

## Report of the Chair Annual General Meeting 2018

I find it hard to believe that I am already standing before you, recapping another challenging and rewarding hospital year. To say that I am proud of the strength of the team underpinning this organization is an understatement.

Last year, there was a lot of effort towards building a consensus on the direction we needed to go in order to sustain our hospital's ability to provide high quality and compassionate patient and family-centred care in our community. These foundational efforts helped us launch into 2017-2018, effectively "hitting the ground" running.

First, our new strategic plan. Our brainstorming and consultations with stakeholders—that is our staff, physicians, peer organizations, volunteers and the broader public—culminated in the development of the new 2018-2020 Strategic Plan, the key elements of which you can find in the highlights brochure circulated today. This Plan effectively provides a framework around which the Hospital plans for the future. Using that framework, hospital staff and management operationalized the plan into actionable objectives, actions that will be measured and reported publically in our balanced scorecard.

Second, Accreditation Canada's quadrennial assessment. Preparation for the assessment of the hospital against globally-influenced standards of excellence was and is on ongoing work-in-progress. While the Board and Management constantly express their pride in the Hospital, it was particularly rewarding to receive the highest possible rating—Exemplary—from Accreditation Canada. The biggest challenge the surveyors identified was the ability to sustain such a high level of standards.

As a side note, the surveyors mentioned that of the 1974 standards measured, the hospital met all but 3, one of which was the fact that the Chair of the Board does not publish an annual report! To that end, under Richard Laing's dedicated leadership, we recently developed and published our inaugural quarterly report and the cycle of publishing will include an Annual Report.

Third, Fiscal sustainability. You may recall that in the previous two fiscal years that we had identified certain funding challenges that were further highlighted in the 10-year projection of our hospital funding needs. On the operational side, the volatility of funding for medium-sized hospitals was noted—but recent adjustments by the Province have helped to push prospects of a deficit down the road somewhat-and so also the prospects of not being able to meet our legal obligation. On the capital side, the situation was a bit more daunting, particularly in view of the

need to replace a dated technology infrastructure, but also to increasing equipment costs and shorter life spans. Estimates of annual average costs for the next 10 years run at roughly \$3 million per year relative to current fundraising by the foundations and auxiliaries of roughly \$1.5 million. The Liaison and Finance committees of the Board worked closely with the two foundations to explore options to address the shortfall. A Capital Alliance with the Hospital and its two foundations is currently contemplated and in parallel, outreach to a number of municipalities is underway for the 2019 budget year.

Fourth, Healthcare Tomorrow, the 7-hospital project initiated by the LHIN in 2014. The main priority being addressed at the Board level is the Health Information System Project which is close to approaching the RFP and MOU stage. Having identified our infrastructure technology as a risk over 3 years ago, these recent developments are promising. A special thank you goes out to Bev who not only represented our hospital's interests, but was the CEO lead on this initiative at the LHIN level.

While I have spoken extensively about the hospital, it is important to highlight that our organization is not only the acute care hospital, but is an example of integration within the health care system in our community. We are all under the umbrella with Lanark County Mental Health, Lanark County Sexual Assault and Domestic Violence and Lanark County Support Services who also serve our community, benefitting from the leadership and contributions of Diana McDonnell, Mary Pat Bingley and Debbie McEwen respectively. Lanark County Mental Health just had their grand opening of their new facilities, facilities that now match the quality of services that they provide.

So once again, let me sum up by saying that this has been a year that truly fits the Chinese proverb "May you live in interesting times" and I am sure that this will continue to apply as we face the year ahead. But before closing, I would like to thank the following:

- Bev McFarlane, whose absence here today is felt by many. As she left us on extended medical leave, she left us extremely well prepared. She had operationalized the strategic plan, embedded the plan in the culture of the organization, and importantly, her leadership style was one of empowering members of her senior leadership team (and staff more generally)—so that each and every member of this organization has been able to step up to the plate and fill the gaps. Each Vice-President has rotated through the role as President and CEO and has agreed to continue this rotation through the summer months. Brian, Michele and Nancy have taken the reins effectively, leading the organization and working together as a team, so the transition of leadership is seamless throughout the organization.

- The Senior Leadership Team for working through the expected and unexpected challenges, while continuing to strive for compassionate and high-quality patient care in a safe environment and for extending their thoughtful analysis to support LHIN-wide and provincial initiatives.
- Our people: the front face of patient care
- Our volunteers: the countless hours they spend improving our ability to provide care and engaging our community
- My fellow Board members, whose efforts and commitment support a continuously improving organization and make my position as Chair so much better (I would say easier, but they thankfully don't!-since decisions are much better when thoroughly discussed and reviewed).
- I would like to acknowledge the outstanding contributions of two of our departing Board members:
- Wayne Johnson, who has been a Vice-Chair since I joined the Board, and has been our HR guru and representative on the Advisory Board of LCMH as well as sound counsel on virtually every tough issue we have had to address and
- Maureen Towaij, most recently a Vice Chair of the Liaison Committee and member of the Finance Committee and a detail checker extraordinaire.
- And in turn, welcome Barbara Black as an incoming member of the Board and thank her in advance!

Respectively submitted,  
Donna Howard, Chair