



Honouring our past, charting  
pathways to a vibrant future.

ANNUAL  
REPORT  
**23/24**

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## 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.



# Our Purpose

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



# Message from our Board Chairs and CEOs



## A century of leading edge care

For 100 years and counting, Southlake has built healthy communities through leading edge care. A pride for people, place and performance is at the heart of everything Southlake does, and we're pleased to say that this year was one of our best yet.

In 2023-2024, we celebrated the successful conclusion of Southlake's 2019-2024 Strategic Plan. This five-year plan transformed Southlake, touching every team and every corner of the organization. In doing so, we saw tremendous accomplishments that speak volumes about the exceptional care and service provided.

Southlake received its highest score ever from Accreditation Canada and was recognized by Newsweek as one of the World's Best Hospitals for the sixth year in a row. Southlake was also named one of the first Level III Trauma Centres in Ontario. Recognitions like these reflect Southlake at its best.

Southlake's reputation as a leader and innovator in healthcare strengthened the organization's relationship with its partners. This year, Southlake renewed the Regional Cardiac Program to better serve patients and partners across the broad geography we serve. Working with the Northern York South Simcoe Ontario Health Team, Southlake helped to improve access to primary care and other healthcare services. We also fostered a new relationship with York University, which plans to open the first medical school in Ontario focused on Family Medicine. These partnerships, among many others, will enhance healthcare across northern York Region and southern Simcoe County.

Southlake's success is only possible because of our incredible team of nearly 6,000 people. Every day, dedicated and compassionate medical staff, nurses, staff and volunteers work hard to create the best experiences for everyone who walks through Southlake's doors.

Southlake is much more than just a hospital. Our commitment to excellence extends beyond the walls of the facility and into the heart of the communities we are honoured to serve. Thanks to the support of generous community donors Southlake continues grow, innovate and deliver leading edge care. In 2023-2024, philanthropic investment enabled Southlake to bring new and advanced technology, such as York Region's first PET-CT scanner, Canada's first Elekta Harmony linear accelerator and new mammography machines, to help diagnose, treat and improve outcomes for thousands of patients every year.

As we look to the future, Southlake will continue to deliver leading edge care close to home under new executive leadership. A new strategy is being developed that will guide the organization forward and chart the next 100 years of care in our communities. We are excited about the opportunities that lie ahead. Southlake serves some of the fastest growing communities in Canada, and with the right strategy and team and support from our communities, it will continue to have a positive impact on patients and families. We hope you join us on this journey and that together, we continue to build healthy communities for decades to come.

**Marilee Harris**  
Chair, Board of Directors  
Southlake Regional Health Centre

**Barbara Bellissimo**  
Chair, Board of Directors  
Southlake Foundation

**Paul Woods, MD**  
President and CEO  
Southlake Regional Health Centre

**Jennifer Ritter**  
President and CEO  
Southlake Foundation



# In-Reach program offers hope to the unhoused

Shaun Baker’s journey from addiction and homelessness to hope and healing is a shining example of the transformative power of partnership and dedicated care. At 10 years old, he was already caught in the grips of addiction, and by 13, he was dealing drugs. Decades later, health complications led him to Southlake, where the In-Reach program intervened.

In-Reach, a collaborative effort between Southlake and Blue Door Shelters, offers vital support to individuals like Shaun, who are without stable housing. This comprehensive model of care addresses housing, healthcare and social services, offering hope and stability to vulnerable individuals.

In-Reach has assisted more than 230 individuals in securing housing and provided support to more than 730 patients since launching in 2021. Initially funded through the TD Ready Commitment, the program has expanded to add a second In-Reach worker at Southlake thanks to York Region’s generous support.

Shaun found a lifeline through In-Reach. Social Worker Shaelynn Rakovski guided him through his hospital stay, secured shelter at Inn From the Cold and facilitated his transition to permanent housing through LOFT Community Services.

Without Southlake’s In-Reach program, Shaun’s story might have ended differently. Now, with renewed hope and determination, he looks forward to a brighter future.



