

Report to Our Communities



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Physicians

608

Volunteers

265+

Learner Placements

2,900+

Built for

412

Patients

Average Daily
Admitted Patients

547

Employees

4,430

Volunteer Hours

34,085

Patient and
Family Advisors

41

Peak Admitted
Patients

612

March 2023

Sites in
Greater Sudbury

15

HSN by the Numbers 2022/23

Patient Visits

704,774

Cancer Centre
Patient Visits

102,076

Sites Across
Northeastern Ontario

18

Diagnostic Exams

392,472

Cardiac Patient Visits

27,083

Emergency
Department Visits

73,491

Surgeries

15,133

Laboratory PCR Tests
Performed by HSN's Lab

91,553

COVID-19 Patients

1,667

Virtual Care Visits

46,585

Babies Delivered

1,525

Our Regional Impact

Health Sciences North is the regional hospital for more than half a million people across Northeastern Ontario. We have 15 sites in Greater Sudbury and provide services at 18 sites across the region including nursing and mental health services on the James Bay coast through a Northern Outreach partnership with the Weeneebayko Area Health Authority.



A Message From Leadership

We are pleased to present you the 2022-2023 Annual Report to the Community for Health Sciences North (HSN). Our Purpose at HSN – whether at any of our 15 sites in Greater Sudbury or in the 18 other municipalities across Northeastern Ontario where our staff is located - is to provide high quality health services, support learning and generate research that improves health outcomes for the people of Northeastern Ontario.

After historically challenging years for our frontline staff and the citizens we serve, and despite ongoing post-COVID challenges, the past year has been one of improved optimism. This Annual Report celebrates the extraordinary achievements and excellence, as well as exciting progress towards the five key goals of our 2019-2024 Strategic Plan, which are to:

- Be patient and family-focused;
- Be digitally-enabled;
- Be socially accountable;
- Support and develop our people; and
- Strengthen our academic and research impact.

We would like to acknowledge the exceptional commitment of our 7,500 employees, medical staff, learners and volunteers. We also want to highlight 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 board members and staff. Thank you to everyone who supported quality health care through the popular 50/50 Cash Lottery for the North.

Your regional cancer centre, recognized by Ontario Health as #1 in the province among the 14 regional cancer programs on quality improvement indicators, was proudly renamed the Shirley and Jim Fielding Northeast Cancer Centre following a generous \$10 million gift from the Fielding and Perdue family towards HSN’s much needed capital redevelopment – the largest private gift in the history of Northern Ontario hospitals.

Thanks to all of you, we are confident about the future of healthcare in Northeastern Ontario.



Daniel Giroux
Board Chair
HSN



Dominic Giroux
President and CEO
HSN

22
23

Patient and Family-Focussed

We acknowledge that we are providing services in Robinson-Huron Treaty territory on the traditional lands of the Atikameksheng Anishinawbek, the original Peoples of this land, and the neighbouring community of Wahnapiatae First Nation. We aim to strengthen relationships with Anishinabek, Métis, Inuit, Cree and Moose Cree Peoples.

We proudly remain committed to actively offering French language health services and meeting the needs of diverse populations in culturally safe and inclusive ways.

HSN's purpose is to provide high quality health services, support learning and generate research that improves health outcomes for the people of Northeastern Ontario.

Our aspiration is to assist the people we serve in navigating our complex health care system by working to make it seamless for patients and families.

Here are examples of how we did with that key goal in the past year:

01 \$10 Million Donation



In what was the largest single donation in the history of Northern Ontario hospitals, the Fielding and Perdue family donated \$10 million to the Northern Cancer Foundation for the proposed capital redevelopment at Health Sciences North (HSN). To honour this historic gift, the cancer centre was renamed as the Shirley and Jim Fielding Northeast Cancer Centre.

02 Grateful for Life-Saving Care



Émile's story — New parents, Marie-Pierre and Antoine, had a terrible scare when they rushed to the hospital and realized that their baby was ready to be born seven weeks premature.

