



2021-2022 ANNUAL REPORT

Leading edge care.  
By your side.

# Our Purpose

Building healthy communities through outstanding care, innovative partnerships, and amazing people.

# Contents

Message from our Board Chairs and CEOs	4-5
Announcing a new Southlake	6-7
Overcoming adversity	8-9
Leading edge care	10-11
By your side	12-13
Strategic goals in action for 2021-22	14-15
The impact you've had	16-21
2021-22 Hospital Audited Financial Statements	23
2021-22 Foundation Audited Financial Statements	25
Boards of Directors	26

## Land Acknowledgement

Southlake and the Southlake Foundation recognize and acknowledge the lands originally used and occupied by the First Peoples of the Williams Treaties First Nations and other Indigenous Peoples, and on behalf of Southlake, we would like to thank them for sharing this land. We would also like to acknowledge the Chippewas of Georgina Island First Nation as our closest First Nation community and recognize the unique relationship the Chippewas have with the lands and waters of this territory. They are the water protectors and environmental stewards of these lands and we join them in these responsibilities.

# Message from our Board Chairs and CEOs



## Meeting the needs of the communities we serve now and into the future

At Southlake, we are constantly striving to meet the evolving needs of the communities we serve. When faced with new waves of COVID-19, we're proud to say that Southlake's dedicated team of staff and physicians rallied together to overcome adversity. Among other important achievements, we also charted a new path forward for Southlake last year.

We supported our partner hospitals and welcomed patients with COVID-19 from across the province. Massive spread of the Omicron variant led to significant numbers of staff and physicians testing positive. Our teams worked with partners to use real-time data to help inform responses to our capacity and staffing challenges, as well as critical medical supply shortages. Through it all, everyone showed what it truly means to be part of the Southlake team – dedication to patients and commitment to colleagues.

Southlake's evolving role was on display throughout the year as we continued to expand care beyond our walls. With our partners, we vaccinated more than 160,000 people and treated countless more at our Assessment Centre and COVID-19, Cold and Flu Clinic. The Southlake Community Ontario Health Team grew to include more than 80 organizations and 250 primary care providers, supporting over 20 projects designed to integrate care across the community. Our partnerships promote care delivery in the most appropriate setting for patients, allowing us to focus on-site resources to serve patients better.

Last year, we received endorsement from the province of our vision for a new state-of-the-art hospital and the redevelopment of our Davis Drive site. This will transform Southlake into a leading two-site hospital system to support northern York Region and southern Simcoe County for decades to come. Southlake serves some of the fastest growing and aging communities in Ontario and we were pleased to receive a \$5-million grant to enable the next stage of planning. With this commitment, all of us at Southlake are inspired with hope for our future. A future where the environment for care can match the quality of care provided and the outstanding people providing it, where you need it most.



In the meantime, construction has begun to expand our Adult Inpatient Mental Health Unit by an additional 12 beds. Thanks to the ongoing and generous support of our donors to our Mental Health Campaign, *Better begins today*, we are rising to the challenge of addressing the mental health crisis in our communities. This new space designed specifically for mental health care will give our clinical teams the ability to provide meaningful and effective treatment, and grant our patients the space, peace, privacy and dignity they need to heal. We can expect to treat the first patient in this new unit in early 2023 and this expanded capacity will allow us to serve an additional 400 patients annually.

Community support is integral to achieving our objectives. It is thanks to that support and the generosity of our donors that we are able to continue to provide leading edge care, close to home. The ongoing dedication of our donors to Southlake is a testament to the deep generosity and resiliency of our communities, and helps ensure that we can all access the care we need, when we need it most.

Like all hospitals, Southlake is facing a period of recovery and rebuilding. We are confident that our organization will emerge stronger than before the pandemic. We will support staff and physicians, and redouble our overarching focus of improving quality, enhancing patient experience, increasing staff satisfaction and ensuring sustainability.

At Southlake, it is our honour to be *by your side*. We can all be proud of how we served our communities and supported each other last year. Our many accomplishments were only possible because of the amazing staff, physicians, volunteers, learners, Patient and Family Advisors, and donors that we are privileged to have on our team.

