

**Report from the Chair of the Board**  
**2021/22 Annual General Meeting**  
**June 22, 2022**

I am pleased to provide my report for the fiscal year 2021/22. Similar to the year before, in 2021/22 our organization focused primarily on the ongoing response to COVID-19. The Delta wave led to unprecedented pressures on the province's critical care capacity and Southlake joined its peer hospitals to collaborate in strategies to transfer patients between centres, ensuring no single organization became overwhelmed. Teams across Southlake pulled together to support our partners and welcomed patients from other areas of the province, offering the same leading edge care and compassion that we are known for locally and regionally.

Later in the year, the Omicron wave tested us in a different way. Massive spread of the virus across our communities led to significant numbers of staff and physicians testing positive. This compounded already present pandemic-related staffing challenges. During this period staff and physicians showed what it truly means to be part of the Southlake team – dedication to the patients they serve and commitment to supporting their colleagues.

Dedicated staff and physicians from Southlake, in addition to their roles at the hospital, also served our community in our Assessment Centre and our Vaccination Centre. On behalf of my colleagues on the Board, I would like to commend staff and physicians for their commitment and resilience throughout the year. We are honoured to serve as your Board and your expertise, dedication and selflessness have been inspiring.

In recent years Southlake's role has evolved through increased partnerships with health system providers and new integrated care programs. As Ontario's healthcare system emerges from the pandemic it is anticipated that the transformation towards connected care will accelerate, buoyed by lessons learned from COVID-19. Southlake is well positioned to continue to play a leadership role in this exciting period of change.

Outside of our response to COVID-19, Southlake had numerous accomplishments last year. In my 2020/21 report I referenced our community engagement and advocacy strategy for our Master Plan. One of the most significant highlights in 2021/22 was the government's endorsement of our redevelopment vision. With a \$5 million planning grant, we now look towards the next stage of planning for a new state-of-the-art hospital and the redevelopment of our Davis Drive campus. One of the most important developments in our organization's history, this announcement was very welcome news for everyone at Southlake and our community.

In the face of increased burnout Southlake introduced various wellness initiatives to support teams across the organization. We also continued with our digital transformation, introducing our Southlake Navigator App, enhancing the Patient Connect Portal and leveraging virtual care to provide more convenient options for patients. The Collaborative Care Redesign work has improved staff satisfaction and, despite the pressures of the pandemic, we improved our performance in a number of important quality and safety indicators.

My sincere thanks and appreciation goes out to every staff member, physician, volunteer, learner and Patient and Family Advisor at Southlake. Despite the most challenging circumstances, you have all served our communities with compassion and strength.

I would also like to thank the hospital's leadership who collaborated with each other and with their colleagues from the community and other hospitals to develop effective solutions to every challenge they faced.

Our community has always been by our side, from showing appreciation during the early days of the pandemic with lawn signs, donations and drive-by salutes, to lending their voices in advocacy for the call for a new Southlake. I would like to thank our community members for always supporting Southlake. It is truly appreciated and it makes a real difference.

Southlake, like hospitals across the province, is facing a period of recovery and rebuilding. I am confident that as an organization we will emerge from the pandemic stronger than we were before COVID-19. We will support our staff and physicians and work to address the burnout issues caused by the pandemic. We will also redouble our overarching focus of improving quality, enhancing patient experience, increasing staff satisfaction and ensuring sustainability.

As I look forward I see an exciting future for Southlake, marked by collaborating on the next stage of planning for our redevelopment, making progress on our other top priorities, and continuing to attract and retain amazing people to our organization.

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