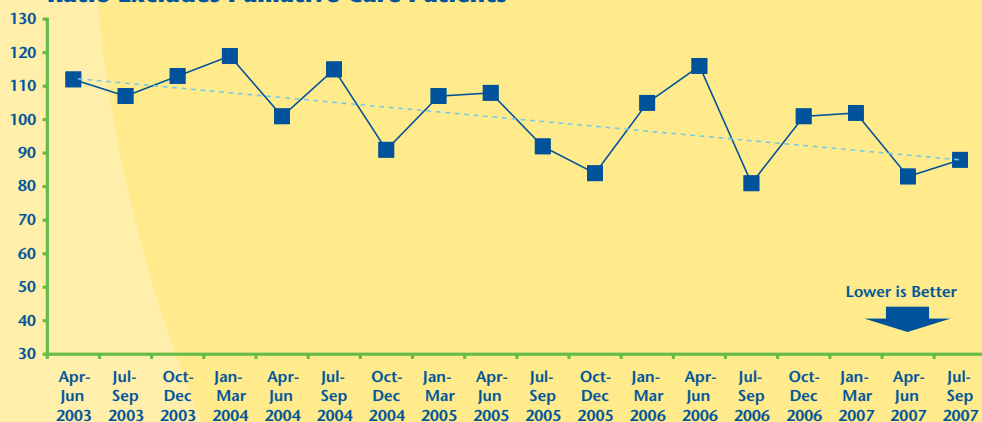
Detailed audited financial statements are available upon request.



# performance

As part of Southlake's commitment to provide quality healthcare, we monitor all aspects of our performance by using a number of key quality indicators. These indicators form a "balanced scorecard" which allows us to evaluate our current performance and seek ways for improvements. In addition, Southlake actively participates in a number of external studies, surveys, and reports which help to make us accountable to the communities we serve, and to allow us to compare our performance to our peers. We are pleased to share some highlights of 2007–2008.

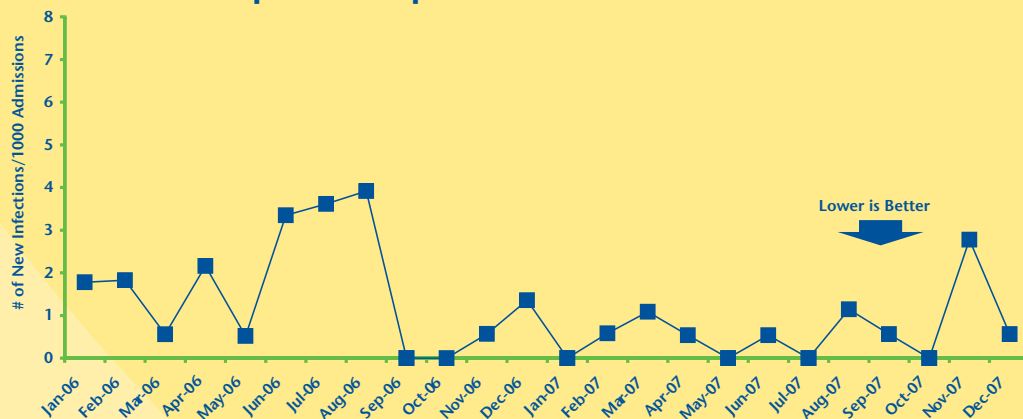
## Hospital Standardized Mortality Ratio (HSMR) Ratio Excludes Palliative Care Patients



*Our risk-adjusted mortality ratio is showing a gradual decrease over time. This is being accomplished through a number of quality focused initiatives, including our voluntary participation in Canada's Safer Healthcare Now! Campaign.*

*While not considered a risk to healthy persons, MRSA can cause major complications for hospitalized patients. Due to Southlake's stringent infection prevention and control practices, which includes promoting the importance of good hand hygiene practices by staff, physicians, and visitors, we have reduced our hospital acquired infection rate for MRSA to 0.6 infected patients per 1,000 hospital admissions—well below the most recent published standards for Canada.*

## Hospital Acquired (Nosocomial) Infection Rates Methacyllin Resistant Staphylococcus Aureus or MRSA New Infections per 1000 Hospital Admissions