**Patrick K. Horgan**

Chair, Board of Directors  
Southlake Regional Health Centre

**Barbara Bellissimo**

Chair, Board of Directors  
Southlake Foundation

**Arden Krystal**

President and CEO  
Southlake Regional Health Centre

**Jennifer Ritter**

President and CEO  
Southlake Foundation



# Announcing

The highlight of our year was the government's endorsement of our plan for a new state-of-the-art hospital and the redevelopment of our existing Davis Drive site. This will transform Southlake into a leading two-site hospital system. Southlake will receive a \$5 million grant to support the next phase of planning.

This announcement brings more than just the promise of a new hospital and the redevelopment of our current site. It brings hope for nearly 6,000 staff, physicians, volunteers and leaders who, despite working in an aging and under-sized facility, provide leading edge care with compassion every day.



## a new southlake

It also brings hope for patients, caregivers and families in the diverse communities we serve. They have experienced hallway healthcare for far too long and this announcement gives them the assurance that a new Southlake is on the horizon. It signals new beginnings and optimism for the future.

Community philanthropy is a big part of Southlake fulfilling our vision. Thank you to our community of donors who continue to rally around Southlake and support our advocacy. Our sincerest appreciation goes out to all the staff and physicians who helped advocate for a new Southlake as well. It was our collective voice that helped make this a reality.

As we continue to plan for the new two-hospital system, our communities' support will be critical to bringing these ambitious plans to life.

For more information visit  
[anewsouthlake.ca](http://anewsouthlake.ca)





# Overcoming Adversity

Supported by our communities, everyone at Southlake responded to many challenges throughout the year and worked together at all times.

The need for a new hospital to serve our communities is more important than ever. Despite these challenges, we continued to provide leading edge care to the patients who rely on us with support from our community partners and dedicated donors.

Strengthened by the generosity of our community, Southlake's staff and physicians displayed compassion, innovation and resilience in the face of ongoing challenges.

## Pulling through COVID-19 Together

Our front-line heroes performed their duties in the face of unprecedented challenges as the case counts and hospitalizations grew last year due to the spread of the Delta and Omicron variants.

Their bravery and commitment to local care supported more than 2,500 patients with COVID-19 in our Emergency Department and more than 900 inpatients last year. Southlake provided care beyond our walls, hosting clinics in the community and helping to vaccinate more than 160,000 people.

## Rallying Community Support

By advocating alongside our community partners, elected officials, media, donors, and more, Southlake was successful in securing government endorsement for our vision to build a new hospital and redevelop our existing Davis Drive site.

Your support also helped us expand our Adult Inpatient Mental Health Unit, which will add 12 new beds and support spaces to better address demand in northern York Region and southern Simcoe County when complete.

## Extending Care Beyond Our Walls

The Southlake Community Ontario Health Team (OHT) collaborated with primary care providers to share information and best practices, which helped support an integrated response to the pandemic.

The OHT's response included extensive support to the long-term care sector through the creation of Infection, Prevention and Control Hubs, and developed a new model of care to address the growing issue of eating disorders among local youth.

## Working as One Team

The Southlake Community Ontario Health Team (OHT) collaborated with primary care to share information and best practices, which helped support an integrated response to the pandemic.

As we plan for a broader recovery, our nursing and interprofessional staff are providing personal testimonials to recruit and train the next generation of healthcare heroes.

# Leading edge care.



## Southlake patient first in Canada to successfully be treated with new drug for Chronic Lymphocytic Leukemia

The Stronach Regional Cancer Centre at Southlake was the first centre in Canada to have a patient receive a new oral chemotherapy agent, Pirtobrutinib, to treat Chronic Lymphocytic Leukemia. Dr. Peter Anglin's patient had gone through many different cancer treatments that were unsuccessful. After this trial, the patient significantly improved and is currently planning a vacation with his family.



## Cardiac team delivers leading edge care

Southlake's Cardiac Team successfully used AngioVac, a new device to our hospital, to avoid invasive surgery. AngioVac allows us to remove a mass in the right atrium that would otherwise have required open-heart surgery. The procedure involves inserting tubes through a vein in the groin and in the neck to vacuum out a mass from a patient's right atrium. Using the AngioVac, Southlake Cardiologists avoid multiple surgical incisions and the need for cardiopulmonary bypass required as part of open-heart surgery.