03 Success in Physician Recruitment



HSN announces it was another successful year for medical staff recruitment in Greater Sudbury as 28 new physicians, dentists and a midwife were welcomed to Health Sciences North (HSN) in 2022. This group of talented medical staff included nine new doctors practicing family medicine, three in emergency medicine, and 15 specialists in general surgery, colorectal surgery, obstetrics, ophthalmology, pediatrics, otorhinolaryngology, psychiatry, pathology, medical oncology, urology, radiation oncology, and radiology.

04 Bariatric Centre of Excellence



HSN celebrated the conclusion of its first year being a one-stop location for bariatric patients in Northeastern Ontario. The Bariatric Centre of Excellence helps patients lose weight and make lifestyle changes while remaining closer to home. The process is partnered with learning from dietitians, social workers, physiotherapists and nurses giving patients the tools needed to maintain a healthier lifestyle.

05 Perfect Score



HSN's Laboratory and Pathology Program received a perfect score when Accreditation Canada surveyors visited in October. Every two years, a focused surveillance visit assesses the Laboratory's Quality Management System. The laboratory was evaluated on a total of 64 requirements, meeting every standard in an exemplary fashion.

Patient and Family-Focussed

06 Life-Saving Stroke Treatment



Sean Gilroy's life took an unexpected turn in late 2022 when he suffered a sudden stroke. He was at risk of being permanently disabled or possibly dying. But Sean was a candidate for a procedure introduced at HSN in February 2020 called endovascular thrombectomy or EVT, a specialized and time-sensitive treatment to remove a stroke-causing blood clot from a person's brain. His life-saving care was possible thanks to the dedication and expertise of dozens of staff and physicians from over 15 departments at HSN including the Acute Stroke Unit, Intensive Care Unit, Emergency Department, Medical Imaging, Intensive Rehabilitation Unit, and others.

07 COVID-19 Patient Thanks HSN Teams



While society has moved on to a sense of post-pandemic normalcy, the fact is HSN's frontline workers are still dealing with the ramifications of the pandemic and working on reducing surgical and medical imaging wait lists. In fact, while numbers are nowhere near what they were at the height, HSN is still helping patients presenting with COVID-19. This past year, our staff heard many thanks from patients they helped, like Allen Larabie.

