

southlake annual report

2004/05



vision



leadership

Committed to a Vision that inspires us to provide *shockingly excellent service*, Southlake Regional Health Centre continues to chart new directions in the development of tertiary or advanced care programs and services closer to home for the people we serve. Through this extensive, yet necessary, transformation we have never faltered from honouring our richest tradition—caring for people with a human touch.

In the pages ahead, you will gain an appreciation for the considerable energy, time and resources we invested during 2004/05 in solidifying Southlake's position as a rising, major health system resource locally, regionally and provincially. Impressively our successes were achieved simultaneously with our ability to find new ways to deliver care more efficiently, which enabled us to end the year in a surplus position—one of only a few hospitals in the province to achieve this standing.

For the foreseeable future, we must shift a significant degree of our attention to being responsive to the healthcare and unique demographic changes that face our organization's ability to serve our patients. They include finding sustainable solutions to deliver quality care within Canada's fastest growing region, addressing the needs of an aging population, effectively managing and preventing infectious disease outbreaks, and recruiting qualified healthcare professionals in an industry that is besieged with shortages.

As leaders in the provision of specialized healthcare services, we must also be resilient and fully prepared to respond to new government initiatives as they continue to unfold. Destined to change the face of healthcare delivery in Ontario, these initiatives include the establishment of Local Health Integration Networks (LHIN), wait time reduction strategies, and new legislation that requires hospitals to deliver care more efficiently and within allocated resources.

Thanks to the expertise, commitment and progressive character of our Board of Directors, management team, physicians, front-line staff, and volunteers, we are confident that we can and we will make Southlake synonymous with excellence. Just watch us.

Daniel Carriere
President & CEO
Southlake Regional Health Centre

Robin Tidd
Chair, Board of Directors
Southlake Regional Health Centre

Every day, the Board and staff of the Southlake Regional Health Centre Foundation dedicate themselves to advancing Southlake by generating, safeguarding and growing revenue, relationships and resources.

This past year has been a very exciting and challenging one for all of us. The Southlake Foundation transformed itself under the strong leadership of a visionary new Board supported by a strong staff team. We started by looking inward to establish a new governance structure with policies to assure the highest level of compliance and fiscal accountability. We then looked to the future and developed our vision of *Extraordinary contributions!* with a 3-year strategic plan to guide us on our quest. All the while, we worked to achieve our most aggressive fundraising target ever—\$8 million in cash and pledges.

We would like to thank all our donors for providing such generous support to Southlake. This fiscal year, we received more than 13,000 individual gifts. Each and every one of them will make a tangible difference to the care the Hospital provides and to the lives of our patients.

The next few years hold even greater promise, as we plan a campaign to support Southlake's next priority in making world-class healthcare available closer to home—the Regional Cancer Centre. Scheduled for completion in late 2007, estimated costs to build, equip and open this centre are in excess of \$65 million. Thanks to the generous donation of \$8 million from Magna International Inc., we are well on our way. We know we can count on the continued generous support of all our communities.

We would like to express our sincere gratitude to our hard working Board of Directors, staff, volunteers, front line hospital and medical staff, who through their every day efforts allow us to come even closer to reaching our vision.

Carol Oliver
Interim President
Southlake Regional Health
Centre Foundation

Kevin Pearson
Chair, Board of Directors
Southlake Regional Health
Centre Foundation



This year was a time of rebirth and transformational change for Southlake Regional Health Centre and Foundation. Here are just a few of this year's significant highlights and accomplishments.

year in review

Improve Wait Times and Access to Care

We are in the business of caring for people and making their lives better.

- Southlake received almost \$3.7 million in one-time funding to perform additional MRI tests, cataract, cardiac, cancer and orthopedic related surgeries and to purchase a new MRI machine, which is capable of performing an additional 1,800 scans per year.
- Our Maternal Child program opened the *A Baby's Coming (ABC) Prenatal Clinic* to provide prenatal care to expectant mothers, who do not have a local family doctor.
- Our Regional Cardiac Care Program celebrated its first full year of providing advanced cardiac care services. More than 9,000 procedures were performed including cardiac surgery, angioplasty and advanced treatments that can cure irregular heartbeats.
- Our Child & Adolescent Eating Disorder Program, recognized across Canada for providing the highest standards of care, has treated over 500 teens since its opening in 1997. Thanks to a generous donation of \$57,500 from G.I.F.T. (Grocery Industry Foundation Together), the program will have a new classroom, education resource centre, and therapeutic group room.
- The Southlake Residential Care Village successfully transferred 150 residents, staff and furnishings to its new 192-bed facility located on the southeast corner of the Hospital's property. In memory of their mother, Mrs. Frances Walker, a \$100,000 pledge was made by Patricia Larmer and Louise Doran to help build a beautiful courtyard for the residents.
- An independent review was conducted in our new Emergency Department in order to identify opportunities to improve patient flow and decrease wait times. A report outlining recommendations is expected in June 2005.
- A Family Health Team (FHT) was approved for Southlake. The FHT will be a team of professionals including family physicians, nurses and nurse practitioners that will provide for their patients' primary healthcare needs, and focus on wellness and disease management. Our FHT will serve up to 36,000 patients when fully operational in mid-2006.

