



**Chair of the Board Report  
2016-17 Annual Report Meeting  
June 21, 2017**

On behalf of the Board of Directors of Southlake Regional Health Centre, I am delighted to welcome you to our Annual General Meeting for the year ending March 31, 2017.

The focus of this meeting is really a reflection of hard work and perseverance. This is what happens when we set out to transform a system by putting patients first; pushing the envelope; and, giving a damn.

In reflecting on my inaugural year as Board Chair, it is obvious to me how much we collectively have achieved in delivering on the directions outlined in our 2013 – 2018 strategic plan.

At Southlake, we have made significant progress in our desire to shape and evolve from a provider to a patient-focused system. To this end, we are actively building relationships and partnerships with other providers within the Central Local Health Integration Network, as well as with the LHIN CEO and Board.

Earlier this year, the Board approved \$46 million for the shared health integrated network system partnership – known as SHINE -- with Markham Stouffville Hospital and Stevenson Memorial Hospital. This takes a one-patient, one-record approach to enable seamless access to patients' health records at all three organizations.

As a Board, we have begun to work in the development of our next Strategic Plan. This is important, foundational work with implications for health care programs and services for generations to come.

We adopted best practice for secure Board communications with our new portal, and ensured signing authority policies and protocols are best in class to fulfill our governance accountabilities.

We continue to make significant progress deliver against plan to eliminate our long-term debt and the Board again approved a balanced budget in 2016-17, in addition to generating a surplus to our bottom line. While this is fiscally responsible and an extraordinary achievement, we are very aware of the limitations and challenges this approach places on staff and medical staff when delivering excellent care, especially when seasonal surges and increased volumes due to growth occur. Please know that we recognize and applaud the continued patient focus, professionalism and resilience within such a challenging context.

The Southlake Foundation is a great champion and partner. I want to express gratitude to members of the Foundation Board, as well as staff, who work diligently to secure donations and community support that enable us to provide world-class care close to home. The finalization of a 10-year revenue generation plan provides a strong tool to address future needs. I can unequivocally state our collective focus and goodwill have never been stronger and our future is bright.

As you know, our President and CEO, Dr. Dave Williams, informed the Board of Directors of his intent to retire this fall. Dave's decision will bring to a close a remarkable career as a leader, physician and space explorer in addition to his tenure as Southlake's leader for the past six years.

Dave is the epitome of strong leadership and he has fostered a culture where innovation, best practices, fiscal responsibility and patient-centered care are integral and in evidence on every level. Strong teamwork, professional respect and compassion are cornerstones of the "Southlake Way" thanks to Dave and his capable leadership team.

Our Board is immensely grateful to Dave for his contributions to creating opportunities out of seemingly impossible challenges. Southlake's role as a leading regional health centre accredited with exemplary standing and with further recognition through numerous national and international awards are but a few examples.

I know there will be a formal farewell but, on a personal level, I want to take this moment to express our deep gratitude to Dave for his legacy that will have an enduring impact on Southlake, our patients, our community and the health care sector as a whole. Thank you, Dave.

We are in the final stages of recruiting our incoming President and CEO and will make an announcement on that front in the coming months.

I want to recognize my fellow Board members who dedicate a great deal of their own time to overseeing the hospital from a governance perspective. I would particularly like to recognize Jim Lovey who is stepping down this year and whose contributions to Southlake will have a lasting impact.

Finally, true collaboration is the common ingredient that is evident when we consider our collective success. Our shared promise to be shockingly excellent remains a guiding force for the Board, staff, medical staff and volunteers. Together, we have achieved so much and Southlake is positioned for an amazing future. I thank you and look forward to continuing the journey together.

A handwritten signature in cursive script that reads "Colette DeLuca".

Chair of the Board