



August 18, 2015

Ms. Kim Baker
Chief Executive Officer
Central LHIN
60 Renfrew Drive, Suite 300
Markham, Ontario
L3R 0E1

Dear Ms. Baker:

Attached, please find our completed and signed HSAA Amendment with respect to ALC targets. Southlake remains committed to fulfilling the targets outlined in the HSAA. The ability of the Hospital to achieve ALC targets however, relies heavily on the availability of community supports. From 2013/14 to 2014/15, Southlake experienced a 2% decrease in the number of ALC patients, however the total number of ALC days has increased 31%. The increased ALC days corresponds to approximately 10 patients per day. Most notably, the ALC LOS for the discharge destination of "home with home care" is currently 14.7 days. Southlake has continued to drive internal efficiencies to ensure hospital-related ALC waits are less than one bed utilized per day.

Southlake is excited to participate in and encouraged by the LHIN-ALC task force analysis and planning. In addition, we have been discussing transitions in care with Lynn Harrett, CCAC and believe there are innovative models to reduce the ALC burden on acute care hospitals. We look forward to continuing to work together with our health system partners in the coming months to strive to achieve ALC targets together.

Sincerely,


Dave Williams
President & CEO

:tpa

2008-16 H-SAA AMENDING AGREEMENT

THIS AMENDING AGREEMENT (the "Agreement") is made as of the 1st day of April, 2015

B E T W E E N:

CENTRAL LOCAL HEALTH INTEGRATION NETWORK (the "LHIN")

AND

SOUTHLAKE REGIONAL HEALTH CENTRE (the "Hospital")

WHEREAS the LHIN and the Hospital (together the "Parties") entered into a hospital service accountability agreement that took effect April 1, 2008 (the "H-SAA");

AND WHEREAS pursuant to various amending agreements the term of the H-SAA has been extended to March 31, 2015;

AND WHEREAS the LHIN and the Hospital have agreed to extend the H-SAA for a further twelve month period to permit the LHIN and the Hospital to continue to work toward a new multi-year H-SAA;

NOW THEREFORE in consideration of mutual promises and agreements contained in this Agreement and other good and valuable consideration, the parties agree as follows:

1.0 Definitions. Except as otherwise defined in this Agreement, all terms shall have the meaning ascribed to them in the H-SAA. References in this Agreement to the H-SAA mean the H-SAA as amended and extended.

2.0 Amendments.

2.1 Agreed Amendments. The H-SAA is amended as set out in this Article 2.

2.2 Amended Definitions.

(a) The following terms have the following meanings.

"Post-Construction Operating Plan (PCOP) Funding" and "PCOP Funding" means annualized operating funding provided to support service expansions and other costs occurring in conjunction with completion of an approved capital project, as set out in Schedule A and applicable Funding letters agreed to by the parties, and as may be further detailed in Schedule C.4;

"Schedule" means any one of, and **"Schedules"** means any two or more as the context requires, of the Schedules appended to this Agreement, including the following:

Schedule A: Funding Allocation
Schedule B: Reporting
Schedule C: Indicators and Volumes

- C.1. Performance Indicators
- C.2. Service Volumes
- C.3. LHIN Indicators and Volumes
- C.4. PCOP Targeted Funding and Volumes

2.3 **Term.** This Agreement and the H-SAA will terminate on March 31, 2016.

3.0 **Effective Date.** The amendments set out in Article 2 shall take effect on April 1, 2015. All other terms of the H-SAA shall remain in full force and effect.

4.0 **Governing Law.** This Agreement and the rights, obligations and relations of the Parties will be governed by and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein.

5.0 **Counterparts.** This Agreement may be executed in any number of counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument.

6.0 **Entire Agreement.** This Agreement constitutes the entire agreement between the Parties with respect to the subject matter contained in this Agreement and supersedes all prior oral or written representations and agreements.

IN WITNESS WHEREOF the Parties have executed this Agreement on the dates set out below.