** The Ministry of Health and Long-Term Care defines a balanced budget as an amount that is within +/- 2% of each hospital's total operating budget.*

Financial Achievements

We are committed to being fiscally responsible and accountable.

- By conducting a "benchmarking" exercise to compare our operational costs to similar community hospitals, we identified close to \$9 million in annual savings. Combined with one-time funding we received from the Ministry of Health and Long-Term Care, we were able to balance our budget.*
- We were named by the Ministry of Health and Long-Term Care as an efficient "Pacesetter hospital" – one of only 31 hospitals out of 152 to complete the financial year in a balanced or surplus position.*
- Our Foundation achieved 104% of its fundraising goal and finished the year with \$8,395,505 in cash and pledges including:
 - 13,451 individual gifts
 - \$645,969 from the Southlake Equipment Fund Gift Guide

These outstanding results were achieved at a cost of only \$0.17 per dollar raised—well below the Association for Healthcare Philanthropy's benchmark of \$0.25.

Research

We have a role to play in discovering medical breakthroughs.

- Southlake Electrophysiologist, Dr. Yaariv Khaykin, was appointed principal investigator in an international study comparing approaches in treating atrial fibrillation—a common, yet serious irregular heart rhythm.
- We placed first in Canada for the recruitment and retention of patients in a Phase II cardiac clinical drug trial (research study), and a member of our team received national recognition for "being the best" in her field by the experts at the Cleveland Clinic Foundation Echo Core Lab.





vital signs



Push the Envelope

We seek out new and innovative ways to meet the healthcare needs of the people we serve.

- The Southlake Partners in Health Invitational Golf Tournament raised a record \$348,000. Proceeds were used to support the Maternal Child program, offset construction costs of the new Southlake Residential Care Village, and help build the Regional Cardiac Care Program.
- The Minister of Health and Long-Term Care, George Smitherman, along with hospital personnel, major donors, and guests celebrated the grand opening of Southlake's new six-storey building and the success of its *Nurture the Future* campaign of raising \$16.5 million—\$1.5 million over the original campaign goal.
- A cash gift of \$62,700 was received to purchase the Green Light PVP Prostate Laser system, featured in the Southlake Equipment Fund Gift Guide, making Southlake the first hospital in Canada to use this revolutionary piece of equipment.
- An \$8 million donation (one of the largest in Canadian hospital history) was received from Magna International Inc. towards the construction of the Regional Cancer Centre at Southlake. Our first-ever *Drive for Cancer* event raised \$95,500 to buy a new mammography machine in support of our current Cancer Care Program.
- Our Perfusion Team—a division of the Regional Cardiac Care Program—was successful in treating their first patient using a new Platelet Gel technique. Used for treating difficult-to-heal surgical wounds, we are one of only a few in Ontario to use this innovative new approach.
- A \$263,343 bequest established the Constance Marie and Alfred Henry Gilbert Endowment in support of the Regional Cardiac Care Program. The principal will be permanently invested and the investment income will be used each year to fund priorities identified by the Regional Cardiac Care Program.
- The Southlake Foundation awarded close to \$20,000 in scholarships to hospital staff and physicians to help support the medical training required to remain current and on the leading edge.
- We were recognized by the Eye Bank of Canada as one of the top eye donor centres in the province of Ontario.

In-patient admissions	19,598
Out-patient visits	424,047
Emergency visits	66,237
Chemotherapy treatments	7,569
Births	2,100
Babies admitted to NICU	1,068
Diagnostic exams	203,596
Regional Cardiac Care Program:	
Cardiac surgeries	738
Angioplasty procedures	1,433
Electrophysiology studies	357
Pacemakers/ICD implanted	515
Angiograms performed	4,279
Surgical procedures	14,388
Beds in operation	357
Staff	2,146
Doctors	352
Volunteers	640
Volunteer hours	53,556
Memorial gifts	3,346
Direct mail donations	4,487
<i>Nurture the Future</i> pledge payments	1,577
Donations received	13,451
Endowment fund (valued at cost)	\$8,470,128
Return on investments	9.2%

For more information about Southlake's accomplishments, please visit our website at southlakeregional.org



