



Report to  
Our Communities

2023

2024



Health Sciences North  
Horizon Santé-Nord

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# Who We Are

## Northeastern Ontario's Regional Specialized Referral Centre

HSN provides advanced medical services and specialized care to patients across the region, ensuring access to comprehensive health resources.

## Health Sciences North Research Institute

A leading center for medical research, fostering innovation and discovery to improve health outcomes and advance medical science.

## Academic Health Sciences Centre

Dedicated to excellence in healthcare, education, and research, offering cutting-edge medical services while training the next generation of healthcare professionals.

## Second Largest Hospital Designated Under French Language Services Act

HSN provides comprehensive healthcare services in both English and French, ensuring accessible and culturally sensitive care for Francophone patients.

## Our Foundations

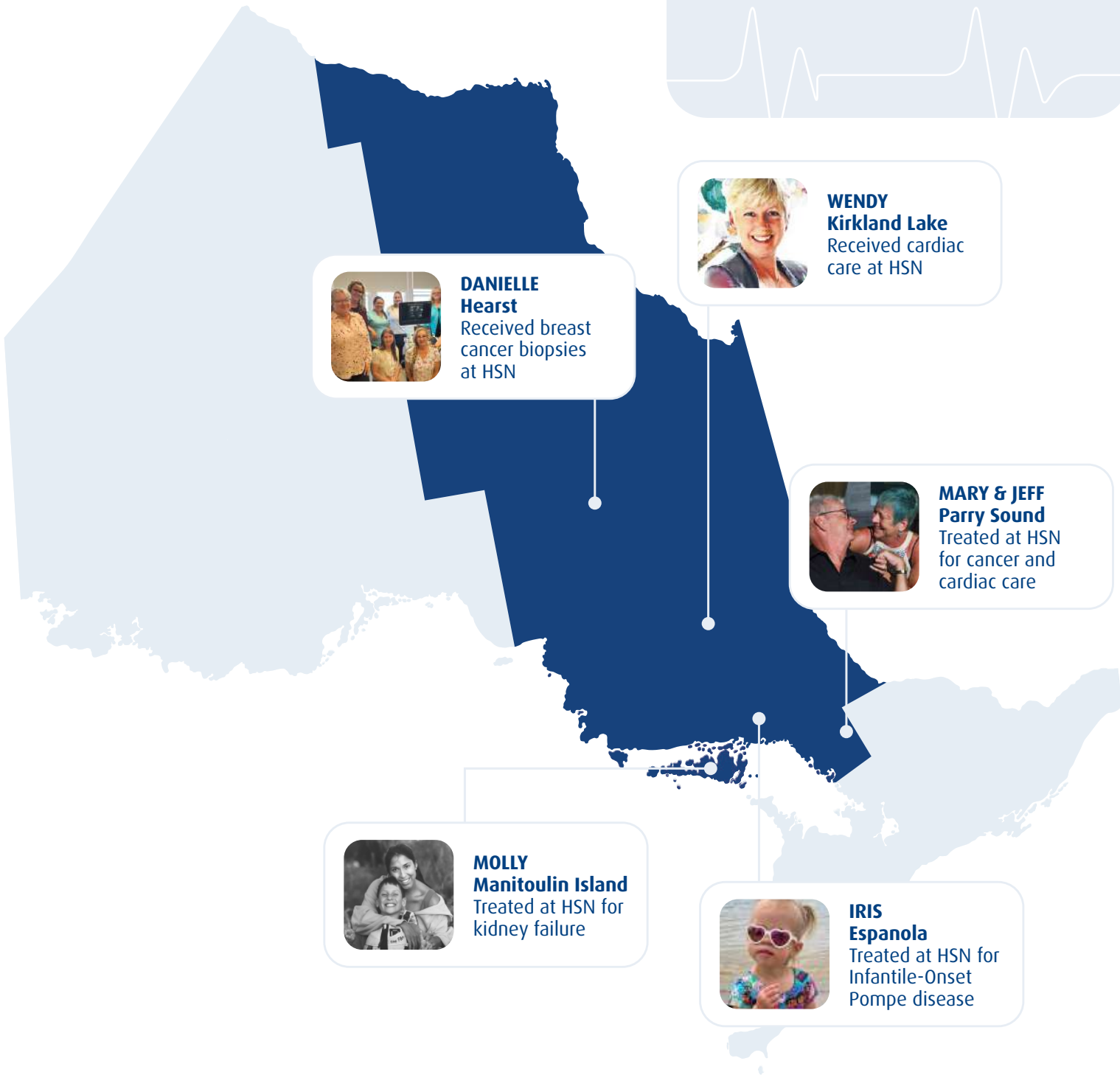
Every dollar you give to Health Sciences North Foundation goes to help the more than 600,000 people in northeastern Ontario who rely on the hospital for their care every year. Your gift enables change and saves lives in Northern Ontario.