Also, Southlake was one of the first in Ontario to complete a trans-catheter aortic valve implantation (TAVI) via the carotid artery in the base of the neck. This approach involves delivery of the stented valve through this artery when the traditional arteries in the groin are too narrow. The recovery time is quick and patients are often discharged home the day following the procedure.

## Remote care helps patients during the pandemic

Through our COVID@Home program, Southlake supported more than 415 patients by offering virtual access to clinicians throughout the COVID-19 pandemic. This program helped keep patients with COVID-19 out of the Emergency Department, and enabled them to receive the same high-quality care Southlake provides without them having to leave their home.

Southlake's Gestational Diabetes Remote Care Monitoring program supported 112 patients, connecting patients to a team of dedicated dietitians virtually so they could effectively manage their symptoms remotely without needing to take time off work or arrange childcare to come to the hospital.





## Courage to think differently

We embrace creativity, diversity, and innovation in everything we do.



## Serve with purpose

We are passionate about making a difference in the lives of others.



## Every voice matters

We value all perspectives, listen respectfully, and take action.

# By your side.



## Power of many

We cultivate partnerships within and beyond our walls for positive change.

Our Values represent a shared set of enduring beliefs that are

demonstrated by everyone in the Southlake family.

They set the standard that patients, families and donors can expect and shape our culture.



## Always with compassion

We treat everyone like friends and family.



# Strategic Goals in action for 2021-22



## GOAL 1 GOAL 2 GOAL 3 GOAL 4

01

### Forge a new path to meet the changing needs of our growing communities.

- We've received a \$5M commitment to support planning for a new state-of-the-art hospital and the redevelopment of our existing Davis Drive campus, which will transform Southlake into a leading two-site hospital system that will support our growing communities for decades to come.
- Patients at Southlake are among the first in the province who can now access their health records through the Ontario trusted account, a unique patient digital identity service on the Southlake Health Navigator mobile app.
- We are expanding Southlake's Adult Inpatient Mental Health Unit to accommodate an additional 12 new beds and support spaces to better address the demand for mental health services for patients and families in northern York Region and southern Simcoe County.

02

### Champion a culture of exemplary care and deliver clinical excellence.

- Southlake introduced a new Collaborative Care approach to inpatient clinical practice, which focuses on high-quality care, patient experience and provider satisfaction through a coordinated effort from multiple health professionals. This approach empowers each team member to work to their full scope of practice, ensuring that the right patient is cared for by the right provider, at the right time.
- We used real-time COVID-19 data to inform the needs of the organization including capacity, staffing, and supplies. This approach was also used through live quality and safety electronic huddle boards that provide other important real-time data.

03

### Create an environment where the best experiences happen.

- The expansion of Southlake's Mental Health Program will increase inpatient capacity and help improve staff and patient safety, as well as enable our staff and physicians to continue to provide exceptional care in an improved setting.
- We bolstered our staff wellness program, continued additional workplace violence prevention training, and continue to see success with our staff recognition awards programs.

04

### Own our role to improve the system.

- The Southlake Community Ontario Health Team (OHT) continued to be front and centre in the province-wide transformation of the healthcare system. Our collective response to the COVID-19 pandemic served to strengthen the sense of partnership and collegiality across the OHT.
- We vaccinated more than 160,000 people in our communities at our mass COVID-19 vaccination centre in partnership with the OHT, York Region Public Health, and the Town of Newmarket.

# The impact you've had

*I had a patient tell me that they didn't want to come in until they heard there was a new area where they could start their therapy. They said that the brightness of the unit and the fact that the staff could come right into their room to have a private conversation was a big part of their journey to recovery. It's powerful to hear a patient say I felt that this was a new beginning for me*

**Aga Dojczewska**, Manager, Inpatient Adult Mental Health and Emergent Mental Health Assessment Unit



## With your support: Building Spaces that Heal and Transform Mental Health Care

Mental health needs more than medicine. Thanks to the generous investment of our donors through our Mental Health Campaign, **Better begins today** – we are creating an environment where the best mental health care is possible. People in crisis will no longer need to wait for care in a crowded and noisy Emergency Department, but can begin their care the moment they walk through our doors with the security, peace, privacy, and dignity that healing spaces provide.