Summarized Statements of Operations and Equity
 Southlake Regional Health Centre
 Southlake Regional Health Centre Foundation
 Year Ended March 31, 2005

statements



SOUTHLAKE
 REGIONAL HEALTH CENTRE

Revenues	2005 \$ (000's)	2004 \$ (000's)
Ontario Ministry of Health	159,312	128,680
General	8,767	7,876
Specified programs	1,795	1,615
Sources other than Ministry of Health		
In-patient	743	435
Out-patient	738	590
Preferred accommodation	3,506	3,303
Investment income	227	233
Amortization of capital grants	4,825	2,021
Other	5,476	4,824
	185,389	149,577
Operating Expenses		
Salaries, wages and medical staff remuneration	99,807	86,391
Employee benefits	20,891	17,855
Medical and surgical supplies	21,341	12,015
Plant maintenance and operations	5,930	7,176
Depreciation of furniture and equipment	8,116	4,962
Drugs	5,399	4,375
Business support	5,662	5,332
Laundry and linen	1,857	1,681
Specified programs, salaries and benefits	1,913	1,759
Food and dietary supplies	1,755	1,596
Other supplies and expenses	9,255	8,889
	181,926	152,031
Excess (Deficiency) of revenues over expenses before the undernoted	3,463	(2,454)
Depreciation of buildings and improvements	(3,415)	(1,522)
Amortization Capital Grants	1,864	1,055
Interest Expense	(508)	17
Excess (Deficiency) of revenues over expenses for the year	1,404	(2,904)
Net assets, beginning of the year	9,175	12,079
Net assets, end of year	10,579	9,175



SOUTHLAKE
 REGIONAL HEALTH CENTRE
 FOUNDATION

Revenues	2005 \$	2004 \$
Donations and Fundraising	2,707,356	1,116,062
"Nurture the Future" Capital Campaign	3,307,374	4,649,280
Regional Cancer Centre Campaign	2,131,584	-
Southlake Residential Care Village	99,133	-
Investment income	1,186,460	797,667
	9,431,907	6,563,009
Operating Expenses		
Administrative	319,542	436,682
Fundraising	189,091	60,257
Campaign Costs	980,258	513,147
Planned Giving	60,665	47,139
Communications	17,121	-
Donor Relations	71,027	22,446
	1,637,704	1,079,671
Excess of Revenue Over Expenses Before Grant	7,794,203	5,483,338
Grant to Southlake Regional Health Centre	4,662,529	4,267,586
Excess of Revenue Over Expenses for the Year	3,131,674	1,215,752
Fund Balances, beginning of year	13,281,399	12,065,647
Fund Balances, end of year	16,413,073	13,281,399

The detailed financial statements, audited by Ernst & Young, are available upon request.



As we reflect on our accomplishments of this past year and look ahead to 2005/06, Southlake Regional Health Centre continues to demonstrate its commitment to build a centre of health care excellence.

a look ahead

Parking Structure

Six-storey parking structure, slated for completion in 2006, will provide 475 additional parking spaces. Future plans include a helipad on the top level.

Medical Arts Building

Six-storey building scheduled to open in 2006. Future location of Southlake's Family Health Team, proposed Rapid Access Diagnostic Unit, and other medical clinics. The addition of these services will improve wait times and provide access to family doctors for local residents.

Regional Cancer Centre

Four-storey building, scheduled for completion in 2007, will offer planning and radiation treatment rooms, a chemotherapy suite, and dedicated space for special procedures, research studies, and support services. Estimated cost to build and equip: \$65 million.

Southlake Regional Health Centre

New six-storey building was opened in June 2004. East building renovations to be completed in late 2006. West building renovations ongoing in 2005/06.

Southlake Residential Care Village

192-bed facility was opened in December 2004.

ARCHITECTURAL RENDERING
indicating the future plans and development of Southlake

Images are for reference only and do not necessarily reflect actual designs



We aspire to enhance the quality of life for our patients.

excellence

When 24-year old Phear Seng arrived in Southlake's Emergency Department, she was unknowingly suffering from an arrhythmia (irregular heartbeat) that was so severe a heart transplant referral was considered. Thanks, however, to the expertise of Southlake's Arrhythmia Team, she was cured of her condition following a complex 10-hour procedure.

"I felt so much better. My heart rate was back to normal and the pain was gone. Everyone was really nice and they took good care of me."

Phear Seng,
Bradford resident



My husband Edgar Lepik was treated at your hospital for cancer. Our family has been very impressed with the high level of care that all the medical staff has provided Ed. They have all made our very difficult time much easier, and we would like to show our appreciation with a donation to the cancer unit. By no means does the amount reflect the incredible service you have done for us.

Mrs. Tokiko Lepik
Mount Albert resident

contact us

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