# Our Regional Impact

Health Sciences North (HSN) is more than just a regional hospital; it's a beacon of health and wellness for over half a million people across Northeastern Ontario. Our impact extends far beyond the walls of our 14 sites in Greater Sudbury, reaching out to 17 locations across the region.

We are a lifeline to communities, providing essential services such as nursing and mental health care, even on the James Bay coast through our Northern Outreach partnership with the Weeneebayko Area Health Authority.



## → HSN's Network of Health Services

- Critical Care
- Emergency Care
- Trauma Centre
- Shirley and Jim Fielding Northeast Cancer Centre
- Mental Health and Addictions
- Labelle Innovation and Learning Centre
- Geriatric Centre
- Cardiovascular Health
- Surgical Care
- Nephrology Centre
- Pediatrics Centre
- Community Care and Rehabilitation
- Palliative Care
- Indigenous Health
- Laboratory
- Pharmacy
- Medical Imaging

## → Regional Referral Centre

As a patient-centered institution, our focus is on the individuals we serve. We are not just about locations; we are about people and their health. Our role as a regional acute care hub is pivotal, serving as a dependable resource for 23 other hospitals across four health districts - Sudbury, North Bay & Parry Sound, Algoma, Porcupine and Temiskaming.

These communities rely on us for high-quality and specialized care, reinforcing our commitment to enhancing health outcomes for the region. At HSN, we are not just caring for patients; we are shaping the health landscape of Northeastern Ontario.



## → HSN: Across the Northeast

- Chapleau
- Elliot Lake (2)
- Espanola
- Gore Bay
- James Bay Coast
- Little Current
- Massey
- Mindemoya
- North Bay
- New Liskeard
- Kapuskasing
- Kirkland Lake
- Parry Sound
- St. Charles
- Timmins

# HSN by the Numbers

2023-2024



**14**  
Sites in Greater  
Sudbury

**17**  
Sites Across  
Northern Ontario

**429**  
Built for (# of)  
Patients

**621**  
Peak Admitted  
Patients  
(MARCH 7, 2024  
& FEB 26, 2024)

**579**  
Physicians

**72,495**  
Emergency  
Department Visits

**110,776**  
Cancer Centre  
Patient Visits

**35,755**  
Virtual Care Visits

**416,729**  
Diagnostic  
Exams

**23**  
Serviced Hospitals  
in the Region

**70**  
Medical  
Residents

**35**  
Medical  
Specialties

**4,631**  
Employees

**+2,900**  
Learner  
Placements

**669,397**  
Patient Visits

**39,091**  
Total Pediatric  
Patient Visits

**30,694**  
Cardiac  
Patient Visits

**15,659**  
Surgeries

**570**  
Average Daily  
Admitted Patients

**1,143**  
COVID-19  
Patients

**400+**  
Volunteers

**49,178**  
Volunteer Hours

**540**  
Mental Health  
Pediatric Admissions

**1,868**  
Mental Health  
Adult Admissions

**\$21M**  
Raised by  
Foundations

**177,086**  
Laboratory PCR  
Tests Performed by  
HSN's Lab

**1,541**  
Babies  
Delivered

# HSN Welcomes new CEO and Chief of Staff

The Board of Directors of Health Sciences North (HSN) and the Health Sciences North Research Institute (HSNRI) were pleased to announce two major leadership appointments. Dr. David McNeil, PhD, returned home to serve as the President and Chief Executive Officer of both HSN and HSNRI, while Dr. Pankaj Bhatia was promoted to the role of Chief of Staff for HSN.



**Dr. David McNeil,**  
President and CEO,  
HSN, HSNRI



**Dr. Pankaj Bhatia,**  
Chief of Staff, HSN

## A Message from Leadership

**We are pleased to present the 2023-2024 Annual Report to Our Community for Health Sciences North (HSN). Our purpose at HSN is to provide high-quality health services, support learning, and generate research that improves health outcomes for the people of Northeastern Ontario.**

This Annual Report highlights the excellence at HSN, as well as the exciting progress toward 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.

The achievements, accomplishments, and awards received this past year showcase the outstanding contributions of our people.

We are proud to receive recognition as a high-performing hospital. HSN was “Accredited with Exemplary Standing” from Accreditation Canada, the highest rating that a hospital can achieve. HSN’s cancer program continues to rank as top in the province, and our Addictions Medicine Unit received national recognition and an award for its care model. As the Academic Health Sciences Centre for Northeastern Ontario, HSN was once again recognized as one of Canada’s Top 40 Research Hospitals.

This past year HSN joined all 23 other hospitals in Northeastern Ontario and implemented a new Electronic Medical Record (EMR) to serve patients and families better.

HSN demonstrated its commitment to social accountability by establishing the IDEAA Committee and appointing a Manager of Equity, Diversity, Inclusion, and Anti-Racism. We continue to progress on our journey to address health equity gaps for Indigenous patients and families while building stronger relationships with the Indigenous communities we serve.