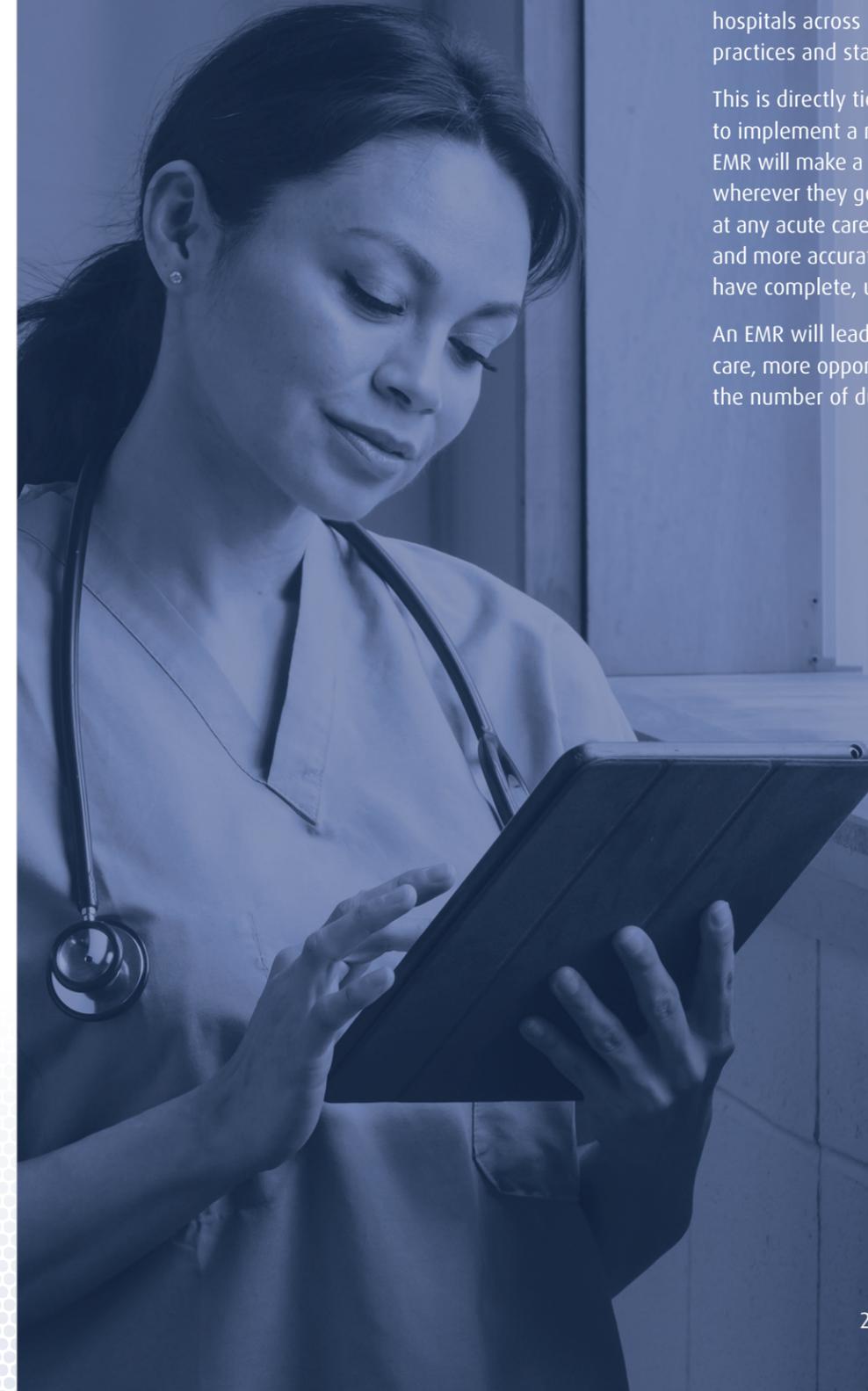
Digitally Enabled

One of the key goals in HSN's Strategic Plan is to be Digitally Enabled. This means we will expand the use of technology, data and analytics to improve care for all our patients.

Under the ONE Initiative, we are joining 23 of our partner hospitals across Northeastern Ontario to align to regional best practices and standards using MEDITECH Expanse.

This is directly tied to the HSN & HSNRI Strategic Outcome #7, to implement a regional Electronic Medical Record (EMR). An EMR will make a patient's health record available and accessible wherever they go for emergency, inpatient, or outpatient care at any acute care centre in the northeast. This will lead to faster and more accurate treatment decisions because clinicians will have complete, up to date patient information.

An EMR will lead to more consistent and evidence informed care, more opportunities to enhance patient safety and reduce the number of duplicate tests for patients.



Another aspiration in HSN's Strategic Plan is to seek and value community engagement and stakeholder participation to address the priority health concerns and health equity gaps for Northerners.

We recognize that while progress has been made at HSN to be socially accountable, it's important to stay grounded in the fact that this is the beginning of a journey and know more work needs to be done to achieve health equity for all.

Here are some highlights:

01 Eli Smith



HSN has been giving trans patients the support they need. For example, Eli Smith and his mother met with the staff in our NEO Kids Gender Diversity Clinic when he was ready to learn about what the next steps would be as a transgender individual ready to transition.

02 Award-Winning Autumn



It was an award-winning autumn for the North East Specialized Geriatric Centre (NESGC) as the team received 2 awards for their exemplary work in the community and for their response to the COVID-19 pandemic. The NESGC is a regional geriatric program and offers a collaborative network of specialized services for older adults experiencing complex health conditions.