With the thoughtful support of our donors, we began construction on a 12-bed expansion of our Adult Inpatient Mental Health Unit. When complete in early 2023, it will help to serve 400 more patients each year in an updated space, which will also support our compassionate and dedicated Mental Health Team.

We are truly grateful to our donors for making this possible. Simply put, we couldn't have reached these major milestones without your support.



**We are raising \$2 million to support families and babies on their journey home through Southlake's new Maternal Child fundraising initiative – *Homeward*.**

When "it's time..." you want to be close to home. Each year one in five babies born at Southlake will require critical intervention in our Neonatal Intensive Care Unit (NICU). For an infant, the equipment must be tailored to their delicate and fragile body. Without this vital equipment, from monitors and probes that measure the faintest breaths and heartbeats, to incubators that offer warmth and protection, precious babies would be transferred out of our community and away from family—when they need them most.

Wendy and Chris Neal of Aurora know first-hand the importance of having leading edge infant care available from when their twins, Sarah and Zoe, were born prematurely at Southlake 22 years ago.

Today, they are now leading the charge as our Lead Community Volunteers for our **Homeward** Initiative.

Much of the critical equipment in our Birthing Unit and NICU is at the end of its service life. Wendy and Chris are mobilizing donor support to replace and upgrade equipment with the newest technology to ensure we can continue to provide leading edge care for our youngest patients, close to home.

Additionally, we are pleased to celebrate the incredible generosity of an anonymous donor who wishes to inspire the support of our communities by **matching all gifts** made to **Homeward**, dollar for dollar, **up to \$1 million**, doubling the impact of donations.

## Meet the Newest Members of our **Philanthropy Cabinet**



**“** We're on the cusp of something great here. We have decided we are 'all in' to truly make a positive impact on health care in our communities. **”**

**Bruce Nanton**, Philanthropy Cabinet Member

It was an exceptional year of growth for Southlake Foundation's Philanthropy Cabinet. This extraordinary group of leadership volunteers consists of business and community leaders, who work alongside and in partnership with staff to fundraise for Southlake. As ambassadors and connectors, Philanthropy Cabinet Members inspire investment from Southlake's communities, support that is crucial to provide leading edge care for communities that rely on Southlake.

This year, we were pleased to announce the appointment of long-standing leadership volunteers Peter van Schaik and Steve Hinder as Co-Chairs of our Philanthropy Cabinet. As a first priority, Peter and Steve renewed recruitment efforts to grow the Cabinet and were pleased to welcome six new members:

- Jim Alexander, Owner, Tim Hortons
- Louanne McGrory, President, Shiseido (Canada)
- Keith Loo, Founder and CEO, Skinopathy
- Bruce Nanton, CIO, Moneris
- Jonathan Goodyear, Executive Chef and Director Food and Beverage, Social Membership, Magna Golf Club
- Kyle Peterson, Partner, Affleck Greene McMurtry

Giving thoughtfully of their time and talent, they join returning members to engage their networks to help us grow our community of donors and progress towards our \$7.5M goal for our Mental Health Campaign.



## Emergency Department gives back to the community during the pandemic

We have all been deeply affected by the pandemic, and our hospital family is no exception. They continue to work tirelessly to deliver leading edge patient care and still found opportunities to give back to our communities by participating in the *Nature's Emporium Run for Southlake*.

In the Emergency Department, staff look out for and keep each other motivated. The *Run* was a way for them to connect with each other and the community outside of their daily responsibilities.

As the 2021 Hospital Department Challenge winners, the team raised \$10,622 to support Southlake and the most urgent needs of the Emergency Department. They have experienced first-hand the impact of fundraising and the difference donors make to ensure they have the tools they need to care for their patients.

Hospital-wide, 14 teams participated in the 2021 *Nature's Emporium Run for Southlake*, helping to raise \$311,631 to support vital equipment needs at the hospital.



# Thanks A Million. Polo for Heart!

Polo for Heart reached a major milestone in 2021, raising more than \$1.1 million for Southlake's Regional Cardiac Program over the last 13 years.

