

**Report from the President and CEO
2021/22 Annual General Meeting
June 22, 2022**

Welcome to our Annual General Meeting for the 2021/22 fiscal year that ended on March 31, 2022.

In my report at last year's AGM June 2021, I remarked that 2020/21 was one of the most challenging years that our organization has experienced. At the time the second wave had crested and daily new case counts were low. Unfortunately, as the year progressed the pandemic continued and, at times, accelerated.

Early in the 2021/22 fiscal year the most pressing challenge across the province was critical care capacity. Our Incident Management Team met daily to coordinate our response and Southlake supported and provided leadership for parts of the provincial and GTA Incident Management System. Throughout this period, numerous patients were transferred to and from Southlake to support capacity-levelling across the province. Hospitals were again directed to reduce surgical and procedural volumes. Staff from surgical and procedural teams were redeployed to support their colleagues in other areas. While these directives were necessary, we all appreciated the anxiety they caused for patients, families, physicians and staff.

Starting in December 2021 the Omicron wave led to levels of community transmission not yet before seen. Significant numbers of staff and physicians were infected, which exacerbated our staffing challenges. Throughout this tremendously hard period over 500 staff and physicians were off due to COVID. Despite unprecedented levels of stress, our organization rallied together and made it through.

While our response to the pandemic was certainly at the forefront throughout the year, Southlake had numerous other significant accomplishments in 2021/22.

The government announced their endorsement of our vision for a new Southlake and provided a \$5 million planning grant to support the next stage of planning for a new state-of-the-art hospital and the redevelopment of our existing Davis Drive campus. This will transform into a leading two-site hospital system. The most momentous capital announcement for our organization in many decades, this brought more than just the promise of a new hospital and the redevelopment of our current site – it brought hope. Hope for the nearly 6,000 staff, physicians, volunteers and learners who, despite working in an aging and under-sized facility, provide leading edge care with compassion every day. It also brought hope for patients, caregivers and families in the diverse communities we serve. They have experienced hallway health care for far too long and the announcement gave assurance that a new Southlake is on the horizon.

The announcement also signaled optimism for the future. A future where the environment for care can match the quality of the care provided and the outstanding people providing it. My sincerest appreciation goes out to everyone who advocated for a new Southlake. Your collective voice made this a reality.

Southlake's evolving role within a transforming healthcare system was on full display throughout the year as we continued to have an impact in our communities beyond our four walls. Staff and physicians across Southlake served at our Assessment Centre, Vaccination Centre and COVID, Cold and Flu Clinic. Our new Gestational Diabetes Remote Care Monitoring program produced excellent outcomes patient experience and provider satisfaction.

Building from the successes of our innovative Southlake@home program, which has since spread across the province, we launched Southlake@home Plus to care for patients who in addition to medical complexity also experience responsive behaviours. With these innovative programs, Southlake has reinforced our leadership position in the province as the health system continues to evolve towards integrated care delivery through Ontario Health Teams.

Speaking of OHTs, the Southlake Community OHT expanded and now has more than 80 organizations and 250 primary care members. Over 20 projects were underway last year, each with active co-design by patients, clients and caregivers. Learning and successes from specific integrated care programs were spread to other initiatives, including long-term care homes, community support service agencies, homeless shelters and paramedic services. Thank you to our partners in the OHT for their collaboration over the last year. We look forward to ongoing success as we continue to bring connected care to our communities.

As we look towards a post-pandemic period of recovery and rebuilding, our recruitment and retention strategy will guide the rebuilding of our work force. Throughout the last year over 1,800 people joined Southlake and we saw tremendous success with the Nursing Extern program.

I would like to thank our Board of Directors for their ongoing leadership and steadfast guidance. To the thousands of donors who supported Southlake last year, thank you for your generosity and support. Community philanthropy is essential to bring our new hospital to life in the coming years and our collaborative relationship with the Foundation will be of the utmost importance.

Our collaborative relationships with our partners in government, at the Ministry of Health, at Ontario Health and at the Ontario Hospital Association have helped us both respond to challenges and build on opportunities. Southlake appreciates your support and partnership.

Nearly 6,000 people make up the team at Southlake and again, in the face of another extremely difficult year, their collective dedication and compassion have served our communities well. They brought our Southlake values to life each and every day. They displayed unflappable resilience and outstanding teamwork.

At Southlake it is our honour to be "by your side". As we reflect back on 2021/22, the second full year of the pandemic, we can all be proud of how we served our communities and how we supported each other. Our many accomplishments last year were only possible because of the amazing staff, physicians, volunteers, learners and Patient and Family Advisors that we are privileged to have on our team at Southlake.

Sincerely,



Arden Krystal
President and CEO