CENTRAL LOCAL HEALTH INTEGRATION NETWORK

By:

Warren Jestin, Chair

Date

And by:

Kim Baker, CEO

Date

SOUTHLAKE REGIONAL HEALTH CENTRE

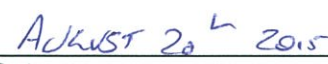
By:


Jonathan Harris, Chair


Date

And by:


David Williams, CEO


Date

Hospital Sector Accountability Agreement 2015-2016

Facility #:	736
Hospital Name:	Southlake Regional Health Centre
Hospital Legal Name:	Southlake Regional Health Centre

2015-2016 Schedule A Funding Allocation

		2015-2016	
Section 1: FUNDING SUMMARY		[1] Estimated Funding Allocation	
LHIN FUNDING		[2] Base	
LHIN Global Allocation		\$155,777,233	
Health System Funding Reform: HBAM Funding		\$100,271,195	
Health System Funding Reform: QBP Funding (Sec. 2)		\$20,213,710	
Post Construction Operating Plan (PCOP)		\$0	[2] Incremental/One-Time
Wait Time Strategy Services ("WTS") (Sec. 3)		\$0	\$1,216,300
Provincial Program Services ("PPS") (Sec. 4)		\$2,720,500	\$0
Other Non-HSFR Funding (Sec. 5)		\$0	\$10,572,932
Sub-Total LHIN Funding		\$278,982,638	\$11,789,232
NON-LHIN FUNDING			
[3] Cancer Care Ontario and the Ontario Renal Network		\$24,923,223	
Recoveries and Misc. Revenue		\$20,584,990	
Amortization of Grants/Donations Equipment		\$5,793,025	
OHIP Revenue and Patient Revenue from Other Payors		\$22,185,815	
Differential & Copayment Revenue		\$4,790,565	
Sub-Total Non-LHIN Funding		\$78,277,618	
Total 15/16 Estimated Funding Allocation (All Sources)		\$357,260,256	\$11,789,232

Hospital Sector Accountability Agreement 2015-2016

Facility #:	736
Hospital Name:	Southlake Regional Health Centre
Hospital Legal Name:	Southlake Regional Health Centre

2015-2016 Schedule A Funding Allocation

		2015-2016	
Section 2: HSFR - Quality-Based Procedures		Volume	[4] Allocation
Rehabilitation Inpatient Primary Unilateral Hip Replacement		33	\$144,373
Acute Inpatient Primary Unilateral Hip Replacement		234	\$1,991,954
Rehabilitation Inpatient Primary Unilateral Knee Replacement		30	\$94,685
Acute Inpatient Primary Unilateral Knee Replacement		384	\$2,974,346
Acute Inpatient Hip Fracture		249	\$3,119,644
Knee Arthroscopy		TBD	TBD
Elective Hips - Outpatient Rehabilitation for Primary Hip		0	\$0
Elective Knees - Outpatient Rehabilitation for Primary Knee		0	\$0
Acute Inpatient Primary Bilateral Joint Replacement (Hip/Knee)		25	\$279,799
Acute Inpatient Congestive Heart Failure		399	\$2,948,827
Aortic Valve Replacement		0	\$0
Coronary Artery Disease		0	\$0
Acute Inpatient Stroke Hemorrhage		13	\$107,204
Acute Inpatient Stroke Ischemic or Unspecified		177	\$1,291,843
Acute Inpatient Stroke Transient Ischemic Attack (TIA)		33	\$114,798
Acute Inpatient Non-Cardiac Vascular Aortic Aneurysm excluding Advanced Pathway		24	\$572,378
Acute Inpatient Non-Cardiac Vascular Lower Extremity Occlusive Disease		35	\$368,182
Unilateral Cataract Day Surgery		4,247	\$2,120,055

Hospital Sector Accountability Agreement 2015-2016

Facility #:	736
Hospital Name:	Southlake Regional Health Centre
Hospital Legal Name:	Southlake Regional Health Centre