Photo provided by Steve Somerville and Metroland Media Group.



Pride for People





# Renewing Regional Cardiac Care to better serve patients

Southlake has renewed its Regional Cardiac Program to better serve patients following a consultation with its health system partners.



To ensure patient’s needs continue to be met, Southlake has expanded the scope of the program, owning its role to improve the system as a true regional partner committed to working collaboratively to deliver

leading edge care. As part of this, Southlake has designated the Regional Cardiac Care Program as a standalone department – the Department of Cardiac Health.

Leading cardiologist, Christopher Overgaard, MD, has also been named as Southlake’s first Chief, Department Cardiac Health. In this new role, Dr. Overgaard will continue to elevate cardiac care at Southlake, ensuring that patients in some of Canada’s fastest growing communities have access to innovative, life-saving care when they need it most.



# Introducing Indigenous patient services

Southlake has welcomed an Indigenous Patient Navigator and is embracing healing traditions and smudging ceremonies.

Jennifer Trumble, Southlake’s Indigenous Patient Navigator, bridges Western medicine with Indigenous healing, offering guidance through understanding and acceptance. This pioneering role, supported by federal funding and partnerships with Georgina Island First Nation and the Barrie Area Native Advisory Circle, aims to integrate traditional practices into patient care plans, providing holistic support to enhance patient experiences.

Recognizing the spiritual significance of smudging, designated spaces now allow for these ceremonies, fostering a culturally-sensitive environment.

Southlake is a leader in York Region. It is the only hospital to offer in-house Indigenous patient services, striving for equitable, culturally safe care.

Photo provided by Steve Somerville and Metroland Media Group.



# Championing organ and tissue donation

In October 2023, Southlake was recognized with a Hospital Achievement Award from Ontario Health (Trillium Gift of Life Network) for its exceptional commitment to integrating organ and tissue donation into end-of-life care.

Southlake helped save 19 lives by recovering and transplanting 13 kidneys, four sets of lungs, one full liver and one left liver segment in the last year. During this time, Southlake also recovered tissue such as eyes, skin, heart valves and bones from 39 tissue donors.

With nearly 1,400 Ontarians waiting for organ transplants, Southlake’s dedication to discussing donation options with families is crucial. The team at Southlake showcases excellence in organ and tissue donation, emphasizing the importance of registering as a donor to give others the gift of life.



# Providing life-saving care as a Level III Trauma Centre

Southlake has been identified as a Level III Trauma Centre, supporting care teams in their work to provide life-saving interventions to trauma patients who present at Southlake.

Trauma is a term used to describe physical injury that occurs suddenly due to an external force or event. As a Level III Trauma Centre, Southlake continues to make changes to best support trauma patients, including the adoption of new activation processes and clinical pathways. Trauma care has become more coordinated through the commitment of the dedicated Trauma Program staff.

While Southlake already cares for more than 500 medium acuity trauma patients annually, this formal recognition means it can now do so as part of an inclusive, integrated and accountable system that leverages expertise from leading centres like Sunnybrook, Unity Health Toronto and SickKids to improve outcomes for patients, close to home.



