

**President and CEO's Report  
2014-15 Annual General Meeting  
June 24, 2015**

Good evening and welcome!

It is my great pleasure to once again welcome all of you to our Annual General Meeting – an opportunity to reflect and celebrate the transformational moments we've experienced over the past year and to acknowledge the incredible successes of our talented team of staff, physicians, and volunteers.

Each year, I look forward to the corporation's Annual General Meeting with excitement, as it gives me an opportunity to proudly share the accomplishments of our teams. It's hard to believe that four years have passed so quickly since I joined in the role of President and CEO. Today, I am very excited to share the gains we've made as an organization, and where we are headed in the days, months, and years ahead.

Later this evening, we will debut a new video that I believe truly highlights the Southlake brand. Traditionally, the Annual General Meeting has been an opportunity to produce an in-depth written Annual Report, highlighting key program successes and celebrations. In recent years, we've moved away from the traditional paper-based report and instead introduced a digital report – a short video that showcases the previous year's successes in a visually dynamic and appealing way. Tonight, on our quest to continually push the envelope and embrace innovation, we've taken it a step further and replaced the digital video report with our first-ever core brand video – a short, touching video that speaks to the life-changing moments in healthcare and Southlake's commitment to patients.

To compliment this video, and included within your package tonight, are a number of graphic information sheets that visually showcase the 2014/15 vital signs for each of our clinical programs. I encourage you to take some time to review each of these sheets and reflect on the incredible impact our programs have made over the last year and the many lives that have been touched and transformed as a result of these numbers.

***The Southlake Way***

The 2014/15 year was an exciting year for us at Southlake, as we continued on our journey to implement the initiatives outlined within our Strategic Plan and to ensure we are continually delivering on our mission to transform healthcare by achieving quality comes and creating value in healthcare.

This past year we've invested time into embracing and celebrating our unique and dynamic culture – *The Southlake Way*. It represents the way we interact with each other, the way we think, the approach we take to problem solving, and our commitment to consistently live Our Values. With this in mind, we introduced our newest corporate Value – *Speak Up* – as an opportunity for every member of the Southlake team to feel empowered and supported to speak up for the betterment of the patient, each other, and our organization. Our teams have responded wholeheartedly and are embracing this Value as an opportunity to improve the quality of care that we provide.

Our culture was also celebrated this year through the recognition we received, both nationally and internationally. Southlake became the first international recipient of the McKesson Distinguished Achievement Award for Clinical Excellence, an award recognizing improvements in healthcare quality and patient safety. Three additional awards – a Silver *Quality Healthcare Workplace Award*, a Gold *Smart Commute Workplace Award*, and for the seventh year in a row, the GTA's *Top Employer Award* – celebrate our organizational efforts to improve quality of work life, quality of care, and our commitment to provide a safe work environment. Finally, our Corporate Communications team was once again recognized internationally with two awards: a *Gold AVA Digital Creative Award* and a *Gold MarCom Award* in the category of Corporate Image.

Lastly, we're excited to share with you tonight our first-ever Culture Book – a visual representation of stories and examples of how Our People embrace and continuously live our Values through their everyday actions and interactions. In the months ahead, our Culture Book will be available as digital download and shared with Our People so they too can learn about and celebrate what truly make Southlake special.

### **Successes**

Our People continue to go above and beyond in support of Southlake. Our volunteers – a contingent of more than 1,171 dedicated individuals – demonstrated their passion this year, contributing more than 118,922 hours of dedicated service. In 10 years, our volunteers have given more than 1 million hours of service. There is no other way to describe this level of selfless giving other than *priceless*.

It is no surprise that our clinical programs are continuing to achieve outstanding clinical results, embracing innovation, and demonstrating their commitment to delivering world-class care. Our Regional Cancer Program is now in its fifth year of operation, and has consistently ranked as one of the top programs in Ontario since its inception. We eagerly look forward to the expansion of treatment capacity with the opening of a fourth radiation bunker later this year.

On the heels of their 10 year anniversary last year, our Regional Cardiac Program continues to change the lives of all those they treat, and is now the third largest Cardiac Program for patient volumes in Canada.

Our Emergency Department remains a constant hub of activity, with over 103,000 patient visits this past year. As the fourth busiest emergency department in Ontario, the team continues to look at ways to improve the patient experience and for the second year in a row, has the shortest wait time to see a physician for large community hospitals. Finally, with the support of the Southlake Foundation, our Vascular program successfully launched the Endovascular aneurysm repair program at Southlake. These successes are only just a few. Our clinicians continue to lead the way with clinical innovations that are redefining treatment options for patients, and putting Southlake in the spotlight provincially, nationally and internationally.

### **Financial Performance**

During this past fiscal year, we have placed a great deal of focus on ensuring that our financial matters are in order and positioning ourselves for the future. Under the guidance of our finance team, we've implemented processes to ensure that all members of the team are aware of our financial commitments and the impact it can have on our ability to safe, quality care.

I'm happy to report that through continued diligence we have identified operational efficiencies, seen a further reduction in our debt load, and balanced our budget. As we move forward, we are committed to keeping a watchful eye on controlling and tracking costs and holding ourselves accountable for every dollar that comes in and goes out of our organization without ever losing sight of our commitment to safe, quality care.

### **Acknowledgements**

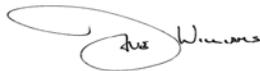
As we reflect on the past year, I'd also like to thank the Southlake Foundation for all that you have done and continue to do to inspire acts of giving within our community. The Foundation plays a critical role in ensuring we have the funds, equipment, and capacity to deliver world-class care and provide *shockingly excellent experiences* to our patients. The Foundation has worked hard to close out the *Images of Life Campaign*, raising \$16 million to fund an additional MRI for our community. Thanks to your relentless work, 5,000 fewer patients will have to travel to the city for MRI scans.

We look ahead to the future with great excitement as you embark on your *love lives here* campaign, the mental health project and the need for hospital equipment renewal and physical plant redevelopment. Our ongoing capital equipment needs and those of future projects are significant and we are looking forward to working together to inspire transformational philanthropy to meet these needs. Building new relationships and deepening existing relationships will play a pivotal role in inspiring investments in Southlake's future. Now, perhaps more than ever before, we need our community's support to ensure that we can continue to deliver high reliability healthcare.

I once again offer my sincere thanks and gratitude to our Board of Directors and our Chair, Jonathan Harris. As a Board, you have placed your utmost trust in our teams and challenged us to examine our practices and ensure that quality metrics are in place to continually evaluate our performance. You've trusted and empowered us to take some calculated risks as we work towards achieving our three strategic directions and transform healthcare. We thank you for your guidance, leadership and most of all, your passion to see Southlake thrive.

Finally, I recognize and thank each and every one of Our People – staff, physicians, students, and volunteers – who come to work each day with passion and commitment and who wholeheartedly embrace our corporate Values in all that they say and do. Each day, I am inspired by your incredible acts of kindness, your ability to transform lives, and your ability to push Southlake to greater heights. We are a formidable team and I could not be more proud of all that we have accomplished and all that is still left to be discovered. I excitedly look ahead to the year feeling inspired and invigorated as we continue on our journey to truly transform healthcare, both here at Southlake and throughout our province.

Respectfully submitted,



Dr. Dave Williams  
President and CEO