2015-2016 Schedule A Funding Allocation

2015-2016	
Section 2: HSFR - Quality-Based Procedures	Volume [4] Allocation
Bilateral Cataract Day Surgery	0 \$0
Retinal Disease	0 \$0
Inpatient Neonatal Jaundice (Hyperbilirubinemia)	125 \$293,280
Acute Inpatient Tonsillectomy	160 \$213,713
Acute Inpatient Chronic Obstructive Pulmonary Disease	318 \$1,978,127
Acute Inpatient Pneumonia	251 \$1,595,210
Endoscopy	0 \$0
Rehabilitation Inpatient Primary Bilateral Joint Replacement (Hip/Knee)	3 \$5,292
Sub-Total Quality Based Procedure Funding	6,740 \$20,213,710

Hospital Sector Accountability Agreement 2015-2016

Facility #:	736
Hospital Name:	Southlake Regional Health Centre
ment (Hip/Knee)	3
Hospital Legal Name:	Southlake Regional Health Centre

2015-2016 Schedule A Funding Allocation

2015-2016	
Section 3: Wait Time Strategy Services ("WTS")	[2] Base [2] Incremental/One-Time
General Surgery	\$0 \$258,400
Pediatric Surgery	\$0 \$15,700
Hip & Knee Replacement - Revisions	\$0 \$132,000
Magnetic Resonance Imaging (MRI)	\$0 \$694,200
Ontario Breast Screening Magnetic Resonance Imaging (OBSP MRI)	\$0 \$0
Computed Tomography (CT)	\$0 \$116,000
Other WTS Funding	\$0 \$0
Section 4: Provincial Priority Program Services ("PPS")	[2] Base [2] Incremental/One-Time
Cardiac Surgery	\$824,200 \$0
Other Cardiac Services	\$1,896,300 \$0
Organ Transplantation	\$0 \$0
Neurosciences	\$0 \$0
Bariatric Services	\$0 \$0
Regional Trauma	\$0 \$0
Sub-Total Provincial Priority Program Services Funding	\$2,720,500 \$0
Section 5: Other Non-HSFR	[2] Base [2] Incremental/One-Time
LHIN One-time payments - ED Pay for Results	\$0 \$2,865,200
MOH One-time payments	\$0 \$7,707,732
LHIN/MOH Recoveries	\$0
Other Revenue from MOHLTC	\$0
Paymaster	\$0
Sub-Total Other Non-HSFR Funding	\$0 \$10,572,932

Hospital Sector Accountability Agreement 2015-2016

Facility #: 736
 Hospital Name: Southlake Regional Health Centre
 Hospital Legal Name: Southlake Regional Health Centre

2015-2016 Schedule A Funding Allocation

Section 6: Other Funding <i>(Info. Only. Funding is already included in Sections 1-4 above)</i>	2015-2016	
	[2] Base	[2] Incremental/One-Time
Grant in Lieu of Taxes (Inc. in Global Funding Allocation Sec. 1)	\$0	\$0
[3] Ontario Renal Network Funding (Inc. in Cancer Care Ontario Funding Sec. 4)	\$24,923,223	\$0
Sub-Total Other Funding	\$24,923,223	\$0
<p>* Targets for Year 3 of the agreement will be determined during the annual refresh process.</p> <p>[1] Estimated funding allocations.</p> <p>[2] Funding allocations are subject to change year over year.</p> <p>[3] Funding provided by Cancer Care Ontario, not the LHIN.</p> <p>[4] All QBP Funding is fully recoverable in accordance with Section 5.6 of the H-SAA. QBP Funding is not base funding for the purposes of the BOND policy.</p> <p>TBD = To be determined</p>		

Hospital Sector Accountability Agreement 2015-2016

Facility #:	736
Hospital Name:	Southlake Regional Health Centre
Hospital Legal Name:	Southlake Regional Health Centre