With positive strides forward in each of HSN’s key goals, we would like to acknowledge the exceptional commitment of our 7,500 employees, medical staff, learners, and volunteers. We also want to recognize 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 healthcare through the popular 50/50 Cash Lottery for the North.

Despite facing challenges, including capacity and financial constraints, we are actively developing a recovery plan to ensure HSN’s sustained success and growth. HSN remains committed to the well-being of our patients, their families, and the communities we serve. The continued success of our medical staff recruitment over the past year demonstrates that HSN is an appealing opportunity, and our future looks promising as we progress through the phases of our Capital Master Plan.

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

**Stéphan Plante,** Board Chair, HSN

**Dr. David McNeil,** President and CEO, HSN, HSNRI

**Dr. Pankaj Bhatia,** Chief of Staff, HSN

# Year in Review

# 23 24

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 Wahnapiet 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 our key goals in the past year:

Strategic goals are:

**Be Patient and Family-Focused**

**Be Digitally Enabled**

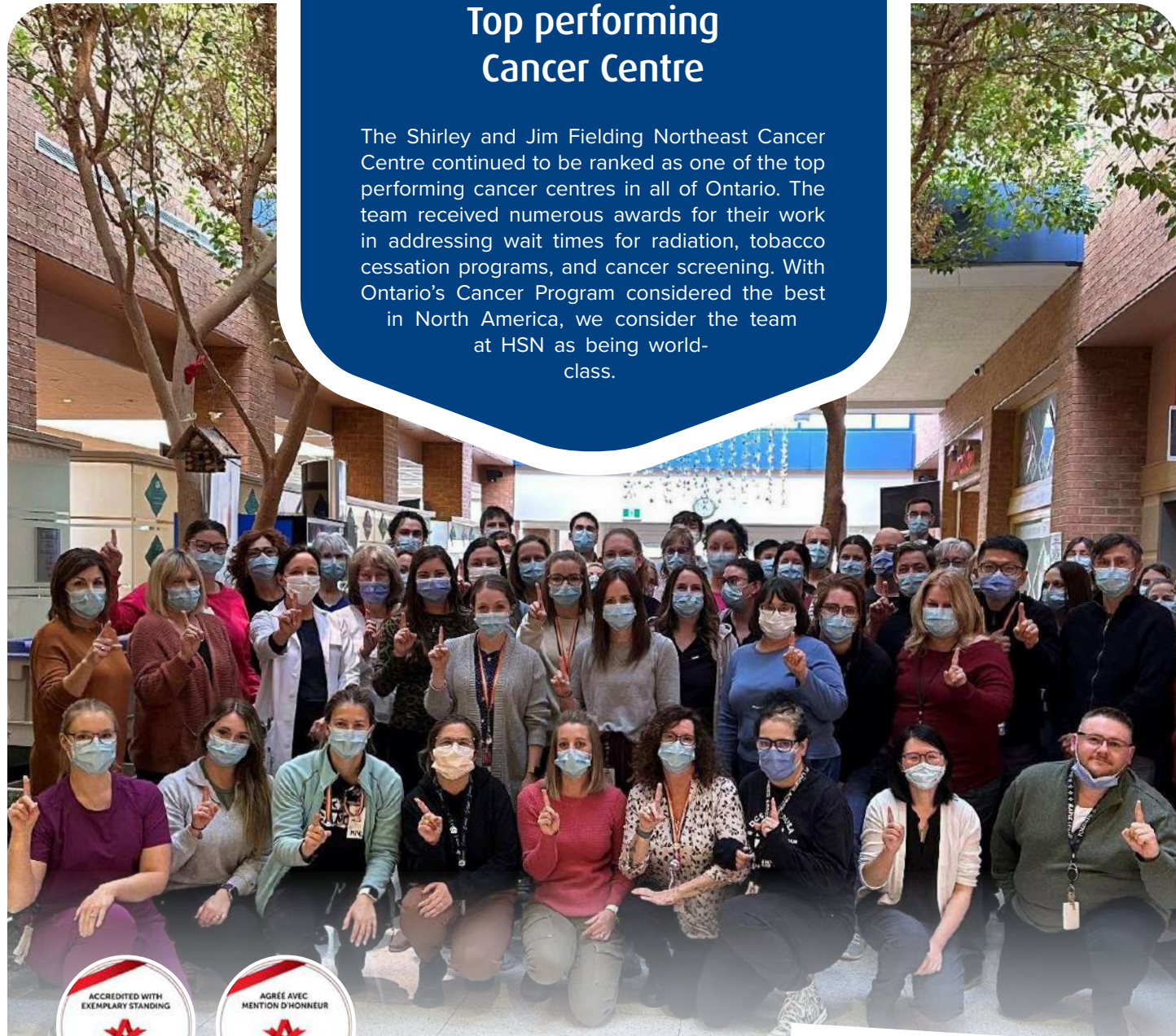
**Be Socially Accountable**

**Support and Develop Our People**

**Strengthen Our Academic and Research Impact**

## Top performing Cancer Centre

The Shirley and Jim Fielding Northeast Cancer Centre continued to be ranked as one of the top performing cancer centres in all of Ontario. The team received numerous awards for their work in addressing wait times for radiation, tobacco cessation programs, and cancer screening. With Ontario's Cancer Program considered the best in North America, we consider the team at HSN as being world-class.



