

**Report from the President and CEO
2020/21 Annual General Meeting
June 23, 2021**

Welcome to our Annual General Meeting for the fiscal year ending March 31, 2021.

It goes without saying that 2020/21 was one of the most challenging years that any of us have ever experienced. The first patient with COVID-19 at Southlake was admitted in mid-March 2020, a few weeks before the end of our 2019/20 fiscal year. At the time, none of us could have imagined that the pandemic would last the entirety of the next fiscal year of 2020/21 and also continue into the year after.

Virtually every aspect of operations at Southlake was impacted by the pandemic. Countless processes were redesigned, new protocols were introduced and continually refined, and staff were redeployed across the organization. Southlake's impact continued to extend beyond our walls last year, as we actively supported various long-term care homes and congregate living facilities and collaborated with our partners in primary care, public health, community support services and mental health.

Between April 1, 2020 and March 31, 2021, Southlake cared for 531 patients admitted with COVID-19. Sadly 102 people passed away. Our Assessment Centre, first housed in our ambulance bay before being moved to medical tents that were donated by our generous community supporters and then later to the Newmarket Seniors' Centre, tested close to 152,000 people. Our innovative Patient and Family Liaison program facilitated close to 3,900 virtual family visits to connect patients with their loved ones. In the final three months of the fiscal year following the introduction of vaccines, we administered over 43,000 doses at on-site pop-up clinics and at our mass vaccination centre at the Ray Twinney arena.

It is important for us to remember that while the magnitude of these figures is staggering, each of the above numbers represents an individual person with a family and a story:

- The patients admitted with COVID-19 faced uncertain outcomes, admitted to hospital with a disease that a few months before was unknown to medical professionals.
- Each of the people who were tested at our Assessment Centre had to go home to await results, fearful that they had contracted COVID-19 and worried about passing it along to their families.
- The virtual family visits were a mix of joyful moments such as meeting a new baby virtually and times of heartbreaking sorrow with people saying their final goodbyes to loved ones through an iPad.
- On a positive note, each additional dose of vaccine we provided represented a tangible step closer to a return to normalcy.

Behind all of this are the thousands of dedicated staff and physicians at Southlake who stepped up to ensure our communities were kept safe. These amazing professionals displayed compassion, innovation and resilience in the face of unprecedented challenges. Staff and physicians at Southlake continually put patients and the communities they serve first and brought our Values to life on a daily basis.

I must give a special word of thanks to the thousands of donors who supported Southlake last year. We have worked closely with our partners at the Southlake Foundation throughout the year and the unparalleled outpouring of support from generous community members has been nothing short of inspiring. As we look to the future, Southlake's collaborative relationship with the Foundation and our community will be key to ensuring we can continue to provide leading edge care.

I would like to thank our Board of Directors for their steadfast leadership and guidance over the last year. Our partners in government, at the Ministry of Health, at Ontario Health and at the Ontario Hospital Association worked hard to bring all sectors together to respond as one healthcare system. Similarly our health system partners, including those in the Southlake Community Ontario Health Team, have been outstanding. A sense of collegiality and a palpable focus on problem-solving and removing barriers were hallmarks of our collective response to the pandemic over the last year.

Southlake has faced some financial challenges recently associated with significant increases in demand for our services, propelled by the growing and aging population we serve. We introduced a series of initiatives in 2020/21 to help put the organization on a sustainable financial footing. Later in the year we also launched an advocacy strategy to rally support for our Master Plan, which lays out a long-term vision for the infrastructure necessary for Southlake to best serve our rapidly growing and aging communities in the decades to come.

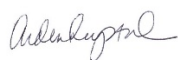
While our evolving response to the pandemic was certainly front and centre throughout the year, Southlake had many other noteworthy accomplishments in 2020/21:

- To better meet the needs of our growing communities, we opened a new Emergent Assessment Unit and launched innovative digital services such as patient self-check in and our Southlake Navigator app.
- We achieved our targets for each of our five top patient safety indicators and, based on consultation from staff across the organization, launched five staff safety priorities for the next two years.
- From a staff wellness perspective, we started additional workplace violence prevention training for all staff and introduced an electronic employee recognition platform.
- Along with our partners we made excellent progress on the implementation of our Ontario Health Team, building on the profound spirit of collaboration engendered by the pandemic.

In my message at our 2019/20 AGM I remarked that during times of uncertainty and change organizations rise or fall based on the strength of their people. Indeed, as we look back on 2020/21 it was the strength of Southlake's people that enabled our organization to perform so well and fulfill our mandate to care for our communities when it was needed most.

At Southlake we pride ourselves on being "by your side". Never has this been more true than throughout 2020/21. As we reflect on this past year, both today at our AGM in the years and decades to come, each and every one of us in the Southlake family can be proud of the role we played and the difference we made.

Sincerely,



Arden Krystal
President and CEO