2015-2016 Schedule B: Reporting Requirements

1. MIS Trial Balance		Due Date 2015-2016
Q2 – April 01 to September 30		31 October 2015
Q3 – October 01 to December 31		31 January 2016
Q4 – January 01 to March 31		30 May 2016
2. Hospital Quarterly SRI Reports and Supplemental Reporting as Necessary		Due Date 2015-2016
Q2 – April 01 to September 30		07 November 2015
Q3 – October 01 to December 31		07 February 2016
Q4 – January 01 to March 31		30 June 2016
Year End		30 June 2016
3. Audited Financial Statements		Due Date 2015-2016
Fiscal Year		30 June 2016
4. French Language Services Report		Due Date 2015-2016
Fiscal Year		30 April 2016

Hospital Sector Accountability Agreement 2015-2016

Facility #:	736
Hospital Name:	Southlake Regional Health Centre
Hospital Legal Name:	Southlake Regional Health Centre
Site Name:	TOTAL ENTITY

2015-2016 Schedule C1 Performance Indicators

Part I - PATIENT EXPERIENCE: Access, Effective, Safe, Person-Centered			
*Performance Indicators	Measurement Unit	Performance Target 2015-2016	Performance Standard 2015-2016
90th Percentile Emergency Room (ER) Length of Stay for Admitted Patients	Hours	26.4	<= 26.4
90th Percentile ER Length of Stay for Non-Admitted Complex (CTAS I-III) Patients	Hours	7.0	<= 7.0
90th Percentile ER Length of Stay for Non-Admitted Minor Uncomplicated (CTAS IV-V) Patients	Hours	3.6	<= 3.6
Cancer Surgery: % Priority 4 cases completed within Target	Percent	95.0%	>= 90%
Cardiac Bypass Surgery: % Priority 4 cases completed within Target	Percent	95.0%	>= 90%
Cataract Surgery: % Priority 4 cases completed within Target	Percent	95.0%	>= 90%
Joint Replacement (Hip): % Priority 4 cases completed within Target	Percent	90.0%	>= 90%
Joint Replacement (Knee): % Priority 4 cases completed within Target	Percent	90.0%	>= 90%
Diagnostic Magnetic Resonance Imaging (MRI) Scan: % Priority 4 cases completed within Target	Percent	50.0%	>= 50%
Diagnostic Computed Tomography (CT) Scan: % Priority 4 cases completed within Target	Percent	82.0%	>= 82%
Rate of Hospital Acquired Clostridium Difficile Infections	Rate	0.22	<= 0.33
Explanatory Indicators		Measurement Unit	
Percent of Stroke/TIA Patients Admitted to a Stroke Unit During their Inpatient Stay	Percent		
Hospital Standardized Mortality Ratio	Ratio		
Readmissions Within 30 Days for Selected Case Mix Groups	Percentage		
Rate of Ventilator-Associated Pneumonia	Rate		
Central Line Infection Rate	Rate		
Rate of Hospital Acquired Vancomycin Resistant Enterococcus Bacteremia	Rate		
Rate of Hospital Acquired Methicillin Resistant Staphylococcus Aureus Bacteremia	Rate		

Hospital Sector Accountability Agreement 2015-2016

Facility #:	736
Hospital Name:	Southlake Regional Health Centre
Hospital Legal Name:	Southlake Regional Health Centre
Site Name:	TOTAL ENTITY

2015-2016 Schedule C1 Performance Indicators

Part II - ORGANIZATION HEALTH - EFFICIENT, APPROPRIATELY RESOURCED, EMPLOYEE EXPERIENCE, GOVERNANCE			
*Performance Indicators	Measurement Unit	Performance Target 2015-2016	Performance Standard 2015-2016
Current Ratio (Consolidated - All Sector Codes and fund types)	Ratio	0.55	0.48 - 2.0
Total Margin (Consolidated - All Sector Codes and fund types)	Percentage	2.75%	0.00% - 4.00%
Explanatory Indicators		Measurement Unit	
Total Margin (Hospital Sector Only)	Percentage		
Adjusted Working Funds/ Total Revenue %	Percentage		