### Accredited with Exemplary Standing

As a testament to the dedication of our teams to quality patient care, HSN was accredited with Exemplary Standing by Accreditation Canada this past year. This is the first time in our history of participating in Accreditation Canada surveys that we have achieved this result and is a direct reflection of the exemplary people who work at Health Sciences North.

Even in the midst of a global pandemic, high occupancy and staffing shortages, everyone at HSN has shown their commitment to providing safe, quality care and services for patients and families from across Northeastern Ontario.



## Be Patient and Family-Focused

The health care system is complex. We will make it seamless for patients and families.



### → Acute Reactivation Care Centre (ARCC) Grand Opening:

In October of 2023, HSN officially opened the 52 bed Acute Care and Reactivation Centre (ARCC). The goal of this centre is to reverse or stabilize a decline in health status, and help older patients regain their independence. The new centre has been designed so that older adults get the right care in the right place with a clinical team that has expertise in how to best treat their health needs.

The Northeast Specialized Geriatric Centre, a program of Health Sciences North, presented their innovative model of care and program successes at the 2024 CGS Annual Scientific Meeting in Calgary, Alberta in April. The conference is a key gathering of over 400 healthcare professionals across Canada making it an essential event for those interested in geriatric medicine and care.

### → Advances in Surgical Care Pathways

HSN's Bundled and Surgical Virtual Care team launched a new digital care plan for Kidney Stones through SeamlessMD, marking their 15th pathway! SeamlessMD is an all-in-one platform for patient engagement, remote monitoring, and virtual care. Patients who enroll in the program can access personalized education, progress-tracking, and post-op symptom monitoring through their smartphone, tablet or computer.

Since the implementation of the platform in 2021, more than 5,350 patients have completed the program and over 160,455 library pages, or 8,022 hours of education, have been provided to patients through the application. Additionally, our teams have reduced length of stay, hospital readmissions, and Emergency Department visits by remotely guiding and monitoring patients throughout their surgical care journey.

### → Speciality Clinic Team Receives Number 1 Ranking

On a quarterly basis, all Ontario Specialty Programs are ranked by the WSIB using a set of standard measures for care, quality and patient outcomes.

In June, team members and their leaders were happy to celebrate another consecutive year of number one provincial ranking for their work.

The team started in 2011 with just a few staff members. Now, it is a team of 19 RNs, Physiotherapists, Occupational Therapists, Kinesiologists, Medical Secretaries, Physician Specialists, Prosthetist and Orthotist.

HSN's Specialty Programs assess injured workers from across Northeastern Ontario with lower extremity injuries, upper extremity injuries, back & neck injuries, amputations and mild traumatic brain injuries and provide treatment services for musculoskeletal injuries.



## Be Patient and Family-Focused

### → Patient Recovery in the ED

Meet Louise Demore, an HSN patient who in June visited Health Sciences North's Emergency Department (ED). We have the privilege of sharing her experience through the heartfelt words of her daughter, Angela:

**Angela's story stands as a testimony to the incredible impact our healthcare professionals have on people's lives. Thank you to all our healthcare workers for making our community a better place to live.**

"When I brought my mother to the ED on Sunday, she was in her 'golden hour' and didn't have much time left. Luckily, Dr. Christine Pun took her condition seriously and was able to identify her sepsis infection.

During her four-day stay in the ED, my mother's fever spiked, causing delirium and confusion, but the registered nurses, Renee and Mike, ensured her comfort and safety throughout her stay. One night, Renee was able to stabilize my mother and called me the next morning, before the end of her shift, so I could come and visit her.

When I got there, I witnessed a miracle. My mother had been stabilized and back to her old self again. She was able to transfer to another unit to continue her healing journey. Hats off to HSN, Dr. Pun, Mike, and Renee and the entire health team for the top-notch quality care and for saving my mothers life! I will forever be grateful."



### → Growing Strong: Iris's Journey with Pompe Disease

At about eight weeks old, Iris' family doctor noticed that she had low muscle tone and was concerned about possible seizure activity. Iris was sent to HSN and Sick Kids for further testing. There, it was discovered that Iris had a rare genetic disorder called Infantile Onset Pompe disease, which causes progressive weakness to the heart and skeletal muscles.

After six months of treatment in Toronto, Iris was able to begin receiving her weekly infusions at HSN to maintain her muscle, heart and liver function so that she could continue growing and developing at a healthy rate.

"Iris is now doing very well! She's met her developmental milestones, and her heart function is considered normal. This is all because of her weekly enzyme replacement therapy," says Iris' mom, Kelsey McKechnie.

