

# Health Sciences North 2023 Annual Meeting

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Report from the Board Chair  
**Daniel Giroux**



Health Sciences North  
Horizon Santé-Nord

[hsnsudbury.ca](https://hsnsudbury.ca)

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Annual Meeting – June 13, 2023**

I am pleased to present you the 2023 HSN Board Chair Report.

I want to begin by acknowledging the passion and commitment of Board members who served in the past year:

- Grace Alcaide Janicas;
- Helen Bobiwash;
- Dr. Catherine Cervin;
- Angèle Dmytruk;
- Lynne Dupuis;
- Dr. John Fenton;
- Roger Gauthier;
- Dominic Giroux;
- Francesca Grosso;
- Rosella Kinoshameg;
- Tom Laughren;
- Chantal Makela
- Dr. Sanjiv Mathur;
- Kati McCartney
- Dr. Stephen Morris;
- Lyse-Anne Papineau;
- Stéphan Plante; and
- Julie Trpkovski.

I also want to acknowledge the strong leadership of Dominic Giroux, Dr. John Fenton, the members of the Senior Leadership Team, and every single one of our health care workers, volunteers and learners.

As reflected in our 2019-2024 Strategic Plan, our Purpose at HSN and HSNRI is to “provide high quality health services, support learning and generate research that improves health outcomes for the people of Northeastern Ontario.”

Our Commitments are to:

- Carry out our patient care, teaching and research responsibilities with integrity, ensuring patients and families remain the focus of all we do;
- Partner with humility, valuing each person’s and each community’s strengths and ideas to bring the best care, education and research solutions forward;
- Provide a physically, psychologically and culturally safe environment that promotes positive care, working and learning experience.

Through our Values, we believe in and model:

- Respect;
- Quality;
- Transparency;
- Accountability; and
- Compassion.

We remain focused on five Key Goals:

- Being patient and family-focused;
- Being digitally-enabled;
- Being socially accountable;
- Supporting and developing our people; and
- Strengthening our academic and research impact.

Within these five Key Goals, HSN and HSNRI's Strategic Plan identifies 19 Outcomes to be achieved by 2024. You can view our Strategic Plan at [www.yourhsn.ca](http://www.yourhsn.ca)

The responsibility of the Board is to govern HSN and provide oversight on the affairs of the corporation.

HSN's Board held five regular meetings, two special meetings and three plenary sessions over the last fiscal year.

There are seven standing committees of the Board.

These committees meet regularly to consider matters related to quality, long range planning, finance, audit, and governance, to name a few.

Approximately 45 Board standing committee meetings took place during the last fiscal year.

I want to thank all of our committee Chairs, Board members, Patient and Family Advisors, members of the medical staff, administrative leads and community members that serve on these various committees for their leadership, guidance and expertise.

These standing committees are critical to our system of governance. They identify implications and make recommendations to the Board for deliberation and final decisions.

The average attendance at regular Board and Committee meetings exceeded 86 percent.

The Board heard directly from internal and external stakeholders, including our Patient and Family Advisory Council, the HSN Foundation, the HSN Volunteer Association, the

NEO Kids Foundation, the Northern Cancer Foundation, NOSM University, the City of Greater Sudbury and Public Health Sudbury & Districts.

We enjoyed in-depth conversations with the President and CEO of the Ontario Hospital Association, Anthony Dale, and with the Chief Regional Officer of Ontario Health, Brian Ktytor.

We invested in our development as Board members on important topics such as Indigenous cultural safety and humility, mental health and addictions, hospital funding, social accountability, accreditation, and Ontario Health Teams.

Board members that have served for at least one year were invited to complete a self-assessment and a confidential assessment of their peers.

The results were reviewed by the Governance and Nominating Committee, with one-on-one follow-up by the Board Chair.

Each year, it is the Board's responsibility to set annual performance goals for the CEO and the Chief of Staff and monitor progress made on each performance goal at regular Board meetings.

As a Board, we uphold the 106 governance standard criteria from Accreditation Canada.

Canadian hospitals see their accreditation renewed every four years.

Last week, we just had an on-site visit from six surveyors from Accreditation Canada who spent four days meeting our teams at four of our Sudbury locations. We look forward to receiving the report on their visit in the coming months.

We reviewed 28 of our 60 policies as part of an ongoing three-year policy review process to ensure the Board runs the hospital effectively and lives up to its commitments to patients and our communities.

Another responsibility of the Board is to monitor the financial performance of HSN and provide direction to management informed by our Board policies, accountability agreements, evolving provincial funding policy and guidance from Ontario Health.

The Board Treasurer will provide more details in his report.