Polo for Heart helped make the expansion of Southlake's Heart Rhythm Program possible, which now serves over 10,000 patients with advanced critical and urgent cardiac care each year.

Funding also helped purchase an MRI which made urgent cardiac diagnostic imaging possible for patients. The event continues to support Southlake's highest priority cardiac care needs, ensuring patients continue to have access to leading edge and life-saving cardiac care. With their return to the field in 2022, we thank Polo for Heart for their ongoing commitment and dedication to Southlake!

## Some of the tools you've invested in to help save lives

Tax dollars and government funding does not cover the purchase of new and replacement hospital equipment and technologies. That is why donor support is so crucial to our ability to provide leading edge care at Southlake. In 2021/2022, donor dollars supported the most urgent needs of our hospital, including:

### Operating Room Tables



We replaced outdated crank operated tables with upgraded state-of-the-art tables that enable surgeons to automatically position and reposition patients during procedures, resulting in better accessibility and efficiencies for surgical teams.



### Rigid Urology Scopes

Used in numerous minimally-invasive procedures such as during cystoscopy (looking inside the bladder) to perform biopsies or remove tumors.



### Rotoblator

Used in cardiac procedures to clear blockages or narrow passages in the heart's arteries, resulting in less reliance on medical management with drugs or invasive cardiac surgery for patients with extreme blockages. This is a critical piece of equipment for our new Chronic Total Occlusion Clinic.



### Cell Savers

We replaced end-of-life equipment used during surgery to collect, clean and return a patient's own lost blood back into their body, resulting in less demand for banked blood, shorter hospital stays and improved patient outcomes.



### Urology Operating Room X-ray Table

We replaced end-of-life equipment used in all operating room procedures from routine to the most advanced cases, including prostate and bladder cancer.



**When you win,  
our hospital wins too.**

In 2021, Southlake Foundation launched a 50/50 community raffle. Funds raised through our Raffle will help where it is needed most: supporting Southlake's frontline caregivers with the resources and equipment they need to deliver leading edge patient care, close to home. Congratulations to our first winner, Angela Forbes, who won \$35,885 taking home half of our \$71,770 jackpot! Angela is a registered nurse at Southlake and started in the Cardiac Program in 2005.