Part III - SYSTEM PERSPECTIVE: Integration, Community Engagement, eHealth			
*Performance Indicators	Measurement Unit	Performance Target 2015-2016	Performance Standard 2015-2016
Alternate Level of Care (ALC) Rate- Acute	Percentage	13.70%	<= 13.7%
Explanatory Indicators		Measurement Unit	
Repeat Unscheduled Emergency Visits Within 30 Days For Mental Health Conditions (Methodology Updated)	Percentage		
Repeat Unscheduled Emergency Visits Within 30 Days For Substance Abuse Conditions (Methodology Updated)	Percentage		
Percentage of Acute Alternate Level of Care (ALC) Days (Closed Cases)	Percentage		

Part IV - LHIN Specific Indicators and Performance targets: See Schedule C3	
Targets for Year 2 and 3 of the Agreement will be set during the Annual Refresh process. *Refer to 2015-2016 H-SAA Indicator Technical Specification for further details.	

Hospital Sector Accountability Agreement 2015-2016

Facility #:	736
Hospital Name:	Southlake Regional Health Centre
Hospital Legal Name:	Southlake Regional Health Centre

2015-2016 Schedule C2 Service Volumes

Part I - Global Volumes

	Measurement Unit	Performance Target 2015-2016	Performance Standard 2015-2016
Ambulatory Care	Visits	225,505	>= 202,954.5
Complex Continuing Care	Weighted Patient Days	14,435	>= 12269.6 and <= 16600.1
Day Surgery	Weighted Cases	7,296	>= 6712.7 and <= 7880.2
Emergency Department	Weighted Cases	5,247	>= 4827.2 and <= 5666.7
Inpatient Mental Health	Weighted Patient Days	12,659	>= 10760.2 and <= 14557.9
Inpatient Rehabilitation	Weighted Cases	705	>= 599.3 and <= 810.8
Total Inpatient Acute	Weighted Cases	33,433	>= 32095.4 and <= 34770.

Part II - Hospital Specialized Services

	Measurement Unit	Primary 2015-2016	Revision 2015-2016
Cochlear Implants	Cases	0	0
		Base 2015-2016	One-time 2015-2016
Cleft Palate	Cases	0	0
HIV Outpatient Clinics	Visits	0	
Sexual Assault/Domestic Violence Treatment Clinics	# of Patients	0	

Part III - Wait Time Volumes

	Measurement Unit	Base 2015-2016	One-time 2015-2016
General Surgery	Cases	654	120
Paediatric Surgery	Cases	26	8
Hip & Knee Replacement - Revisions	Cases	10	15
Magnetic Resonance Imaging (MRI)	Total Hours	5,200	2,670
Ontario Breast Screening Magnetic Resonance Imaging (OBSP MRI)	Total Hours	0	0
Computed Tomography (CT)	Total Hours	4,726	2,064

Hospital Sector Accountability Agreement 2015-2016

Facility #:	736
Hospital Name:	Southlake Regional Health Centre
Hospital Legal Name:	Southlake Regional Health Centre

2015-2016 Schedule C2 Service Volumes

Part IV - Provincial Programs			
	Measurement Unit	Base 2015-2016	One-time 2015-2016
Cardiac Surgery	Cases	0	0
Cardiac Services - Catheterization	Cases	0	
Cardiac Services- Interventional Cardiology	Cases	0	
Cardiac Services- Permanent Pacemakers	Cases	0	
Automatic Implantable Cardiac Defib's (AICDs)- New Implants	Cases	0	
Automatic Implantable Cardiac Defib's (AICDs)- Replacements	# of Replacements	0	
Automatic Implantable Cardiac Defib's (AICDs)- Replacements done at Supplier's request	# of Replacements	0	
Automatic Implantable Cardiac Defib's (AICDs)- Manufacturer Requested ICD Replacement Procedure	Procedures	0	
Organ Transplantation	Cases	0	Revision 2015-2016
Neurosciences	Procedures	0	0
Regional Trauma	Cases	0	
Number of Forensic Beds- General	Beds	0	
Number of Forensic Beds- Secure	Beds	0	
Number of Forensic Beds- Assessment	Beds	0	
Bariatric Surgery	Procedures	0	
Medical and Behavioural Treatment Cases	Cases	0	