Pompe disease does not yet have a cure, but the weekly treatment Iris receives will allow her to continue growing and playing alongside her friends and family. Thank you to our pediatric staff for helping our tiniest patients, like Iris, through their treatment.



## Be Digitally-Enabled

We will expand the use of technology, data and analytics to improve care.

### → Electronic Medical Record (EMR)

On June 4, HSN joined all 23 other hospitals in Northeastern Ontario and implemented a new Electronic Medical Record to better serve patients and families.

A fully digital Electronic Medical Record means up to date patient information in a single location, easy to read digital orders, a seamless medication process from order to administration, a single patient record across departments and the region, and much more.

This will improve the delivery of patient care, bring safe evidence-based care right to the bedside, and improve experiences for patients, families, and healthcare workers.



# Be Socially Accountable

We will seek and value community engagement and stakeholder participation to address the priority health concerns and health equity gaps for Northerners.



## → Focus on Indigenous Health

At HSN, we are committed to being an active participant in addressing health equity gaps for Indigenous patients and families while building stronger relationships with the Indigenous communities we serve.

We improved access to culturally safe care with voluntary self-identification for First Nations, Métis and Inuit patients and families. This change to the registration system will mean patients have more access to the broad range of culturally safe programs and services available at HSN. Identifying as Indigenous will allow patients to connect quickly with our Indigenous Patient Navigators who can provide additional support at treatment and clinic visits, help navigating the circle of care back to home hospital, travel arrangements and much more.

## → Hiring of Suchita Bali, Manager of Equity Diversity, Inclusion and Anti-Racism

The Manager of Equity, Diversity, Inclusion and Anti-Racism position was recently created so that HSN can work across the healthcare system to take action and foster open dialogue to improve experiences for our patients, families, staff, learners, physicians, volunteers and community partners. HSN is pleased to announce that Suchita Bali has been selected to lead this important work for our organization.

## → HSN Forms IDEAA Committee

HSN formed a new Inclusion, Diversity, Equity, Accessibility, and Anti-racism (IDEAA) committee. The first meeting took place in early 2023 and saw the diverse assembly of members, representing a spectrum of identities including female, male, non-binary, indigenous, people of colour, new immigrants, people with disabilities, and members of the 2SLGBTQIA+ community. The formation of the IDEAA committee marks a significant step forward for our commitment to Social Accountability.

## → Francophone Advisory Committee

HSN has launched its new Francophone Advisory Committee (FAC) to spearhead French-language services and foster stronger ties with our communities. Co-chaired by governance expert Lynne Dupuis and Social Accountability VP Natalie Aubin, the 16-member FAC is where HSN's FLS champions and community representatives work together to ensure better care for our Francophone patients.



## → Celebrating Pride

At HSN, we are committed to providing a safe and inclusive environment that promotes a positive care, working and learning experience. Throughout the month of June and during Sudbury Pride Week in July, we will be celebrating pride and the importance of respect and inclusion for the 2SLGBTQIA+ community.

## → Inclusive Cancer Screening Video Series

"It's Time: Conversations about Inclusive Cancer Screening" is an animated video series with a focus and objective of starting discussions about screening for transgender and non-binary patients and families looking to learn about accessing cancer screening in a safe and inclusive environment. Four videos were developed and launched in June with the use of inclusive language and address the importance of regular screening for breast, colorectal, cervical and lung cancer.

The Northeast Regional Cancer Program screening team works with health care providers and screening sites across the entire northeast region. This series has been shared with various primary care providers and health care organizations, and is available on the HSN website.



## → AMU Recognized as National Leading Practice

HSN's Addictions Medicine Unit (AMU) was awarded a leading practice by the Health Standards Organization. This designation is awarded to organizations who exemplify innovation and patient-centered approaches to care.

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.



# Support and Develop Our People

We will invest in our staff so that we can be there when you need us most.



## → Medical Staff Recruitment

It's been another successful year of medical staff recruitment at HSN, as we welcomed 24 new faces in 2023. This dynamic group includes a midwife, four family physicians, four radiologists, three emergency medicine physicians, four surgeons, and eight specialists in pediatrics, cardiology, intensive care, medical oncology, psychiatry, pathology, obstetrics and gynecology, and internal medicine. Welcome to HSN!

## → Staff Appreciation BBQ

We celebrated our teams across the organization by hosting our annual appreciation barbeque. Everyday, our staff go above and beyond to provide high-quality care to people from across Northeastern Ontario. This event gives us an opportunity to show our appreciation for their hard work and dedication to our patients and their families. A heartfelt thank you to all of our employees, medical staff, learners and volunteers at HSN and HSNRI.



## → Celebrating Project SEARCH HSN Graduates

Health Sciences North was thrilled to celebrate our first cohort of Project SEARCH HSN graduates in June 2023.

Launched in fall 2022, Project SEARCH HSN is a transition-to-work program for students that require additional support. It combines classroom instruction with hands-on training and helps students in their final year of high school develop skills required for entry-level employment.