Since the last Annual Meeting, in addition to reviewing and providing feedback and advice on a range of monitoring reports, the Board has made important decisions regarding:

- The 2023-2024 budget parameters and budget approval;
- The Quality Improvement Plan;

- The Medical Human Resources Plan;
- Annual performance goals, performance reviews and succession plans for the CEO and the Chief of Staff;
- The audit plan and audited statements;
- The Talent Management Plan;
- The regional Electronic Medical Record;
- Services at Amberwood Suites;
- Privileges of members of the credentialed professional staff;
- The Enterprise Risk Management Framework;
- An update to HSN fundraising priorities;
- The re-naming of the Northeast Cancer Centre;
- The process to develop our next strategic plan;
- The appointment of an Interim CEO and of search committees for a new CEO and a new Chief of Staff;
- The compensation for the future CEO and Chief of Staff;
- Our annual Board Education Plan and Board and Committee Work Plan;
- The annual process to assess the effectiveness of Board members;
- The extension of the Hospital Services Accountability Agreement and Multi-Sector Services Accountability Agreement with Ontario Health;
- The annual appointment of Chiefs of Medical Departments and Heads of Service; and
- Recommendations for Board renewal.

We also reviewed updates on our capital redevelopment, on the implementation of MyHSN and of the regional Electronic Medical Record, among other topics.

I also want to acknowledge the critical role of the Health Sciences North Foundation, the Health Sciences North Volunteer Association, the NEO Kids Foundation and the Northern Cancer Foundation, their respective board members and staff.

Not only do they raise essential funds for our patient care, education and research endeavours, they are exceptional ambassadors of HSN and are highly engaged in the communities that we serve.

In the past fiscal year, the three Foundations and the Volunteer Association generated a record \$12.3 million in gross revenues.

The very popular HSN 50/50 Cash Lottery for the North generated more than \$38.5 million in sales since its inception in June 2020, with more than half returning directly to ticket holders.

We thank all donors and the participants of the 50/50 for their generosity.

Thanks to their efforts, HSN was able to acquire a second MRI, upgrade its previous MRI and complete associated renovations with no debt. Another \$2.8 million in critical equipment was purchased, including but not limited to:

- \$484,000 to modernize radiation bunkers at the Shirley and Jim Fielding Northeast Cancer Centre;
- \$445,000 for an O-Arm imaging tool to provide greater precision in the operating room for brain and spine surgeries;
- \$300,000 for a Gamma Camera to help with specialized diagnostic imaging;
- \$145,000 for Omni Beds for pediatric patients; and
- \$83,000 for a pair of new infant incubators for the Neonatal Intensive Care Unit.

In the last year alone, \$900,000 was invested in research related to cancer solutions, cardiovascular health, healthy aging and other emerging areas, allowing us to secure external matching funds.

The Foundations have earmarked over \$30 million for the local share of our future capital redevelopment. The Ontario Ministry of Health funds only approximately 75% of the total costs associated with hospital capital redevelopments.

In addition, more than 265 volunteers completed 34,085 hours of volunteer work.

We benefited tremendously from the advice of 41 active Patient and Family Advisors.

The Board has been very impressed with the collective resolve of everyone at HSN throughout the pandemic, and we sincerely thank you.

You inspire so many of us from a Board perspective and from a community perspective.

Tonight we welcome new Board members and say goodbye to some familiar faces. We look forward to honouring you later in the evening.

Today is Dominic Giroux's last day as our CEO. The search to select his successor will be completed in the fall. The Board appointed Senior Vice-President Mark Hartman as Interim CEO of HSN until the day before the beginning of the term of a new CEO.

Julie Trpkovski will serve as Interim Senior Vice-President, Patient Experience and Digital Transformation and continue to serve as Chief Nursing Executive. Stephanie Winn will serve as Interim Vice-President, Medicine. Dr. Robert Ohle will serve as Interim CEO of HSNRI.

The Boards of HSN and HSNRI have determined that the Interim CEOs are not eligible to be candidates for a permanent appointment.

I want to thank Mark, Robert, Julie and Stephanie for taking on these additional responsibilities. We are fortunate to have such talent at HSN and HSNRI.

The future is bright for healthcare in Northeastern Ontario.

On behalf of the Board, I want to thank HSN's employees, medical staff, leadership, Patient and Family Advisors, volunteers, learners, our Foundations and Volunteer Association, donors, post-secondary education partners, funders, community partners, and HSNRI colleagues for their outstanding work and support.

This concludes my second and last annual report as Board Chair, as my term ends tonight. It has been a privilege to serve in this capacity, and I know that the Board will be in great hands with my successor.