

**President and CEO's Report  
2015-16 Annual General Meeting  
June 22, 2016**

Good evening!

It is my great pleasure to once again welcome all of you to our Annual General Meeting – an opportunity to reflect and celebrate the transformational moments we've experienced over the past year and to acknowledge the incredible successes of our talented team of staff, physicians, and volunteers.

It's hard to believe that five years have passed so quickly since I joined Southlake in the role of President and CEO. During this time, our organization has experienced tremendous growth and advancement. And I truly believe that the key to our success has always been Our People and our ability to collaborate. Together, we are delivering on our vision to deliver shockingly excellent experiences every day.

In fact, collaboration is the theme of this year's annual report video. I think it really highlights the way our strong, interprofessional team is transforming healthcare and creating the ultimate patient experience. I am very happy to share the video with you now.

[PLAY VIDEO]

I hope you enjoyed the video, which really speaks to who we are as an organization and how we have continued to implement the initiatives outlined in our Strategic Plan. I'd like to note that we've just reached the half-way mark in our Strategic Plan, and we are well on our way to deliver on our mission to transform healthcare for our patients.

We have much to celebrate over the past year, and I would like to share with you some of our successes.

It is no surprise that our clinical programs continue to achieve outstanding results, embrace innovation, and demonstrate their commitment to delivering world-class care.

Our Regional Cancer Program is now in its sixth year of operation, and has consistently ranked as one of the top programs in Ontario since its inception. We were so proud to see the recent opening of a new fourth radiation bunker. This has enabled us to treat more than 400 more cancer patients each year.

Our Regional Cardiac Program continues to change the lives of all those they treat, and is now the third largest Cardiac Program for patient volumes in Canada. The opening of our new, state of the art, Heart Rhythm Interventional Suites is yet another example of how our cardiac team has raised the bar in offering our patients, internationally renowned treatment, closer to home.

I am also proud to see that our team has embraced its role as a mentor to Royal Victoria Hospital's cardiac care program. As RVH works to develop its centre, we are happy to share our expertise and experience.

Our Emergency Department remains a constant hub of activity, with nearly 107,000 patient visits this past year. As the fourth busiest emergency department in Ontario, the team continues to look at ways to improve the patient experience and continues to achieve the shortest wait time to see a physician for large community hospitals.

These are just a few examples of how the Southlake team continues to lead the way with clinical innovations that are redefining treatment options for patients, and putting our centre in the spotlight provincially, nationally and internationally.

Back in October we opened the doors to Southlake-owned technology incubator on the hospital campus to give access to innovators and entrepreneurs and to do nothing short of changing the health care paradigm in this country. Opening CreateIT Now, our innovation centre has brought hundreds of thousands of dollars in grant money to researchers and innovators with a goal of getting their health care products to market.

Throughout the healthcare sector, centres are being asked to do more with less. During this past fiscal year, we have placed a great deal of focus on ensuring that our financial matters are in order and positioning ourselves for the future. Under the guidance of our finance team, we've implemented processes to ensure that all members of the team are aware of our financial commitments and the impact it can have on our ability to provide safe, quality care.

I'm happy to report that through continued diligence we have identified operational efficiencies, seen a further reduction in our debt load, and balanced our budget. As we move forward, we are committed to keeping a watchful eye on controlling and tracking costs and holding ourselves accountable for every dollar that comes in and goes out of our organization without ever losing sight of our commitment to safe, quality care. In fact, our ability to do so has gained us national recognition.

Every four years Southlake participates in an accreditation process with Accreditation Canada, an independent national organization that champions patient safety and quality. I am extremely proud to share that Southlake, for the second time in a row, achieved Exemplary Standing. This honour is awarded to less than 16 percent of Canadian health care organizations. This is a tremendous achievement that shows our commitment to patient care, continuous improvement and teamwork.

Also in the spirit of collaboration, Southlake played a key role in working with the Joint Centres on a spread project focused on prevention of violence in the workplace. The project will build on strategies developed by all Joint Centre hospitals to create safe and secure workplaces that help achieve the objective of zero tolerance for violence. Leading practices have been identified and developed into a "spread playbook" that can be shared and adapted by each hospital in areas such as risk assessment, training, flagging, reporting and leadership and staff engagement.

Our ability to create opportunities out of seemingly impossible challenges is a part of who we are as an organization. It is part of our culture, as is our ability to be innovative, compassionate and in constant pursuit of excellence.

Last year, we introduced our first-ever culture book, which celebrates the unique passion of the Southlake team. Through words and photos, our culture book allows us to reflect upon where we have come, where we are today, and where we are going the future. I am excited to announce that the book will be made available as an iBook for distribution.

I think it's important to acknowledge a special group of people who live and breathe our culture every day – our volunteers. When I think of the smile on a child's face when they see a magician do a trick in the waiting room, or the impact of mindfulness yoga on young people who suffer from mental health issues, I see how our volunteers are changing lives.

It's amazing to know that over the past year our volunteers have donated more than 125,000 hours! This is a record-breaking number for us here at Southlake.

I am proud to share that in the recent volunteer opinion survey, more than 90 percent of volunteers agreed that they feel valued and appreciated as part of our team. They come through our doors each day giving freely of their time to make a difference in our patient's lives. And for that, I am truly grateful.

As I mentioned earlier, so much of our success is driven by collaboration. That's why we are so pleased to continue working alongside the Southlake Foundation to meet the unique and growing needs of our community.

Together, we have implemented a new Framework for Philanthropy at Southlake and a new Shared Leadership Model to ensure we stay in sync. Following an extensive review process the new frameworks incorporate the best management and governance practices in health care philanthropy and healthcare delivery to ensure we are able to achieve our commitment to patients, their families and our community.

I'd like to thank the Southlake Foundation for all that they have done and continue to do to inspire acts of giving within our community. The Foundation plays a critical role in ensuring we have the funds, equipment, and capacity to deliver world-class care and provide *shockingly excellent experiences* to our patients.

We look ahead to the future with great excitement as the Foundation embarks on the *love lives here* campaign, the mental health project and the need for hospital equipment renewal and physical plant redevelopment. Our ongoing capital equipment needs and those of future projects are significant and we are looking forward to working together to inspire transformational philanthropy to meet these needs.

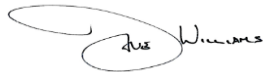
I would also like to recognize and thank our Board of Directors, led by Chair Jonathan Harris. We thank you for your guidance, trust, leadership and most of all, your passion to see Southlake thrive.

Finally, I want to recognize and thank each and every one of Our People – staff, physicians, students, and volunteers – who come to work each day with passion and commitment.

Each day, I am inspired by your incredible acts of kindness, your ability to transform lives, and your ability to push Southlake to greater heights. We are a formidable team and I could not be more proud of all that we have accomplished and all that is still left to be discovered.

I excitedly look ahead to the year feeling inspired and invigorated as we continue on our journey to truly transform healthcare, both here at Southlake and throughout our province.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Dave Williams". The signature is fluid and cursive, with a large initial "D" and "W".

Dr. Dave Williams  
President and CEO