A partnership between HSN, Rainbow District School Board, the City of Greater Sudbury and March of Dimes Canada, the program has been a wonderful experience for mentors and managers at HSN as well as the 10 students we honored at graduation.



## → Pediatric Oncology Nursing Award

HSN's Vicky Wilton was the recipient of the Nursing Leadership Award during The Pediatric Oncology Group of Ontario (POGO) Recognition Awards Ceremony. The awards acknowledge significant contributions of Ontarians in the field of childhood cancer care in Ontario and beyond.

Vicky has been recognized for her role as an outstanding leader, mentor, advocate, clinician and partner in the evidenced-based nursing care of those impacted by childhood cancer, throughout all stages of their journey, in Northern Ontario and beyond.

The Nursing Leadership Award recognizes an individual in the field of pediatric oncology nursing who demonstrates passion, vision and energy for childhood cancer care, and a commitment to a patient-family-survivor-centered approach. Recipients have participated in POGO initiatives, programs or services, and/or work in a POGO partner hospital. They are well respected by hospital healthcare teams, patients, families, survivors and administrative leaders. Congratulations, Vicky!

## → 6<sup>th</sup> Cohort of Leadership Development Program

HSN welcomed the sixth cohort of Existing and Emerging leaders in the Master class of our Leadership Development Program (LDP) in December. Facilitated by Leadership & Learning, the event honored 25 emerging leaders, 16 existing leaders, and 2 physicians who completed the program this round, contributing to over 600 graduates since 2019.

At HSN, the LDP is an important part of one of the key goals in our Strategic Plan – to Support and Develop our People. The program is structured around the “LEADS in a Caring Environment framework,” spans three sessions, focusing on Leading Self, Engaging Others, and Achieving Results, culminating in a Capstone Assignment where participants apply their knowledge to drive organizational improvements within HSN.



## → Dr. Jo-Anne Clarke Order of Ontario

Congratulations to Dr. Jo-Anne Clarke on being named a 2023 Order of Ontario Appointee! A transformational trailblazer and true visionary, Dr. Clarke became the first geriatrician in Northeastern Ontario, filling a glaring need throughout the region. She initiated a Care of the Elderly training program and opened clinics in Sault Ste. Marie, Sudbury, Timmins, North Bay, Parry Sound and James Bay, brightening the future for thousands of seniors. An exceptional physician, her courageous and relentless efforts have led to the evolution of geriatrics care.

# Strengthen our Academic and Research Impact

We will progress as an academic health science centre, through regional, provincial, national, and international collaborations.



## → HSN Recognized as Top 40 Research Hospital

We would like to acknowledge the incredible work of our teams for their efforts to strengthen our academic and research impact. As the Academic Health Sciences Centre for Northeastern Ontario, **HSN was again recognized as one of Canada's Top 40 Research Hospitals.**

As part of our purpose of generating research to drive improvements in health outcomes for the people of Northeastern Ontario, more than 100 articles were published in 2023/2024 by HSN and HSNRI staff, physicians, and researchers. Included in these success stories is research demonstrating the positive impact of the Addictions Medicine Unit at HSN, whose multidisciplinary services have resulted in fewer patient revisits to the emergency room.

Additionally, two trials have produced international impact and acclaim. TRACTION, a study aimed at improving major non-cardiac surgical outcomes by reducing excess bleeding, and BREVITY, a promising clinical trial examining the efficacy of chemotherapy in breast cancer patients by looking at RNA breakdown.

Through strong partnerships with NOSM University, Laurentian University, College Boreal and Cambrian College, **more than 2900 learner placements occurred at HSN** as we train the next generation of healthcare workers.



## → In 2023, HSNRI Appointed Three New Research Chairs Funded by the Foundations at HSN



**Dr. Mohammed Shurrab,**  
Research Chair,  
Cardiovascular Health, HSNRI



**Dr. Stacey Santi,**  
Research Chair,  
Cancer Solutions, HSNRI



**Dr. David Marsh,**  
Research Chair,  
Mental Health and Addictions, HSNRI

BREVITY RNA Dx Group Photo



Annual Cancer and Aging Research Breakthrough Forum

# Foundations and Volunteer Groups

The Foundations at Health Sciences North help support excellence in patient care at HSN for those across our region. Volunteers are an important part of the HSN family. They complement the staff in healthcare delivery and enhance the experience of patients and visitors.

## → Foundations:

Foundations at Health Sciences North, inclusive of Health Sciences North Foundation, NEO Kids Foundation and Northern Cancer Foundation. The Foundations at Health Sciences North raise important funds to enhance patient care for those living across Northeastern Ontario through the purchase of specialized equipment, funding innovative, life-saving research, investing in education, and future capital redevelopment projects.

## → Volunteer Association:

Raising funds through the Lottery Kiosk and the Boutique located in HSN. HSNVA assists Health Sciences North and community groups in support of health care through education, volunteer services, public relations, and fundraising for the hospital.