03 Leading Practice Designation



The Addictions Medicine Unit (AMU) was awarded with a Leading Practice Designation from Health Standards Organization, which is affiliated with Accreditation Canada. The first of its kind in Canada, the AMU helps patients who are admitted to hospital for medical reasons and who also suffer from a substance use issue. More than 1200 patients have been cared for in the AMU since it opened in 2021.

04 Advocating for Indigenous Patient Care



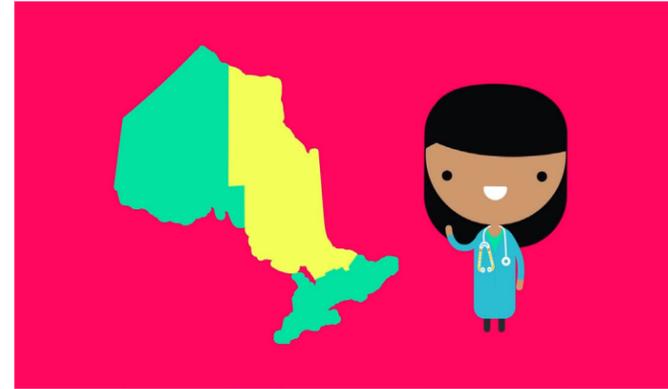
The collaborative work of the cancer screening and Indigenous teams, many physician leads and community partners of the Shirley and Jim Fielding Northeast Cancer Centre, has led to successfully advocating for a screening pathway to respond to northern realities and Indigenous Peoples. An award was presented recognizing their efforts at the Regional Indigenous Cancer Care Gathering.

05 Pride Week



HSN joined staff in celebrating Pride Week in Sudbury and asked some HSN health care heroes what Pride means to them. Brandon McIsaac, a Registered Nurse in Acute Inpatient Psychiatry, shared his story about Pride being a bold celebration of one's authentic self.

06 Launch of Indigenous Cancer Screening Videos



HSN and the Northeast Regional Cancer Program launched an engaging animated video series about cancer featuring First Nations family physician Dr. Erin Peltier. The “Conversations about Cancer” video series is intended for Indigenous peoples of all ages who want to learn more about what cancer is and why it is so important to get screened. The series includes five videos that address what cancer is as well as the importance of screening for breast, colorectal, cervical and lung cancer.

07 New Director of Indigenous Health



HSN announced this past year that it had hired a new Director of Indigenous Health. Deanna Jones-Keeshig is an experienced leader and health care professional.

08 Traditional Ceremonies



HSN healthcare workers took part in traditional ceremonies during the 2022 National Day for Truth and Reconciliation. The gathering was led by Indigenous Knowledge Keepers and the hospital's Indigenous Health Team, to honour survivors, the children who lost their lives, and the families and communities forever affected by the residential school system. As part of the ceremonies, a sacred fire was ignited at the Ramsey Lake Health Centre, followed by a pipe and water ceremony.

09 Overdose Awareness Day



For International Overdose Awareness Day, HSN heard from two of its addiction workers with the Crisis Intervention Services Team, Steven McCarthy and Kathryn Tiplady – two staff who see the devastation of the opioid crisis in Sudbury up close every day. They spoke about why they chose to do this work and what they want the community to know about their clients.

10 Indigenous Patient Navigators



HSN introduced the community to Maitland Lortie, Miranda Carey and Amy Duchesne – Indigenous Patient Navigators working with adult and pediatric patients at Health Sciences North including the Shirley and Jim Fielding Northeast Cancer Centre. Focused on Cancer Care, Inpatient Services and Pediatric Care, Indigenous Patient Navigators provide culturally-sensitive support to Indigenous patients and families along their healthcare journey.

With approximately 7,500 employees, medical staff, learners and volunteers, our team is a safety net for the health of the people of Northeastern Ontario. Since the pandemic started in March 2020, they have been tested time and time again – and they continue to respond to each challenge with compassion and with patients top of mind. Through all of this, it has been imperative that we continue to support them professionally.

That’s why one of the key goals in our Strategic Plan focused directly on investing in our staff so that we can be there when you need us most.