To access additional information relating to Southlake's performance in the above or following categories, please visit our website at [www.southlakeregional.org/aboutus.performance.html](http://www.southlakeregional.org/aboutus.performance.html) or call our Quality and Planning Department at (905) 895-4521, extension 2517:

- **Access** (Wait times for Selected Procedures, Emergency Wait Time for an In-patient Bed)
- **Accreditation**
- **Satisfaction** (Overall Quality of Care, Recommendations)
- **Safety** (Hospital Acquired Nosocomial Infection Rates, In-Patient Falls, Hospital Standardized Mortality Ratio)

Where numbers say it all, at Southlake, ours speak volumes. We are pleased with the progress we are making but remain committed to finding new opportunities to strengthen our performance and improve our services. For instance, we are aware of the frustration that patients and families experience when they do not receive the care they expect or face lengthy wait times in our Emergency Department. During 2008–2009, we will focus significant attention on improvements in this area and will publish regular progress reports on our website.

# a look ahead

## Regional Cancer Program at Southlake

Cancer Care Ontario, with the support of the Ministry of Health and Long-Term Care, has designated Southlake as the site for the Central LHIN's Regional Cancer Centre—one of 13 Centres in the Province of Ontario. In this role, Southlake through the Regional Cancer Program is responsible for ensuring that patients seeking cancer treatment services receive the same level of quality care, regardless of where they live or access service within the Central LHIN.

Specific to cancer treatment services at Southlake, we are pleased to provide the following updates:

- Construction continues on the new four-storey Regional Cancer Centre. Scheduled to open in 2009, the Centre's Radiation Program is being developed in partnership with Princess Margaret Hospital (PMH), and will offer state-of-the-art, image-guided radiation therapy equipment and information systems—the current gold standard for radiation treatment worldwide.
- Until the Cancer Centre opens, Southlake will utilize the facilities and services of PMH to provide the required radiation therapy for its registered cancer patients. Within Southlake's new Radiation Oncology Clinic, patients are seen for their consultation and follow-up visits by a radiation oncologist. To ease the burden of travel, Southlake offers a free shuttle bus service to transport patients to and from their radiation therapy appointments at PMH.
- Southlake's new Diagnostic Assessment Unit now offers rapid access to consultation and final diagnosis for patients with suspected breast cancer. This unit will soon expand its services to include patients suspected of having lung and prostate cancer.
- Southlake participates in colorectal screening through Cancer Care Ontario's ColonCheck initiative.
- The Palliative Care Program at Southlake consists of a dedicated in-patient unit and a team of specially trained healthcare professionals who provide holistic care, including expert pain and symptom management, and ongoing support for patients and their families.



For more information about the Regional Cancer Program at Southlake, please visit our website at [www.southlakeregional.org](http://www.southlakeregional.org)

## Teaching Today for Great Healthcare Tomorrow

As the momentum to transform into a regional healthcare centre of excellence builds, it should be no surprise that one of Southlake's next key initiatives is to become a university-affiliated academic centre. Among the numerous benefits of becoming an academic centre are greater opportunities to recruit and retain doctors, nurses, and other healthcare professionals to our growing community; enhanced overall quality of patient care by keeping up-to-date with advances in technology and knowledge; access to University resources; and enhanced research opportunities.

"Teaching is nothing new to Southlake. We have a long history of accommodating observers, clerks, residents, and fellows in various programs throughout the Hospital. At the present time, about 100 of Southlake's affiliated physicians and staff are teaching at some level, and approximately 2,000 student days take place at the Hospital on an annual basis. We are confident that a formalized teaching and research agenda will support our pursuit for excellence in the delivery of exceptional healthcare services to the people and communities we serve," says Dan Carriere, President and CEO.

# contact us



**SOUTHLAKE**  
REGIONAL HEALTH CENTRE

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Members of the 2007-2008 Board of Directors

## 2007-2008 Board of Directors

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Phyllis Morris  
James Young

ex-officio  
ex-officio  
ex-officio

Southlake is proud to be affiliated with the following healthcare organizations:



*Southlake*

**Family Health Team**



**Princess Margaret Hospital**  
University Health Network

