

Report from the Chair of the Board
2020/21 Annual General Meeting
June 23, 2021

On behalf of Southlake's Board of Directors I am pleased to welcome you to our AGM for the fiscal year ending March 31, 2021. The year was unprecedented in many respects and our organization was forced to contend with external challenges the likes of which we have not before experienced. In the face of extraordinary uncertainty brought about by a once-in-a-century pandemic, the staff and physicians of Southlake consistently rose to the challenge and delivered a response that our communities will be proud of for generations to come.

When I reflect on 2020/21 and our organization's role in keeping our communities safe, I often think about the new Southlake Values that we launched in January 2019 to coincide with the release of our 2019-2023 Strategic Plan. Developed after exhaustive consultation with staff, physicians, volunteers, Patient and Family Advisors and donors, the Values were intended to represent a shared set of enduring beliefs, to set the standard that patients and families can expect, and to shape our culture. I have always felt these new Values aptly described the staff and physicians at Southlake. This feeling was reinforced even more so over the last year, as these Values have so perfectly come to define what it means to be part of the Southlake family.

Always with compassion: Notwithstanding almost unfathomable levels of stress, anxiety and fatigue, Southlake's staff and physicians truly demonstrated what it means to be compassionate over this past year.

Power of many: Staff and physicians from every corner of our organization pulled together. They found new ways to partner with colleagues from across the hospital and across the healthcare system. In doing so, they defined new ways to collaborate which will serve our communities well into the future.

Serve with purpose: While our organization has always been mission-driven, over the past year it was patently obvious why everyone at Southlake chose to work in healthcare – an underlying passion about making a difference in the lives of others.

Every voice matters: The old adage that "no one is as smart as all of us" certainly rings true when we think of how everyone at Southlake played a key role during this last year. By empowering all staff and physicians to share ideas and be part of designing solutions, our collective response was all the more effective.

Courage to think differently: Throughout 2020/21, staff and physicians at Southlake had to reinvent their roles and continuously do things differently. By embracing creativity and innovation, teams worked together to solve every problem that they encountered. Examples of this include moving quickly on covid testing, vaccination programs and long-term care intervention.

In addition to our response to the pandemic, there were various other accomplishments last year that I would be remiss if I did not mention here. Throughout 2020/21 Southlake opened new clinical spaces in our mental health program, supported by generous donors in our community. We pushed ahead with our digital transformation and became one of a handful of hospitals in Ontario that launched a digital identity app to put

patients in the driver's seat of their care. We also made meaningful progress on numerous patient safety indicators and continued with our comprehensive approach to creating an environment where the best experiences happen for both patients and staff.

The communities we serve are among the fastest growing and aging in the province. Later in the fiscal year we started our advocacy strategy to advance support for our Master Plan – Southlake's exciting vision of the future of healthcare in northern York Region and southern Simcoe County. In the coming months we will launch multiple community engagement opportunities to raise awareness of the need for a new Southlake.

On behalf of the Board, I would like to offer my most sincere thanks to the staff and physicians at Southlake. Their selfless dedication, positive spirit and boundless courage are the reasons why Southlake's response to the pandemic has been so effective. Simply put, they are truly heroes.

I would also like to thank the hospital's Senior Leadership Team and the amazing managers and directors from across the organization who worked so well together as one team to help Southlake navigate this last year.

As we look towards the end of the pandemic, critical to the next few months will be ensuring that staff have time off to rest, reconnect with family and friends, and reflect on everything that they have experienced over this last year. Strategic areas of focus will include starting to tackle the surgical backlog, preparing for anticipated future "waves" of mental health and delayed care, and ongoing efforts to improve clinical outcomes, patient experience, staff satisfaction and efficiency.

As our communities recover and things gradually get back to normal, it is understood that healthcare organizations like Southlake will continue to serve a vital role as Ontario emerges from what has been the most difficult period of time in recent memory. Southlake will continue to press forward, just as we always have. We are emboldened by a renewed sense of pride in our accomplishments and ownership of our role locally and in the broader healthcare system. Under the rallying call of "Leading edge care. By your side" and always inspired by our Values, I hope you all are as excited as I am about our organization's future.

Respectfully submitted,

A handwritten signature in blue ink that reads "Patrick Horgan". The signature is written in a cursive, flowing style.

Patrick Horgan
Board Chair