Here are some examples of that goal’s actions:

01 Appreciation Barbecue



HSN held its appreciation barbecue to celebrate our amazing teams for all their hard work and dedication. Once again, we want to thank every member of #TeamHSN for everything they do to care for our community. Leading the barbecuing were managers and senior leaders who distributed burgers, hot dogs and summer coleslaw to our Ramsey Lake Health Centre staff. The various offsite locations celebrated with pizza, sandwiches or gift cards.

02 Master Class in Leadership Development



As part of ongoing staff development, HSN offers a master class leadership development program. As these team members discovered, we are committed to supporting and developing our people so they can grow their careers.

03 Project SEARCH



Health Sciences North worked with the Rainbow District School Board, March of Dimes Canada and the City of Greater Sudbury to bring Project SEARCH to Sudbury. Project SEARCH is a ten-month internship program for people with intellectual and developmental disabilities. This mutually beneficial work-transition program is designed for individuals wanting to gain job skills for competitive employment. The target is total workplace immersion that will facilitate the teaching of real-world marketable skills for the interns. Their learning will simultaneously support their work at HSN and provide access to a new and diverse hiring pool.

Supporting and Developing Our People

04 HSN Celebrates National Nursing Week



HSN celebrated National Nursing Week by giving some frontline nurses the opportunity to tell their stories in their own words.

05 Doctors' Day



HSN celebrated Doctors' Day with our incredible team of 608 physicians that offer care in 35 sub-specialties of medicine across 14 departments at HSN. Today – and every day – we are grateful for the difference they make in the lives of their patients, their families, your colleagues, and your communities.

Academic and Research Impact

As a centre of health care excellence, a crucial HSN goal as outlined in the Strategic Plan is to progress as an academic health sciences centre, through regional, provincial, national and international collaborations. Our focus has been on collaborating to create a critical mass around our shared vision for what we want to accomplish in Northern Ontario.

Continuing to strive for excellence in these areas benefits the people we serve across Northeastern Ontario and remains a focus moving forward.

Here's a look at the past year in the area of our academic and research impact:

01 Two New Research Chairs



Health Sciences North Research Institute (HSNRI) welcomed two new Research Chairs this past year with the recruitment of Dr. David Marsh as Research Chair, Mental Health and Addictions, and Dr. Stacey Santi as Research Chair, Cancer Solutions, with more Research Chairs to be announced.

02 Nursing Knowledge Transfer



HSN Simulation Lab staff members Holly Sarvas and Alex Wood were presented with a \$20,000 Nurse Innovator Award from the Registered Nurses' Foundation of Ontario to support their project Creative Strategies for Nursing Knowledge Transfer in Northern Communities. The team will develop an online resource that supports nurses in remote and northern communities to help them further develop their skills and provide the best care possible for their patients.

03 Weekend Physiotherapy



HSN researchers Dr. Dylan Falk, Dr. Venkadesan Rajendran and Dr. Deepa Jeevanantham looked into how weekend physiotherapy could improve the health of elderly patients and reduce the number of alternate level of care for patients in the health-care system.

04 Internationally Recognized Research



Dr. Mohammed Shurrab of HSN and HSNRI was recognized internationally for Cardiovascular research this past year and presented his research at the prestigious American Heart Association Conference. Dr. Shurrab is a cardiologist at HSN and a scientist at HSNRI and his research focuses on reducing the risk of bleeding and how the care and outcomes of cardiac patients can be improved. His work has led to three important publications this year, most recently in the American Journal of Cardiology.

05 Learning in HSN's Simulation Lab



A group of learners recently visited HSN's Simulation Lab as part of their academic placement where they learned and practiced their skills in infant assessment, CPR, IV insertion, in-bone insertion, and more. Partnering with local school boards, our volunteer services team supervises high school students who are gaining valuable workplace experience while exploring health care as a possible career path.

Foundations and Volunteer Association

Thanks to the people of Northeastern Ontario, the past year has been an incredible one for our Foundations and Volunteer Association. In the past fiscal year, the three Foundations and the Volunteer Association generated a record \$12.3 million in gross revenues.