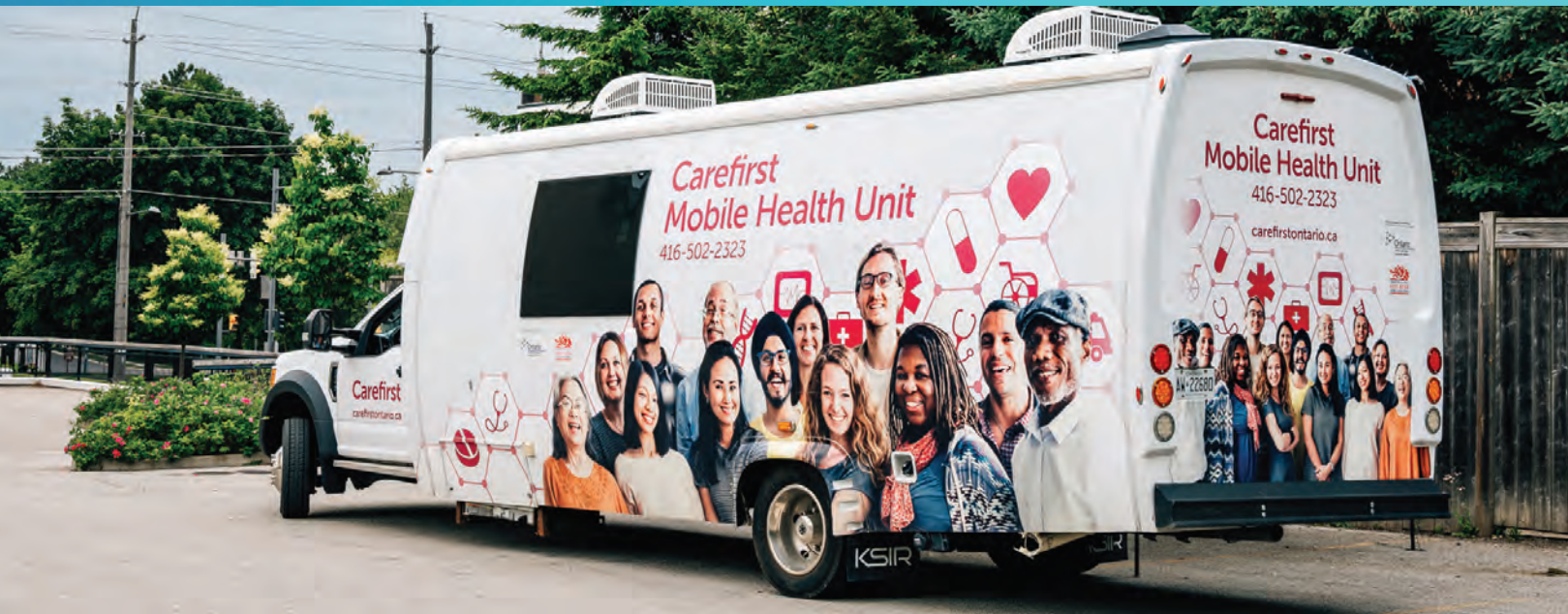
In 2022, Ontario’s Regional Trauma Networks identified six hospital sites that fulfilled the criteria to function as Level III Trauma Centres to help improve trauma capacity within the healthcare system. Southlake was identified as one of those initial sites because of its highly skilled and multidisciplinary team of medical professionals, including surgeons, emergency medicine staff and critical care nurses, who are available 24/7 to respond to injured patients.

Being identified as one of the first Level III Trauma Centres in Ontario reflects Southlake’s commitment to providing exceptional, life-saving care to the communities it serves.



Pride for Place





# Mobile Diabetes Foot Care Bus increases access to care

Southlake has introduced a new Mobile Diabetes Foot Care Clinic in collaboration with health system partners. This service increases access to high-quality foot care for people living with diabetes to prevent serious complications that could include infections or even limb amputation. It helps patients in northern York Region and southern Simcoe County who struggle with traveling to stationary clinics.

The new mobile clinic addresses the challenges of accessing timely preventative foot care and maintenance by providing services closer to home.

These patients now have access to basic foot care, including examinations, toenail trimming and foot care education, from specialized foot care nurses. By increasing access to care in the community, the new mobile clinic helps to reduce visits to Emergency Departments from across the region.

This clinic is a collaborative partnership with Southlake, Mackenzie Health, Oak Valley Health, Humber River Hospital, the North York Family Health Team, North York General Hospital, the Vaughan Community Health Centre, SE Health and Carefirst.

# New Food Services plan enhances staff, patient and visitor experiences

Southlake is embarking on an exciting transformation of its patient and retail food services. In partnership with food service vendors, it is increasing access and variety for staff, physicians, patients and volunteers through refreshed retail service offerings.