## → Volunteer Services:

Volunteer Services offers engaging and meaningful volunteer opportunities that support many clinical and non-clinical programs across Health Sciences North. Volunteers are an important part of the HSN family. They complement the staff in the delivery of health care and enhance the experience of patients and visitors.

# \$21 million

In the past fiscal year, the three Foundations generated a record-breaking \$21 million in gross revenues.

Thanks to our generous donors and supporters, the Foundations at HSN were able to support the purchase of equipment including but not limited to:

- **Acute and Reactivation Care Centre (ARCC) - \$2.3 million** — This 52-bed centre was designed so that older adults get the right care in the right place with a clinical team that has expertise in how to best treat their health needs. \$2.3 million of equipment and renovation costs for the ARCC were covered by funds raised through the HSN 50/50.
- **Pediatric Critical Care Unit (PCCU) - \$170,000** — The PCCU provides sick children with the highest level of medical care, intensive nursing care, and critical monitoring of vital signs, including heart rate, breathing, and blood pressure. This is a significant achievement as it is the first and only pediatric critical care unit for Northeastern Ontario and the first of its kind in our region.
- **Dialysis Chairs - \$76,000** — New dialysis chairs were purchased to enhance the care experience for patients receiving dialysis in HSN's Nephrology department, providing patients with a safe and comfortable seat during their treatment.
- **In the last year alone, \$1.1M was invested in vital research** to develop new medical treatments to help enhance care related to cancer solutions, cardiovascular health, healthy aging and other emerging areas.
- **The Foundations have earmarked over \$30 million for the local share of our future capital redevelopment** to bolster pediatric care, mental health services, and acute patient care, benefiting vulnerable populations like seniors, children, and those facing mental health and addiction challenges. The Ontario Ministry of Health funds only approximately 75% of the total costs associated with hospital capital redevelopments.

## Statement of Operations

Year ended March 31, 2024, with comparative information for 2022 (in thousands of dollars)

	2024	2023
<b>Revenue:</b>		
Ontario Health North and Ministry of Health	\$ 410,611	\$ 337,248
Cancer Care Ontario	90,955	83,397
Specifically Funded Programs	57,311	54,108
Patient Services	42,921	36,667
Other	59,865	57,056
Amortization – deferred capital contributions for equipment	3,539	3,759
	<u>665,202</u>	<u>572,235</u>
<b>Expenses:</b>		
Salaries and wages	282,768	249,390
Employee benefits	83,454	81,374
Medical staff remuneration	39,064	36,726
Supplies and Other	97,566	83,801
Interest on long-term debt	1,384	1,017
Medical and surgical	44,679	42,151
Drugs	59,320	55,651
Specifically funded programs	57,554	54,137
Amortization – equipment	12,459	12,362
	<u>678,248</u>	<u>616,609</u>
Deficiency of revenue over expenses before undernoted item	(13,046)	(44,374)
Ministry of Health pandemic funding (note 18)	2,998	48,899
Excess of revenue over expenses from Hospital operations	(10,048)	4,525
Amortization - buildings	(13,703)	(12,243)
Amortization – deferred capital contributions for buildings	10,474	10,416
Excess of revenue over expenses before undernoted item	(13,277)	2,698
Bill 124 liabilities (note 7)	(4,446)	(16,783)
Excess (deficiency) of revenue over expenses	<u>\$ (348)</u>	<u>\$ (14,085)</u>

## Statement of Financial Position

March 31, 2024, with comparative information for 2023 (in thousands of dollars)

	2024	2023
<b>ASSETS</b>		
<b>Current assets:</b>		
Cash	\$ 93,712	\$ 29,777
Accounts receivable (note 3)	58,827	68,228
Inventories	11,459	11,170
Prepayments	8,572	9,274
	<u>172,570</u>	<u>118,449</u>
Long-term receivables	100	200
Capital assets (note 5)	406,056	390,841
	<u>\$ 578,726</u>	<u>\$ 509,490</u>
<b>LIABILITIES AND NET ASSETS (DEBT)</b>		
<b>Current liabilities:</b>		
Accounts payable and accrued liabilities (note 6)	\$ 205,641	\$ 157,945
Bill 124 liabilities (note 7)	5,774	16,783
Current portion of long-term obligations (note 11)	3,520	2,196
	<u>214,935</u>	<u>176,924</u>
Asset retirement obligations (note 8)	7,719	6,529
Deferred contributions	356	381
Deferred capital contributions (note 9)	267,559	266,810
Employee post-retirement benefits (note 10)	33,870	33,409
Long-term obligations (note 11)	61,064	31,866
	<u>585,503</u>	<u>515,919</u>
Net assets (debt)	(6,777)	(6,429)
	<u>\$ 578,726</u>	<u>\$ 509,490</u>

# Capital Expansion



## → HSN Welcomes Visit from the Minister of Health

We were excited to welcome Sylvia Jones, Ontario's Minister of Health and Deputy Premier, to HSN in July. Minister Jones visited our Emergency Department, the Pediatric Ambulatory Care and Acute Inpatient Psychiatry units, our Medicine Lodge and one of the overflow units.

