

**Report from President and CEO
Southlake Regional Health Centre**

**2018-19 Annual General Meeting
June 19, 2019**

Good evening everyone and welcome to our 2018-19 Annual General Meeting for the year ending March 31, 2019.

I joined Southlake in October of 2017 and so much has happened in such a short time. In my first few months, it was very clear to me that the staff, physicians and volunteers at our hospital are very proud of the care we provide. I also observed the capacity challenges we face every day when trying to provide the best care and experiences to the growing communities we serve.

One of my first goals was to have significant engagement with our staff and our communities to continue the conversation about our challenges, and begin to collectively design solutions. I did this at Town Hall meetings, through blog posts, on walkabouts, by email and at various community events. I have been very pleased to hear from so many people about what it means to receive and to provide the best care at our hospital.

It has been especially rewarding to hear the feedback and experiences of more than 72 Patient and Family Advisors who make up our robust Patient Family Advisory Program. They are volunteers who are embedded in our departments and programs to help us always keep the patient's perspective in mind when we make decisions.

Another key success this year was in December when Southlake went live with a new Health Information System in partnership with Markham Stouffville Hospital and Stevenson Memorial Hospital. This shared system streamlines access to patient records at all three sites and lays a digital foundation that will enable our hospital to more rapidly adopt technologies in the future and provide more connected care.

Over the past year, we have continued to experience capacity challenges. Our region is growing and aging. In fact, our region will grow by 30 percent over the next 20 years and the population over 65 will double.

It is with this mind that we developed and launched Southlake's new 2019-2023 Strategic Plan. This involved extensive engagement with our community, staff, physicians, volunteers and, most importantly, patients and families. This plan will help us to address our capacity challenges so that we can meet the needs of our communities, continue to deliver clinical excellence, provide the best experiences, and own our role to improve the system.

To put this plan into action and to achieve results involves working closely with our local members of provincial parliament, Mayors, the Minister of Health and Long-Term Care, Ministry staff and others to educate them on the challenges Southlake faces and work together to develop solutions.



In February 2019, the provincial government announced the new Ontario Health Team (OHT) model. Since then, we have been partnering with community providers to collaboratively design what an integrated local care delivery system can look like in our part of Ontario.

We were very proud to be an early adopter of this new approach to care with the launch of Southlake@home. This initiative has provided patients and their families with better coordination and communication when they transition home from Southlake.

In just three months, with a limited number of patients enrolled in the program, Southlake@home has achieved excellent results with dramatically lower wait times to get home, reduced repeat ED visits, and improved patient and provider satisfaction. The best part is to hear that patients who are part of Southlake@home are able to go home and live their best lives because of the streamlined support and coordination that is being provided. As an OHT, we will have the flexibility to take more novel approaches to solving our challenges and scale up great ideas like Southlake@home to reduce hallway healthcare in our community.

We are also seeing success in transitioning more patients who no longer need hospital care to our Restorative Care Units (RCU). Opening another RCU at the Humber River Church Street site has been yet another big achievement. The Humber Finch site RCU, which opened in late 2017, has provided a more appropriate setting for our patients who no longer need acute care and has also helped us to shore up space at our Newmarket campus. This is another great step towards helping to end hallway healthcare.

It is also exciting to be developing a new Master Plan for Southlake. The plan will be a roadmap for how we will develop new programs, services and facilities to care for our growing and aging community over the next 20 plus years. As we did with our Strategic Plan, we are engaging broadly with stakeholders inside and outside our organization as we develop this plan that will be submitted to the government in late 2019.

The system is rapidly changing and Southlake is ahead of the game with our new Strategic Plan. Our blueprint for our future position us well to be successful in an evolving. We are very excited about the next year ahead as we continue the momentum to create a more modern system with our partners, because every step of the way, we're by your side.

To learn more about Southlake's highlights from 2018-19 and to see how we are providing leading edge care, by your side, please take a look at *Southlake's 2018-19 Annual Report*. You can also access the full report on our website.

I would like to thank our Board, Senior Leadership Team, staff, physicians, volunteers, and Foundation for the ongoing support.

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

Sincerely,

A handwritten signature in black ink, appearing to read "Arden Krystal", written in a cursive style.

Arden Krystal