Improving meals will enhance patient experiences and outcomes. A redesigned patient menu, developed in collaboration with Southlake clinicians and dietitians, will offer nutritious, delicious and culturally diverse homestyle meals prepared fresh daily to meet patient demographics and offer flexibility, variety and choice.



# New mural brings whimsy to Paediatrics unit

The Paediatrics team and the Paediatric Oncology Group of Ontario clinic unveiled a new mural created by local artist, Nicholas Hong. Nicholas and his colleagues developed concepts in consultation with the Paediatric team to develop playful scenery that captures a child's imagination. Patients, families and staff were consulted and helped pick the final design.

Nicholas Hong is a South Korean-born Canadian Art Director and Visual Development Artist based in Toronto. His work can be found in various animation projects including Netflix series and a mural project for BC Children's Hospital.





# Pride for Performance

## Southlake awarded its highest accreditation score ever for quality and safety

For the fourth time in a row, Southlake has been accredited with Exemplary Standing by Accreditation Canada. This is the highest possible designation and a reflection of Southlake’s unwavering commitment to quality, clinical excellence and patient safety.

In February 2024, Southlake welcomed five surveyors from Accreditation Canada, an independent national organization

that works with health, social and community service organizations to advance quality and safety. The surveyors met with teams and patients across the organization to assess operations.

Southlake met an impressive 99.6 per cent of the more than 2,000 applicable standards assessed by Accreditation Canada. This is the organization’s highest

score to date. Key areas of strength include Southlake’s compassionate and engaged staff, medical staff and volunteers, Southlake’s commitment to safety, quality and care delivery, and excellence in patient care with innovative approaches.

Southlake was also recognized with Exemplary Standing in 2012, 2016 and 2020. Canadian hospitals and healthcare organizations can choose to be

accredited every four years. The process provides a third-party assessment of quality and safety standards throughout the organization, following a predetermined list of standards and best practices.

The Accreditation Canada assessment touched every corner of the hospital, reflecting an organization-wide effort in which every team member at Southlake played a vital role.







# Revolutionizing hospital operations with patient-centred strategies

In August 2023, Southlake implemented a comprehensive Patient Access and Flow Strategy over the span of eight weeks. This initiative marked a transformative shift in Southlake’s approach to hospital operations while keeping patient-centred care at the forefront. Standardizing processes, enhancing access and optimizing flow from patient admission to discharge ensures the right patient is in the right bed at the right time receiving the right care.

To complement this strategy, Southlake also prioritized data-driven performance management with the introduction of the Leading Edge Analytics Platform (LEAP). LEAP offers intuitive self-serve tools, dashboards and reports, empowering leaders and analysts across the organization. Through data-driven decision-making, Southlake aims to elevate quality, outcomes and operational efficiency.

The success of these endeavours is a direct result of the hard work of Southlake’s teams, reflecting their dedication to serving patients, the organization and the community.



# Supporting young adults fighting cancer

In 2023, Southlake launched a new Adolescent and Young Adult (AYA) Program to provide patients aged 18 to 43 years old who have been diagnosed with cancer with personalized, supportive care close to home.

The AYA program addresses the unique challenges young people face across their cancer experience. The program offers tailored support and an open space to talk about issues surrounding fertility, body image, peer connection, school and work transitions, family, coping and wellness.

The AYA program builds on Southlake’s partnership with the Princess Margaret Cancer Care Network. Southlake became the first organization to partner with the Princess Margaret Cancer Care Network in 2022.



# Collaborating with SickKids to deliver leading-edge cardiac care, close to home

This year, Southlake’s Departments of Cardiac Health and Paediatrics and the Division of Cardiology at SickKids partnered on a new collaboration to provide paediatric cardiac care closer to home.

All paediatric echocardiograms at Southlake are now reviewed by SickKids cardiologists, ensuring the highest standard of care. This innovative partnership provides some of Southlake’s youngest and most fragile patients with access the cardiac expertise available at SickKids, while receiving care close to home.