During her visit, our staff shared some of the space challenges we are experiencing with the Minister. We highlighted some of the proposed solutions outlined in our Capital Master Plan aimed at improving care for residents of Northeastern Ontario.

Minister Jones also helped to recognize one of HSN's health-care heroes, Registered Nurse, Betty-Ann Paradis. Betty-Ann has been a nurse in Northeastern Ontario for 56 years and continues to work part-time at HSN. Minister Jones proudly presented her with a special scroll to recognize her impressive career and the care she provided for patients and their families, particularly in hemophilia care.

## → Capital Expansion

HSN needs to grow to meet the current and future health needs of Northeastern Ontario. Ontario's Minister of Health and Deputy Premier, Sylvia Jones, came to HSN in the fall to congratulate everyone involved with launching the Acute and Reactivation Care Centre, while also officially announcing a one-time capital planning grant of \$5,000,000 to support early planning of HSN's future capital expansion project to support patient care for the next 30 years. It was the second visit to HSN by Ontario's Health Minister in the last year. We look forward to hosting her again in the future.

We also had the pleasure of hosting other provincial officials over the last year to

## → Deputy Minister Visits HSN

Deborah Richardson, Ontario's Deputy Minister of Health, spent time visiting teams at Health Sciences North's Ramsey Lake Health Centre in March. A breast cancer survivor herself, Deputy Minister Richardson is also the first Indigenous Woman to serve as a Deputy Minister with Ontario's Public Service.

New to the role, she visited HSN to learn more about our work, the patients we serve, our challenges and our need to grow to meet the needs of patients now and in the future.



discuss HSN's capital expansion. This included a visit by Deputy Minister of Health, Deborah Richardson, Assistant Deputy Minister of Health Karima Velji and Assistant Deputy Minister of Hospitals and Capital, Catherine Wang. We look forward to sharing more news about our capital expansion plans later this year.

We will need the support of our patients, families, donors and communities if we are to deliver on plans to expand our hospital to meet the healthcare needs of the Northeast.

Our Foundations and Volunteer Groups have helped to reserve \$30 million in funding for this capital expansion project.



## Looking Forward

# Planning for 2025-2030

Plans are underway for HSN's next Strategic Plan for 2025 – 2030.

More than 1400 HSN staff, patients, families and community partners have been involved in meaningful discussions about our strategic direction.

Improved access to healthcare, collaboration and partnerships to help improve patient care and research, as well as staff recruitment and retention are all common themes we have heard so far. We expect to launch our new Strategic Plan in the winter of 2025.

## → Prime Minister Justin Trudeau visits HSN

Our state-of-the-art Simulation Lab located in the Labelle Innovation and Learning Centre at HSN hosted Prime Minister Justin Trudeau and local members of parliament as part of an announcement to promote **Canada's \$200 billion investment into healthcare over the next 10 years.**





# Board of Directors, Senior Leadership Team, Medical Staff Leadership

## Board of Directors

(April 2024)

**Stéphan Plante**  
Chair

**Tom Laughren**  
Vice-Chair

**Kati McCartney**  
Treasurer

**David McNeil**  
President & CEO

**Dr. Pankaj Bhatia**  
Chief of Staff

**Dr. Stephen Morris**  
President, Medical Staff

**Julie Trpkovski**  
Vice-President, Medicine,  
& Chief Nursing Executive

**Grace Alcaide Janicas**

**Helen Bobiwash**

**Dr. Catherine Cervin**

**Marc Despatie**

**Angèle Dmytruk**

**Francesca Grosso**

**Chantal Makela**

**Dr. Sanjiv Mathur**

**Dr. William McCready**

**Michel Paulin**

**Pamela Williamson**

**Shayne Wisniewski**

## Senior Leadership Team

**David McNeil**  
President and CEO

**Dr. Pankaj Bhatia**  
Chief of Staff

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

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

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

**Jessica Diplock**  
Vice-President, People and  
Culture

**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

## Medical Advisory Committee

(Voting Members, April 2024)

**Dr. Pankaj Bhatia**

**Dr. Kengo Asai**

**Dr. Dominique Ansell**

**Dr. Ryan Carlson**

**Dr. Ryan DeMarchi**

**Dr. Tajana Centis**

**Dr. Lisa Falvo**

**Dr. Mark Henderson**

**Dr. Jennifer Jocko**

**Dr. Gautam Kumar**

**Dr. Joanne Madden**

**Dr. Sanjiv Mathur**

**Dr. Rebecca McClure**

**Dr. Elendu Okoronkwo**

**Dr. Heidi Schmidt**



Health Sciences North  
Horizon Santé-Nord

## Health Sciences North

41 Ramsey Lake Rd  
Sudbury, ON P3E 5J1

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