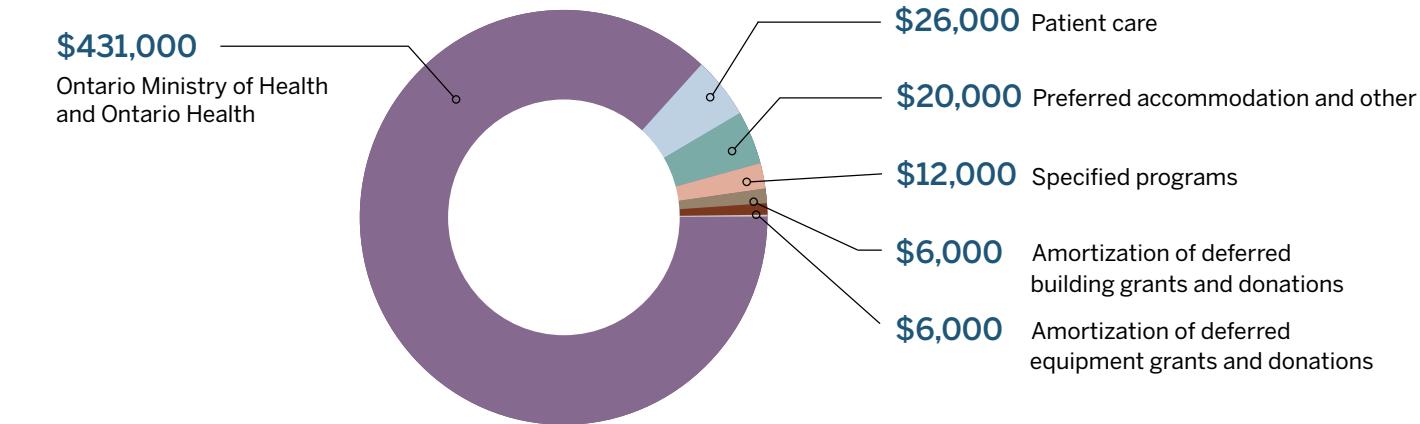




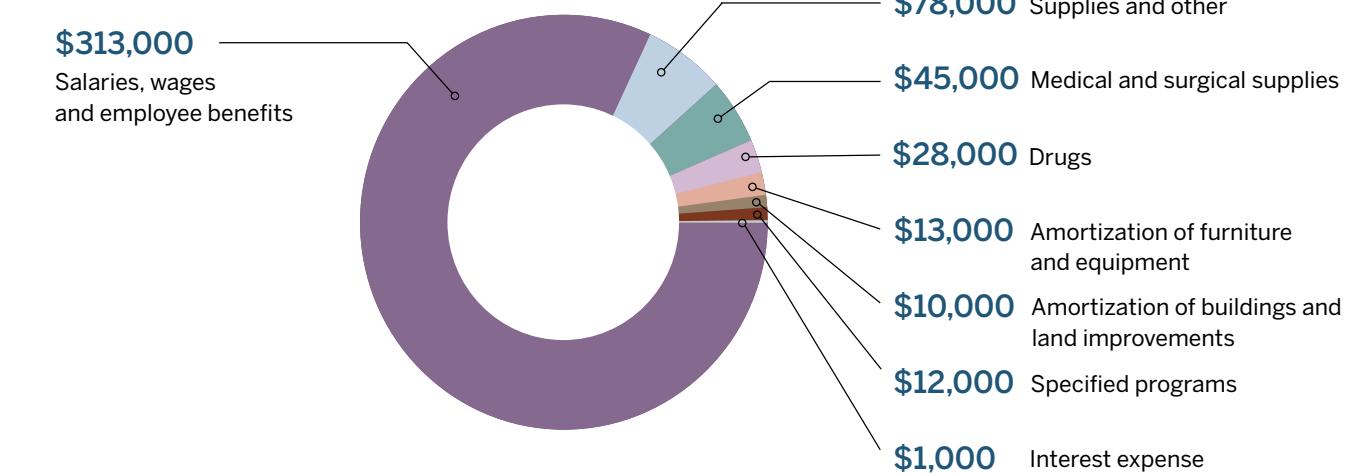
# 2021-22 SOUTHLAKE REGIONAL HEALTH CENTRE Audited Financial Statements

Financial results (\$ in '000s)	2021-22	2020-21
Revenue	\$ 500,681	\$ 500,189
Expenses	500,496	489,377
Excess of revenue over expenses before the undernoted	185	10,812
One-time working capital grant announced at year-end	—	18,549
Excess of revenue over expenses factoring in one-time working capital grant	185	29,361

## BREAKDOWN OF REVENUE (\$ in '000s)



## BREAKDOWN OF EXPENSES (\$ in '000s)





# 2021-22

## SOUTHLAKE FOUNDATION Audited Financial Statements

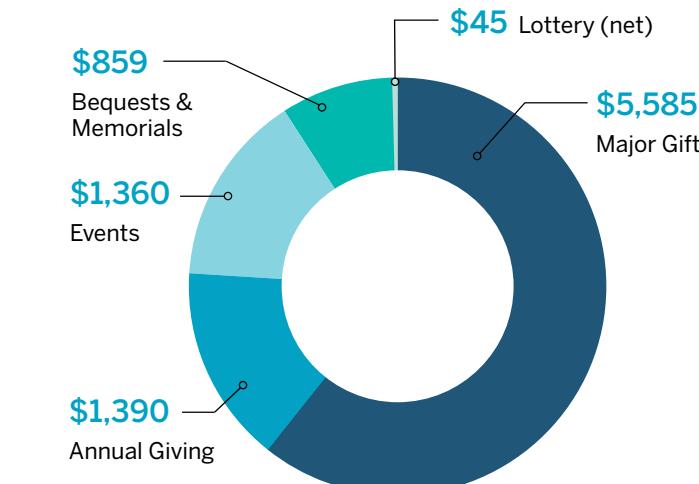
Financial results (\$ in '000s)	2021-22	2020-21
Revenues (Fundraising + Net Lottery)	\$ 9,239	\$ 12,487
Investment Income/(Loss)	2,316	5,851
Expenses (Fundraising + Administration)	4,022	3,424
*Grants to Southlake Regional Health Centre	3,107	8,013
Purpose Funds (Endowment + Restricted)	36,494	31,471