# Leading edge care happens *HERE*



“I founded Treasure Hill in 2003, and since then, we’ve built over 10,000 homes throughout the GTA, York Region, and South Simcoe – developing spaces and communities where families can live and flourish,” said Mr. Fidei. “When we think about families facing some of the most difficult and vulnerable times in their lives, like undergoing cancer treatment, the focus on bringing the very best care close to home becomes even more important. We were honoured to be able to support the cancer campaign, knowing what it would mean to the residents of the communities we are developing.”

## Community invests in Southlake

From compassionate individuals to caring companies, support from our communities takes many forms. Support for the *HERE is Where Cancer Meets its Match* campaign has been overwhelming. Thanks to donations of all sizes, we’re able to put state-of-the-art technology in the hands of our incredible healthcare professionals and expand care spaces in Southlake’s regional cancer centre. To date, we have raised \$17.6 million toward our \$20 million goal to help meet the needs of our rapidly growing communities.

*HERE is Where Cancer Meets its Match* resonated with Treasure Hill Homes Founder and President Nicholas Fidei, inspiring his \$2 million donation to the campaign on behalf of the Concord, Ontario-based company.

Southlake was pleased to recognize Treasure Hill Homes for their exceptional contribution. In May, Mr. Fidei and other representatives from Treasure Hill, local dignitaries and Southlake leadership gathered at the regional cancer centre to unveil the Treasure Hill Atrium. This space was named in celebration of the company’s generosity – a lasting testament to its commitment to our community.



Southlake is grateful to the many companies, organizations and individuals who supported the cancer campaign in 2023-24. Southlake Foundation hosted TD Bank Group at Southlake’s regional cancer centre in March 2024 to celebrate its \$250,000 gift to the *HERE is Where Cancer Meets its Match* campaign, which supported the new PET-CT scanner – the first in York Region. Bank of Montreal, a long-time Southlake partner, recently made a \$200,000 donation for a cumulative total of more than \$1 million to support the hospital. Mercedes-Benz Newmarket also raised \$50,000 last year with the support of their customers for the cancer campaign. In November 2023, more than 20 members of the Toronto Chinese Media Professionals Association, representing Chinese media outlets from across the GTA, visited Southlake to raise awareness about the cancer campaign.

Community event organizers also inspire support for Southlake. Chris Macfarlane wanted to honour his father



after he passed from cancer. Macfarlane decided to raise funds for Southlake, where his father received cancer treatment. Together with his friend Nathan Rothwell, they started King Winterskål, a day of fun and hockey on an outdoor pond. They hosted their second event in February 2024 and raised \$24,000.

Two-time cancer survivor Mike Rathke also knows all too well the importance of having quality cancer care, close to home. As President and Owner of MR Menswear in Aurora, he has long supported healthcare where he lives and works. Mike’s long-running charity fashion show, Whiskey, Wine & MR Menswear, raised over \$74,000 for the campaign in November 2023.



# Your impact at Southlake



Southlake’s donors play a pivotal role in fulfilling several key *HERE is Where Cancer Meets its Match* campaign priorities. Thanks to their support, Southlake was able to replace two Linear Accelerators (LINACs) for radiation therapy and add a fifth LINAC in May. The new Elekta Harmony LINAC is the first of its kind in Canada. Using state-of-the-art technology, it delivers more precise radiation treatment to patients and uses facial recognition to automatically bring up a patient’s unique chart and treatment plan when they enter the radiation suite, enhancing quality and safety for patients. Through their generous gifts, donors are ensuring patients have access to the best care enabled by the latest technology.

In September 2023, Southlake also unveiled the first-ever PET-CT scanner for the region, which was funded with the support from our generous donors. With this revolutionary technology and detailed insight, Southlake can deliver tailor-made cancer treatments to patients close to home.

Donors also helped fund 17 new chemotherapy chairs for our Systemic Therapy Program. These chairs will help reduce wait times for lifesaving care.



