

**SOUTHLAKE REGIONAL HEALTH CENTRE
2013-14 ANNUAL GENERAL MEETING
CHAIRMAN OF THE BOARD REPORT**

JUNE 25, 2014

On behalf of the Board of Directors of Southlake Regional Health Centre, it is my pleasure and honour to welcome our special guests, Board members, and members of the Southlake team to the 2013-14 Annual General Meeting.

At last year's meeting, we talked about the development of Southlake's 2013-2018 Strategic Plan. We shared the vision for the Plan, and how – as a Board – we were going to assist Southlake in seeing it through to fruition. Over the past year, we have been moving from plans on paper to action and accountability. We now have the perfect opportunity to start talking about results so far, and I am pleased to report that the Hospital has made significant strides in its efforts to put words into action.

Specifically, I would like to draw your attention to an area within the Plan that we, as a Board, feel Southlake is excelling. Both strategic direction one and three speak to the Hospital's ability to be financially responsible and accountable. The initiatives clearly and adequately vocalize Southlake's commitment to operating within its means and to leading healthcare funding reform. When the Plan was being developed and this promise was being formalized, we all knew it was a tall order. Organizations in the broader public sector are increasingly being asked to do more with less, and hospitals are no exception.

This meant we must be diligent. As a Board, the financial viability and sustainability of this organization is one of our predominant governing principles. We are accountable to our community, and must ensure that every taxpayer dollar is spent wisely, all while preserving the highest level of safe, quality care for the many patients who turn to Southlake to have their unique healthcare needs met.

I am thrilled to report that thanks to the hard work and dedication on behalf of the many team members who remain committed to living the organization's core values – individuals who remain steadfast in their efforts to deliver on the promise to operate within our means – Southlake balanced its operating budget for the 2013-14 fiscal year. Sustaining this commitment to financial performance and fiscal accountability is critical going forward. Working with the Senior Team, the Board of Directors will continue to provide the necessary oversight to help ensure debt reduction and the avoidance of additional long-term debt, all in an effort to strengthen the financial position of the Hospital.

The Board recognizes that facing fiscal challenges head-on is not the work of one, or even two people. We deeply appreciate and value the commitment and sacrifices that have been made across the organization. In addition to Southlake's many talented frontline and support staff, there are two other key groups to recognize when it comes to financial accountability and stability – our volunteers and our generous donors.

Impressively, more than 1,000 Southlake volunteers dedicated a record-breaking 100,000 hours of service this past year. This equates to 51 full-time staff members. Without this unique and diverse group of individuals, I am confident when I say that Southlake would not be in a position to offer the same level of service; the *shockingly excellent experiences* that our communities and patients have come to know and expect from this hospital. I was so pleased, although not the least bit surprised, to learn that Southlake's amazing team of volunteers reached this milestone. On behalf of the entire Board, who also volunteer, I wish to congratulate and thank each and every one of our volunteers for their commitment to making a meaningful difference at the Hospital, and in the lives of our patients.

Southlake is honoured and privileged to be a part of a warm and supportive community of people and organizations who want to give back, and the Hospital's many donors are a key component of the entire Southlake family. In addition to their selfless generosity, they motivate and encourage all of us – including the Board of Directors – to find ways to do things better. Their kindness means that the Hospital can offer its patients the best the healthcare system has to offer, right in their own backyards. The Southlake Foundation is responsible for inspiring this wonderful community to give generously to Southlake, and for that, we are truly grateful.

As you know, an Annual General Meeting is a perfect opportunity to stop and reflect on the successes, challenges, and opportunities that presented themselves within the last fiscal year. However, I would be remiss if I did not spend a brief moment to share a few thoughts on 'the now' – the 2014-15 year, and my commitment going forward.

The Senior Leadership Team at Southlake has undergone significant changes over the past several months. Those changes have required all of these individuals to take on heavier workloads and cover larger portfolios while Southlake worked to fill all positions on the Team. Now that this high-performing Team is at its full complement, I would like to thank them for their perseverance and patience, and I know the Board of Directors thoroughly looks forward to supporting them to the best of our ability in 2014-15. I would like to specifically recognize Dr. Dave Williams for leading the Team through this time of change, and the other members of the Board for their support and commitment.

As a Board, we will remain diligent in our efforts to help Southlake maximize each and every healthcare dollar, without compromising patient safety or quality. Like our patients, our community, and Our People, we anticipate nothing less than *shockingly excellent experiences* in the year ahead. There are great things on the horizon for Southlake and as Chair, I could not be more pleased to be a part of it.

Respectfully submitted,



Jonathan Harris
Chair, Board of Directors