



Chairman of the Board Report 2014-15 Annual General Meeting June 24, 2015

On behalf of the Board of Directors of Southlake Regional Health Centre, I proudly welcome you to our Annual General Meeting for the year ending March 31, 2015. Thank you to our special guests, Board members, and members of the Southlake team for your attendance this evening.

In my second year as Board Chair, I am happy to report that, similar to last year, we are continuing to see great progress in working towards achieving the initiatives and directions as outlined in Southlake's 2013-18 Strategic Plan. From the Board's perspective, we are witness to forward momentum on each initiative, as the teams work together to implement strategies and processes that ensure we will be successful in achieving our 5-year vision.

As the Hospital teams continue to work through meeting these initiatives, one area that I wish to acknowledge is the work that has been done to support strategic directions number one and three – *Create the Ultimate Hospital Experience* and *Seek and Share Better Solutions*. Both of these strategic directions speak to our commitment to be financially responsible and lead the province in providing cost-effective care. Thanks to the hard work and dedication of many team members, I am proud to report that we've continued in our efforts to drive down our long-term debt and we were successful in balancing our budget and generating a surplus on our bottom line for the 2014-15 fiscal year.

The financial viability and sustainability of this organization is something that we as a Board take very seriously. Organizations in the broader public sector are increasingly being asked to do more with less, and hospitals are no exception. Hospital services funding reform has meant that we have had to be creative in the ways in which we run our business. In our third year with a zero percent increase to our base funding, we've had to remain diligent in our efforts to be financial responsible while still ensuring that high quality patient care remains available to our community. We continue to nurture close working relationships with our government partners to support our financial performance and fiscal accountability. As we look ahead to the future, the Board of Directors will remain committed to providing 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 and working capital of the Hospital.

In addition to the gains we've made from a financial standpoint, the Board is impressed by the work that we've seen from the Hospital to truly define what is the *Ultimate Hospital Experience* and to consider the role that patients and family members can play in that experience. We are excited by the creation of the Patient Family Advisory Councils and the work that is being done to transform care delivery at Southlake from provider-driven to patient-driven. We look to forward supporting this new model of care and being witness to its success as it is weaved into the fabric of the organization.

As the Board, we also have a responsibility to ensure that consistent management and cohesive processes and policies are in place to support the everyday work that our teams do. We used this past year as an opportunity to further engage with teams through our Board Committees so we may better understand the complexities of a healthcare environment, and to offer leadership and governance that promotes the tenants of safety, quality, and financial responsibility. I feel confident that through the commitment of the teams and the work of the Board members that we've made some impressive strides within this role. While there is always room for improvement, we're excited about the outcomes we've seen come out of these contributions. I am proud to say that our teams have risen to task, continuing to meet and in some cases, exceeding the quality metrics put in place to ensure we remain accountable for our actions and continue to drive excellence.

I would be remiss if I didn't take a moment and recognize the role that our community plays in supporting Southlake. We are truly privileged to be a part of a warm and supportive community of people and organizations who want to give back. In addition to their selfless generosity, they motivate and encourage Southlake to find ways to do things better. Our community has been steadfast in their support of this organization and is passionate about ensuring we have the very best equipment, technology, and expertise available to offer our patients the best the healthcare system has to offer, right in their own backyards. We are grateful for the role of the Southlake Foundation for inspiring our community to give generously, and we look forward to supporting them as they embark on raising the much needed funds for unrestricted capital needs to and fund a new residential hospice.

I also wish to thank the hundreds of staff, physicians, students, and volunteers who give tirelessly each day in support of this organization. Your unwavering dedication to providing quality care does not go unnoticed. Southlake has earned an admirable reputation throughout Ontario, in many parts of Canada, and even around the globe as a leading edge, innovative, customer-focused organization. Our successes, which have garnered this reputation, are thanks to the exceptional work you do every day throughout the year. Please accept my sincere thanks on behalf of the Board of Directors for being the hearts and faces that truly make Southlake shine.

Finally, to the Senior Leadership team, I offer a gracious thank you for your unwavering vision, tireless energy, and your ability to find innovative solutions from otherwise impossible challenges. You have bonded together as a team, with a strong focus and passion to ensure that Southlake remains focused on its ability deliver safe, quality care to its patients. Your efforts have not gone unnoticed by the Board and we thank you for the many countless hours you put forth, both personally and professionally, into ensuring this organization is successful.

I close out this year feeling confident that Southlake will continue on its successful path; to creating a *shockingly excellent* healthcare experience and to delivering the absolute top value in all that we do. 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. I am excited to see what potential still remains to be unleashed here at Southlake.

Respectfully submitted,



Jonathan Harris
Chair, Board of Directors