01 HSN 50/50 Cash Lottery



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.

02 Thank You to Our Volunteers



All across HSN, you will find committed volunteers in various roles from serving on boards to assisting in units. Their incredible work and dedication helps us to deliver quality patient care across the organization.

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.

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

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

Again, our heartfelt thanks to everyone for their ongoing support.

Looking Forward →



Despite ongoing challenges in the health care system as we emerge from the pandemic, it is clear that HSN is positioned for success and growth moving forward as a proven and established institution of excellence and learning.

In the year ahead, we anticipate opening 52 beds in the Reactivation Care Centre, an acute inpatient unit that specializes in the care of older adults who have experienced a recent change in their health status or a decline in functional ability. Following a restorative care philosophy, the aim is to provide exceptional and focused care as well as support our patients to improve or maintain their independence and functional abilities while in hospital. This work also ties back to our work around being socially accountable as we will look to implement a Senior's Friendly Care Framework to help reduce the number of patients in hospital who should be cared for in more appropriate care settings in the community, instead of in hospital.

We will go live with our Electronic Medical Record by April of 2024.

As well, we will continue to support and develop our people by implementing a staff and physician wellness program. We will continue to focus on reducing the number of workplace violence incidents involving physical force.

HSN is also focused on recruiting and retaining talented healthcare professionals to bolster our workforce and help in providing the best in patient care. This includes increasing the number of medical preceptors and learners as part of our work related to strengthening our academic and research impact.

All the while working with government stakeholders and advocating for our capital expansion so HSN can grow to meet the needs of patients from across Northeastern Ontario.

Finally, we would like to extend our heartfelt appreciation to the people of Northeastern Ontario for being there for us during some dark days the past few years. We look forward to what the future holds for HSN in our continued drive to improve your health care experience.

Board of Directors, Senior Leadership Team, Medical Staff Leadership

Board of Directors (May 2023)

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Board Chair

Dr. Catherine Cervin
Vice-Chair

Stéphan Plante
Treasurer

Dominic Giroux
President and CEO

Dr. John Fenton
Chief of Staff

Dr. Stephen Morris
President, Medical Staff

Grace Alcaide Janicas

Helen Bobiwash

Angèle Dmytruk

Roger Gauthier

Francesca Grosso

Rosella Kinoshameg

Tom Laughren

Chantal Makela

Dr. Sanjiv Mathur

Kati McCartney

Lyse-Anne Papineau

Julie Trpkovski
Vice-President, Medicine and
Chief Nursing Executive

Senior Leadership Team

Dominic Giroux
President and CEO

Dr. John Fenton
Chief of Staff

Mark Hartman
Senior Vice-President,
Patient Experience and
Digital Transformation

Paul Truscott Jr.
Senior Vice-President and
Chief Operating Officer

Max Liedke
Senior Vice-President, MyHSN

Natalie Aubin
Regional Vice-President,
Cancer Care and Vice-President,
Social Accountability

Jessica Diplock
Interim Vice-President, People
Relations and Corporate Affairs

Anthony Keating
President and Chief Development
Officer of the Foundations &
Volunteer Groups

Kelli-Ann Lemieux
Vice-President, Surgical and
Clinical Services

Dr. Robert Ohle
Vice-President, Academic and
Research Impact

Julie Trpkovski
Vice-President, Medicine
and Chief Nursing Executive

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Dr. Kengo Asai

Dr. Dominique Ansell

Dr. Tajana Centis

Dr. Lisa Falvo

Dr. Mark Henderson

Dr. Jennifer Jocko

Dr. Gautam Kumar

Dr. Joanne Madden

Dr. Sanjiv Mathur

Dr. Kyle McKechnie

Dr. Rebecca McClure

Dr. Stephen Morris

Dr. Elendu Okoronkwo

Dr. Lacey Pitre

Dr. Heidi Schmidt

Dr. Jennifer Zymantas, Treasurer

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