“Our physicians, nurses, and radiation therapists represent the very best. Now, we will have the technology worthy of their skills. Our accomplishments are shared with the community – our work would not be possible without Southlake donors.”

– Peter Anglin, MD, Oncologist and Physician Leader, Regional Cancer Program at Southlake





# A care journey close to family and home

Southlake is a family affair for Carolyn, her husband and her daughter, Bridget. All three work at the hospital and share a long history and relationship that inspires pride and confidence. That's why when both Carolyn and Bridget were diagnosed with breast cancer less than a year apart, they knew Southlake was where they wanted to receive care.

Just after Christmas in 2021, Carolyn felt a lump on her right breast. Within a few weeks, it was confirmed as cancer, and she met with a surgeon at Southlake. Through the spring and summer of 2022, Carolyn underwent systemic therapy, a mastectomy, and radiation – all while Bridget, a registered practical nurse at Southlake for more than 10 years, was pregnant with her first child.

By September 2022, the family began to breathe easier when Carolyn finished treatment and was declared cancer-free.

It was less than a month later when new mom Bridget received her own breast cancer diagnosis. Having just seen her mom go through cancer treatment, Bridget knew what to expect. Following a full mastectomy and weeks of radiation in the spring of 2023, Bridget was declared cancer-free in time for her daughter's first birthday.

While cancer turned their lives upside down more than once, Carolyn and Bridget knew that having Southlake in their community meant compassionate, leading edge care, close to home – and the best chance at beating their diagnoses.

"Every step of the way, staff show compassion and openness," said Bridget. "They treat everyone like a family member, a colleague, or friend – in our case, all three."

Bridget was so moved by her cancer care journey that she now works in Southlake's regional cancer centre, the very place she credits with saving both her and her mom's lives.

"As scary as it was to have cancer, it ended up being a positive experience," said Bridget. "We couldn't have asked for better treatment. I know these people take good care of others, so I knew they would take good care of us."

*Here is where*  
**CANCER MEETS ITS MATCH.**







# Our people go the distance for the Nature's Emporium *Run for Southlake*



## Thank you to Southlake Legacy Circle donors

Southlake's kind and generous donors help safeguard the future of healthcare in our communities. The Southlake Legacy Circle honours those who have indicated to us that they have left a gift to Southlake in their last Will and testament. Planned giving ensures that their family and hundreds of other families have access to leading edge care for many years to come.

"What I remember most about my time at Southlake is the people. Everyone I encountered was professional, helpful,

and just happy! They help patients with compassion and love. When I got home from my hospital stay, it really sunk in. I received excellent care, close to my home, at no cost, and it struck me: 'Bruce, life's been good to you, why don't you repay that?' I give every year, and I'm also giving in my Will. My mother taught me that when people are good to you, you pay it back. She taught me about leading with gratitude, and I know she would be proud today," said Bruce, a Legacy Circle donor.

The Nature's Emporium *Run for Southlake* is Southlake Foundation's largest annual community fundraiser. In 2024, our communities came together to raise a record-breaking \$450,000 to help meet Southlake's most urgent priorities.

This year, 21 hospital family teams hit the ground running, activating their networks of family, friends, and peers. They inspired our communities and helped give themselves and their colleagues the equipment they need to do their best work.

Congratulations to Team Fun-Raisers, representing the Southlake Board of Directors and the Southlake Foundation Board of Directors and Philanthropy Cabinet, for raising more than \$31,000 as the top fundraising team.

