

**Southlake Regional Health Centre
President & CEO Report
2013-2014 Annual General Meeting**

June 25, 2014

Good evening ladies and gentlemen, friends and colleagues: Thank you for joining us tonight as we reflect back on the past year at Southlake and celebrate some of our proudest achievements and successes.

When I first joined Southlake three years ago, it was not just because of the impressive campus or the strong reputation this community hospital, turned leading-edge regional centre, had earned. Rather, it was something I felt from the second I walked through the doors and something I am proud to say I feel more and more with each passing day.

Our culture – *The Southlake Way* – speaks to our team’s ability to create opportunities out of seemingly impossible challenges. Over the past year, this has certainly rung true, as we have confronted some of our toughest challenges, which I am proud to say have now become some of our greatest successes.

Later this evening, we will share with you a video that highlights some of our achievements from the past year. You will learn more about the awards and accolades we have received and the work that we are doing to stay true to our commitments outlined in our Strategic Plan. While all of these notable achievements are worth celebrating, I would like to speak about a topic that has been near and dear to my heart over the last year and one that I believe has truly begun to shape and define the Southlake of tomorrow.

Safety at Southlake

Anyone who walks through our doors will notice a deeper commitment to safety and our desire to create a safe and respectful environment for our patients and every member of the Southlake team. Our strategic direction to *Create the Ultimate Hospital Experience* is about more than just ensuring we are creating the optimal environment for our patients. It also speaks to what we can do for Our People. Last summer, a member of the Southlake family was assaulted in the Emergency Department. It was a troubling day for all of us here at Southlake, as we faced the fact that the risk of violence is ever present in our organization.

Regrettably, we live in a culture where violence has become normalized. That sobering day last June was a turning point for all of us here at Southlake. Rather than dwell on the fact that this occurred, we decided to take a stand against violence and use this challenging time as an opportunity. We rallied together with our union and community partners to form the Corporate Workplace Violence Prevention Committee. Through this Committee, we are working to eradicate violence in our organization and to help ensure Our People, our patients, and our entire community feel safe each and every time they come to Southlake.

One of Southlake’s greatest strengths is our ability to hold ourselves accountable and to confront our challenges head on. Last June, that is exactly what we did. We challenged ourselves to ask “why” and to uncover what led to this situation. We have been relentless in seeking out

improvement initiatives and to hearing from Our People about what we can do better to support them in their work and practice environments. We have encouraged and empowered every member of the team to *just speak up* and to feel comfortable while doing so.

With our renewed commitment to safety, we are digging deep to identify every reasonable precaution to ensure Our People have the tools, skills, and supports in place to comfortably come to work each and every day. Looking ahead, we will formalize an action plan for implementing appropriate precautions in the pursuit of safety for Our People and our patients. I envision a future for Southlake where we are seen as a leader in hospital safety on a provincial, national and international scale. I believe we are on our way to achieving this goal, and I am so pleased when I think of what we have been able to achieve to date.

Achievements & Successes

As I shared earlier, our unique and dynamic culture is truly something special. This year, we were overjoyed to receive recognition as one of *Canada's 10 Most Admired Corporate Cultures*, as well as a *Passion Capitalist Award*. These national awards celebrate the way we interact with each other, the way we think, the approach we take to problem-solving, and finally, our commitment to consistently living our core values to *Put Patients First, Give a Damn!, Push the Envelope and Honour Your Commitments*. In addition, the Hospital received a *Quality Healthcare Workplace Award*, which recognizes our efforts to improve the workplace in ways that contribute to overall quality of work life and the quality of the care and services Our People deliver. These awards are truly a testament to the great people who support our organization and their never-ending commitment to our patients.

This past year was also an equally exciting one for our Regional Cardiac Care Program as we celebrated 10 years of advanced cardiac treatment at Southlake. In just a decade, we have transformed more than 100,000 lives and redefined the healthcare experience for those suffering from heart-related illnesses and ailments. The collective talents and life-changing contributions from our world-class surgeons, cardiologists, and other highly skilled clinicians within this Program have truly put Southlake on the map. Today, the Regional Cardiac Care Program has grown to be the third largest program in Ontario. It has earned a reputation as a respected cardiac centre and we could not be more proud of the successes of this Program and the dynamic team that supports it.

Financial Report

As many of you may know, the Ministry of Health and Long-Term Care has changed the way Hospitals are funded. Hospitals are now being partially reimbursed based on the types and volumes of patients they treat, the services they deliver, the quality of those services, and the specific needs of the broader population they serve. This patient-based model is very different from the traditional model of global funding, which was across-the-board funding largely based on historical hospital services.

With this new approach to funding, we have spent a considerable amount of time over the past year examining our spending habits and asking ourselves where can we do better. We have had to challenge our teams to find cost-effective ways to deliver healthcare, all without compromising the high-quality of care our patients deserve. It has not always been easy, but true to form, Our People have wholeheartedly embraced this opportunity as a chance to identify

unique and creative ways to deliver care, all while remaining fiscally responsible and accountable.

While we made some considerable strides in working to improve our financial position, there is still work to be done. A great focus over the next year will be to continue on this forward momentum, as we work to ensure we are spending within our means and holding ourselves accountable for every dollar that comes in and goes out of our organization.

Acknowledgements

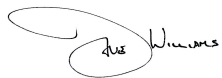
In closing, I would like to formally acknowledge the Board of Directors and our Chair, Jonathan Harris, who has played a leadership role in ensuring that Southlake's Strategic Plan goes from words on paper into action and accountability. Jonathan, I thank you for the trust and confidence that you empower in every member of the Senior Leadership Team by asking questions and challenging us to push harder. Your guidance and leadership throughout this past year enabled us to make some tough decisions and has been instrumental in ensuring we are successful in meeting the objectives of our strategic directions.

I would also like to express my sincere gratitude to the Southlake Foundation. It is hard to find the right words to express thanks on behalf of the team here at Southlake. You have worked and continue to work incredibly hard in support of our strategic initiatives -- inspiring acts of giving that allow us to deliver high-quality healthcare services. I applaud you for all that you have achieved to date and wish you the very best as you finish off the remaining 10 percent of your *Images for Life Campaign*. We look forward to working in partnership as you grow your organization to support Southlake's ambitious plans for the future.

Finally, I wish to extend my sincere gratitude to Our People who, day after day, give tirelessly in support of our patients and who make an impactful difference in their lives and in our community. The feeling I felt when I walked through the doors my first day is reaffirmed each and every single day I arrive at Southlake. I am proud to stand behind a team of passionate, committed individuals who want the very best for our patients and our organization. You are my inspiration and the drive behind my desire to push Southlake to even greater heights and to lead the province and the country in the transformation of healthcare services.

I close out this year feeling passionate and rejuvenated about the future of Southlake and healthcare in 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".

Dave Williams
President & CEO