

Report from the President and CEO
2022/23 Annual General Meeting
June 21, 2023

Welcome to our Annual General Meeting for the 2022/23 fiscal year that ended on March 31, 2023. I am honoured to provide my report for the past year. Teams from across Southlake had numerous outstanding accomplishments this past year. We continued our journey to make improvements along each element of the Quadruple Aim – our core objective to simultaneously pursue improved patient outcomes, better patient and family experience, improved staff satisfaction and enhanced efficiency.

The report from our Board Chair and our Annual Report highlight many of these achievements. Rather than reiterate these numerous initiatives, I would like to reflect on the one common factor that undoubtedly enabled each of the successes – our people. Thousands of staff, nurses, physicians, volunteers, learners and Patient and Family Advisors make Southlake what it is by modeling our values every day:

Always with Compassion – In response to negative global trends of incivility in the workplace and society at large, we have taken a unique approach to helping our people deal with these challenges by hiring a dedicated Workplace Civility Specialist to spearhead an innovative workplace civility strategy. Reporting to the Board, this leader is a PhD in Clinical Psychology with an academic focus in organizational psychology, conflict resolution and workplace wellness. We believe this to be the first of its kind in a Canadian hospital and look forward to sharing our learnings with the broader healthcare system.

Power of Many – As our people are our most valuable resource, we have taken additional steps this past year to resume and expand our focus on leadership training and development. After seeing these initiatives slow down during the pandemic, our Management Fundamentals Program and Frontline Leaders Program had new intakes. We are offering additional leadership development opportunities for physicians and seeing strong interest. To help prepare leaders for ongoing periods of transformation, we created a unique “Change Essentials” certificate program, providing participants with training in project management, process improvement and change management.

Serve with Purpose – In my role I am privileged to hear stories every day from grateful patients and families about the compassionate care they received at Southlake. Key to each positive patient experience is our people who provide and support the care leading edge care that our hospital is known for. It is abundantly clear that our people at Southlake are passionate about making a difference in the lives of others.

Every Voice Matters – As the communities we serve become even more diverse, we know we need to do more to ensure we are cultivating an inclusive environment, promoting equitable care for all patients and fostering a supportive workplace where everyone feels valued, respected and heard. With that in mind, we have hired a talented Director of Diversity, Equity and Inclusion who has developed a comprehensive work plan that is being implemented.

Courage to Think Differently – Our teams solve problems on a daily basis in order to provide and support high quality care. They do this in a facility that is undoubtedly inadequate for the growing and evolving needs of our communities. As we look towards the next phase of planning for a new hospital our people are well positioned to continue to be innovative and collaborate to invent the future of care.

As always, I would like to thank our Board of Directors for their ongoing leadership and steadfast guidance. Our partners at the Southlake Foundation, along with their dedicated volunteers, raised \$14.4M to support our hospital. We work in lock step with the Foundation and are extremely grateful to every donor who invested in Southlake's ability to provide leading edge care, close to home. Thank you as well to the Foundation leaders and professional team of staff and volunteers for their inspiring leadership.

Always looking to work together, our focus remains a "partnership first" mentality in order to provide the maximum benefits to the patients, families and caregivers in our catchment area. I would like to thank our Ontario Health Team and other system partners for their collaboration and government for their support.

I often speak about how at Southlake we pride ourselves on being "by your side". 2022/23 was another year of outstanding accomplishments, fueled by thousands of committed staff, nurses, physicians, volunteers, learners and Patient and Family Advisors. With 2024 marking Southlake's 100th anniversary, I am excited about all of the achievements our people will have in the years to come!

Sincerely,

A handwritten signature in cursive script, appearing to read "Arden Krystal".

Arden Krystal
President and CEO