A special thank you to our top Hospital Family Teams for each raising more than \$10,000:

- Baby, We Were Born to Run! (Maternal Child Program)
- Cancer Centre Cruisers (Regional Cancer Program)
- Scrubs and Sneakers (Surgical Program)
- Strides Against Stress (Mental Health Program)
- Trauma Chasers (Emergency Department)





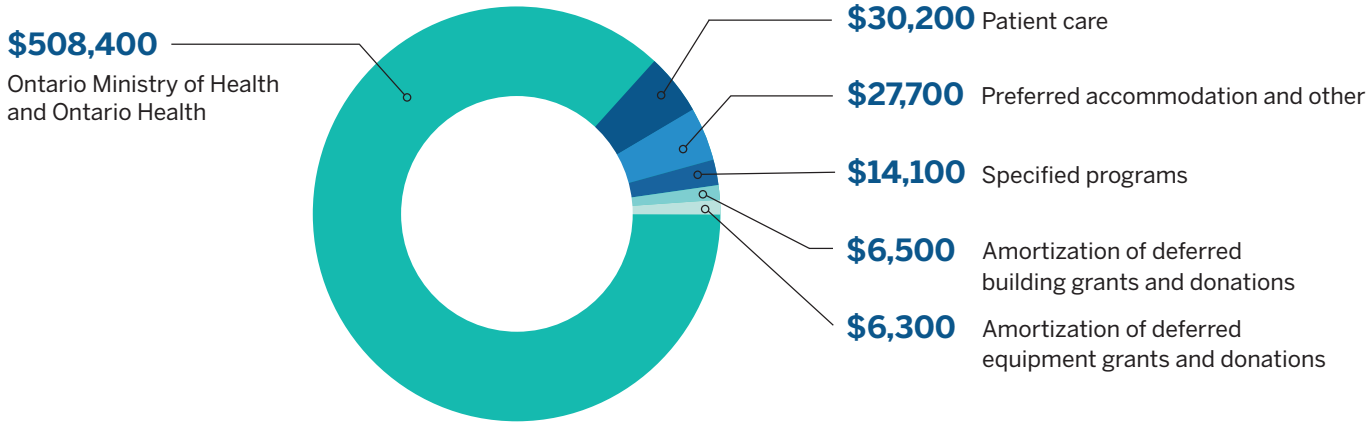
SOUTHLAKE REGIONAL HEALTH CENTRE

# 2023–24 financial highlights

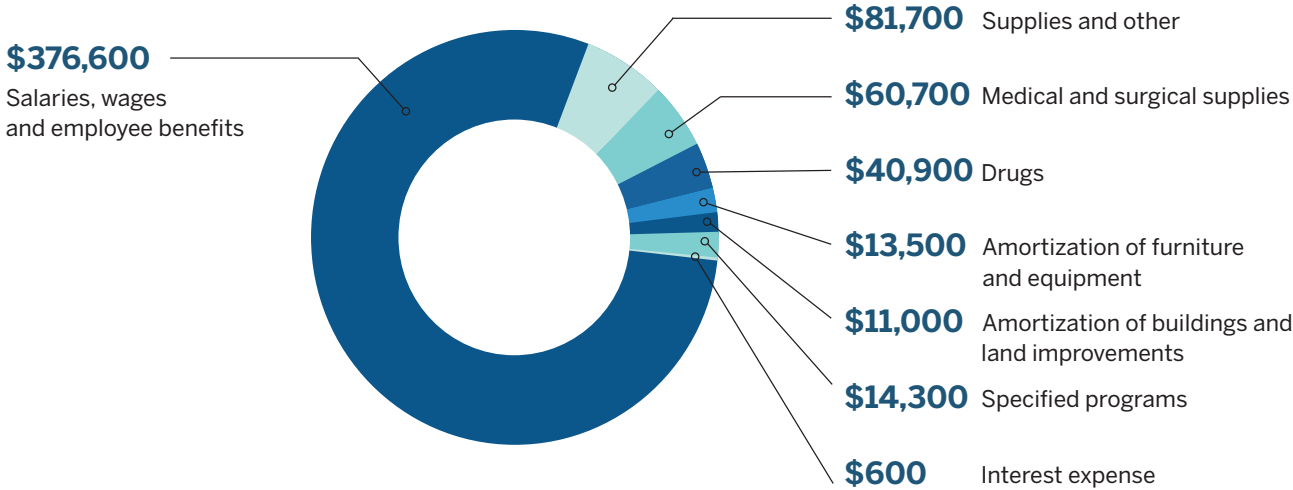
For the fiscal year ending March 31, 2024