Hospital Sector Accountability Agreement 2015-2016

Facility #:	736
Hospital Name:	Southlake Regional Health Centre
Hospital Legal Name:	Southlake Regional Health Centre

2015-2016 Schedule C2 Service Volumes

Part V - Quality Based Procedures

	Measurement Unit	Volume 2015-2016
Rehabilitation Inpatient Primary Unilateral Hip Replacement	Volume	33
Acute Inpatient Primary Unilateral Hip Replacement	Volume	234
Rehabilitation Inpatient Primary Unilateral Knee Replacement	Volume	30
Acute Inpatient Primary Unilateral Knee Replacement	Volume	384
Acute Inpatient Hip Fracture	Volume	249
Knee Arthroscopy	Volume	TBD
Elective Hips - Outpatient Rehabilitation for Primary Hip	Volume	0
Elective Knees - Outpatient Rehabilitation for Primary Knee	Volume	0
Acute Inpatient Primary Bilateral Joint Replacement (Hip/Knee)	Volume	25
Rehabilitation Inpatient Primary Bilateral Joint Replacement (Hip/Knee)	Volume	3
Acute Inpatient Congestive Heart Failure	Volume	399
Aortic Valve Replacement	Volume	0
Coronary Artery Disease	Volume	0
Acute Inpatient Stroke Hemorrhage	Volume	13
Acute Inpatient Stroke Ischemic or Unspecified	Volume	177
Acute Inpatient Stroke Transient Ischemic Attack (TIA)	Volume	33
Acute Inpatient Non-Cardiac Vascular Aortic Aneurysm excluding Advanced Pathway	Volume	24
Acute Inpatient Non-Cardiac Vascular Lower Extremity Occlusive Disease	Volume	35
Unilateral Cataract Day Surgery	Volume	4,247
Bilateral Cataract Day Surgery	Volume	0
Retinal Disease	Volume	0
Inpatient Neonatal Jaundice (Hyperbilirubinemia)	Volume	125
Acute Inpatient Tonsillectomy	Volume	160
Acute Inpatient Chronic Obstructive Pulmonary Disease	Volume	318
Acute Inpatient Pneumonia	Volume	251

Hospital Sector Accountability Agreement 2015-2016

Facility #:	736
Hospital Name:	Southlake Regional Health Centre
Hospital Legal Name:	Southlake Regional Health Centre

2015-2016 Schedule C3: LHIN Local Indicators and Obligations

E-Health: In support of the Provincial e-Health strategy, the Hospital will comply with any technical and information management standards, including those related to architecture, technology, privacy and security. These are set for health service providers by the MOHLTC or the LHIN within the timeframes set by the MOHLTC or the LHIN as the case may be. The Hospital will implement and use the approved provincial eHealth solutions identified in the LHIN eHealth plan, and implement technology solutions that are compatible or interoperable with the provincial blueprint and with the LHIN eHealth plan. The expectation is that any compliance requirements will be rolled out within reasonable implementation timelines. The level of available resources will be considered in any required implementations.

Quality: Hospitals are required to submit a copy of their Quality Improvement Plan to the LHIN concurrently with or prior to the submission to Health Quality Ontario.

Community Engagement and Health Equity: The Hospital will provide the LHIN with an annual Community Engagement Plan by November 30, 2014 and a biennial Health Equity Plan by November 30, 2015.

Capital Initiatives: The Hospital will comply with the requirements outlined in the Ministry of Health & Long-Term Care's Capital Planning Manual (1996) and MOHLTC-LHIN Joint Review Framework for Early Capital Planning Stages (2010).

Schedule C.4 – PCOP Targeted Funding and Volumes

Post-Construction Operating Plan (PCOP) funding and related performance requirements will be communicated in separate funding letters and subject to the Term and Conditions applicable to the overall HSAA.