\*Granting to the hospital was lower than usual due to timing of need. Balance of funds raised are available for future granting.  
For complete audited financial statements, [southlake.ca/foundation/about/annual-reports-financial-statements/](http://southlake.ca/foundation/about/annual-reports-financial-statements/)

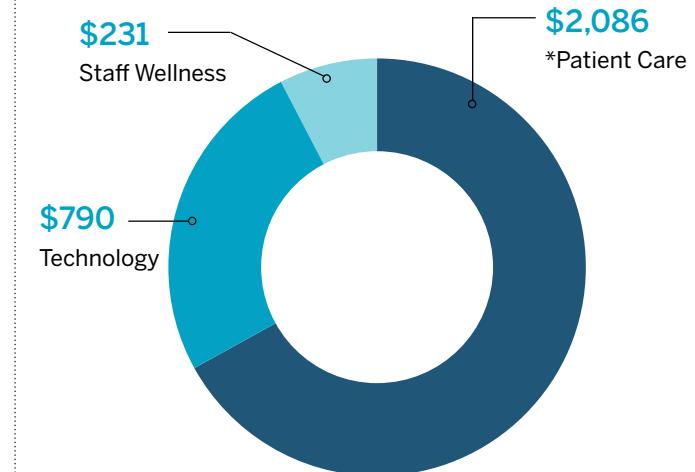
### Where did the support come from?

Individuals	4,040	35%
Foundations & Corporations	6,080	52%
Community Fundraising	714	6%
Special Events	824	7%
<b>TOTAL</b>	<b>11,658</b>	<b>100%</b>

### SOURCES OF SUPPORT (\$ in '000s)



### GRANTS TO SOUTHLAKE (\$ in '000s)



\*Patient Care includes Mental Health, Cancer, Cardiac, Maternal Child, Surgery, Medicine & Emergency

## Southlake Regional Health Centre **Board of Directors**

Patrick K. Horgan, Chair  
Ansar Ahmed, Vice Chair  
Steve Hills, Treasurer

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Mike Downs  
John Dunlap  
Avanti Goddard  
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Mary Ann McConkey

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Dr. Steven Beatty, Chief of Staff  
Elizabeth Ferguson, Chief Nursing Executive  
Barbara Bellissimo, Chair, Foundation Board of Directors  
Dr. John Randle, President, Medical Staff Association  
Dr. Eddie Chan, Vice President, Medical Staff Association

## Southlake Foundation **Board of Directors**

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Ajit Khanna  
Arden Krystal  
Diane Mason  
Dr. Julius Toth  

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Patrick K. Horgan  
Arden Krystal

### Philanthropy Cabinet

Steve Hinder, Co-Chair  
Peter van Schaik, Co-Chair  
Jim Alexander  
Paul Bailey  
Michael Croxon  
Caitlin Fell  
Jonathan Goodyear  
Keith Loo  
Louanne McGrory  
Bruce Nanton  
Kyle Peterson  
Chris Pfaff  
Richard Reininger  
Cliff Sifton  
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### Physicians' Council

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Dr. Matthew Laskin  
Dr. Morrie Liquornik





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#### **TO VOLUNTEER AT SOUTHLAKE**

905.895.4521 ext. 2104  
[volunteers@southlake.ca](mailto:volunteers@southlake.ca)

#### **TO GIVE FEEDBACK ON CARE AT SOUTHLAKE**

905.895.4521 ext. 2290  
[patientrelations@southlake.ca](mailto:patientrelations@southlake.ca)



As a recognition of our commitment to quality and patient safety, Southlake has received the highest distinction of Exemplary Standing from Accreditation Canada.



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#### **INVEST TODAY**

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Accreditation is given to charities and nonprofits that have taken action through the Standards Program to bolster trust with the public by identifying and reducing organizational risk, improving board governance practices, being transparent and accountable with finances and fundraising, and fostering a strong workforce.

The Trustmark is a symbol of excellence and leadership in the charitable sector.

Charitable Business Number: 13179 7540 RR0001