FINANCIAL RESULTS (\$ in '000s)	2023-24	2022-23
	\$	\$
Revenue	593,217	545,652
Expenses	599,326	555,208
Deficiency of revenue over expenses	(6,109)	(9,556)

BREAKDOWN OF REVENUE (\$ in '000s)



BREAKDOWN OF EXPENSES (\$ in '000s)





SOUTHLAKE FOUNDATION

# 2023–24 financial highlights

For the fiscal year ending March 31, 2024

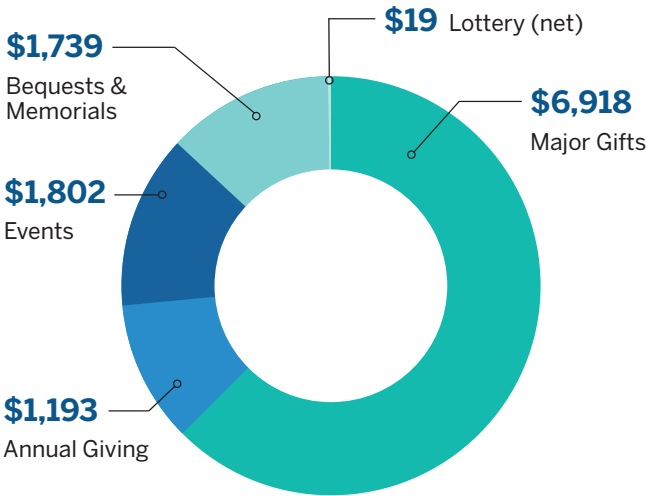
FINANCIAL RESULTS (\$ in '000s)	2023-24	2022-23
	\$	\$
Revenues (Fundraising + Investments)	15,894	11,740
Expenses (Fundraising + Administration)	5,000	4,617
Grants*	6,183	4,343
Purpose Funds (Endowment + Restricted)	42,391	39,394

\*Includes grants to Southlake Regional Health Centre and \$24,000 to the Centre of Arthritis Care to promote arthritis care and education in the community

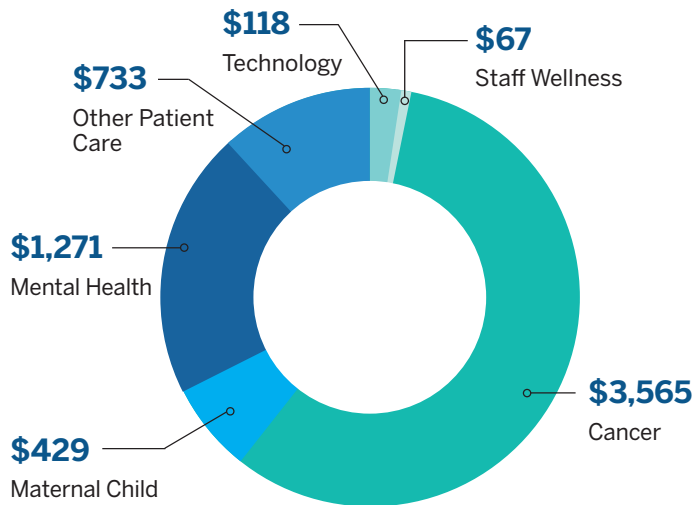
## Where did the support come from?

	2023-24	2022-23
	\$	\$
Individuals	5,233,968	3,181,165
Foundations	1,102,735	1,170,615
Corporations	3,625,280	3,101,189
Community Fundraising	788,947	691,265
Special Events	1,005,761	3,252,408
TOTAL	11,756,691	11,396,642

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



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



\*Other Patient Care includes, but is not limited to, investments in Cardiac, Medicine and Emergency.





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## VOLUNTEER AT SOUTHLAKE

905.895.4521 ext. 2104  
volunteers@southlake.ca

## GIVE FEEDBACK ON CARE AT SOUTHLAKE

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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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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.

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