

Health Sciences North 2024 Annual Meeting

Report from the Board Chair
Stéphan Plante



Health Sciences North
Horizon Santé-Nord

hsnsudbury.ca

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Annual Meeting – June 12, 2024**

I am pleased to present you the 2024 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;
- Dr. Pankaj Bhatia;
- Helen Bobiwash;
- Dr. Catherine Cervin;
- Marc Despatie;
- Angèle Dmytruk;
- Dr. John Fenton
- Daniel Giroux
- Francesca Grosso;
- Mark Hartman
- Tom Laughren;
- Chantal Makela;
- Dr. William McCready;
- David McNeil;
- Chantal Makela;
- Dr. Sanjiv Mathur;
- Kati McCartney;
- Lyse-Anne Papineau
- Dr. Stephen Morris;
- Michael Paulin;
- Julie Trpkovski;
- Pamela Williamson;
- Shayne Wisniewski

I also want to acknowledge the strong leadership of David McNeil, President and CEO of HSN, as well as Dr. Pankaj Bhatia, Chief of Staff, 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”.

The people of HSN delivered on this purpose over the last year.

Accreditation Canada validated this last fall, as HSN was recognized as being Accredited with Exemplary Standing – the highest possible score from surveyors.

This is the first time in our history of participating in Accreditation Canada surveys that we have achieved this result, which is a direct reflection of the efforts of the exemplary people who work at HSN.

Surveyors frequently commented about how impressed they were with our teams. They also made note of the considerable progress HSN has made in the last four years since the last Accreditation visit in 2019.

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.

Being Accredited with Exemplary Standing is a milestone achievement aligned to Outcome #5 of the 2019-2024 HSN and HSNRI Strategic Plan.

We are in the final year of this plan, which outlined our commitments 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.

HSN and HSNRI have focused on five Key Goals over the last five years:

- **On being patient and family-focused**, we made progress on advancing HSN's new capital master plan with support from the provincial government, having received approval for a Stage 2 Planning Grant. We improved access to Medical Imaging through a partnership with the Joint Department of Medical Imaging. The average turnaround time for imaging reporting for patients in the Emergency Department decreased from seven hours in 2019 to one hour today. We expanded virtual care for mental health, pediatrics and chronic diseases. We worked with community partners to support effective care transitions for patients and families.
- **On being digitally enabled**, on June 4th, we launched a new Electronic Medical Record with 23 other hospitals in Northeastern Ontario, forming one of the largest digital systems in all of Canada. We also implemented MyHSN, a new payroll and scheduling system for our organization. While there were many challenges with this system early on, we are seeing the system stabilize.
- **On our journey to being socially accountable**, HSN teams implemented new models of care for geriatric patients, used evidence-based guidelines to treat mental health issues and reduce the harms of alcohol and substance use. We worked with our teams and members of the community to form advisory councils to focus on

addressing healthcare equity gaps for Francophone, Indigenous and 2SLGBTQ+ people.

- **On supporting and developing our people**, a wellness program has been implemented and investments increased around professional development for our staff.
- **On strengthening our academic and research impact**, we continued to foster an inter-professional learning culture and advanced research efforts around Indigenous Health, Cardiovascular Health, Healthy Aging and Cancer Solutions.

Plans are underway for HSN and HSNRI's next Strategic Plan for 2025-2030. More than 1,400 staff, Medical Staff, patients, families and community partners have been involved in meaningful discussions about our strategic direction. Improving access to healthcare, collaboration and partnerships to help improve patient care and research, and 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.

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, one special meeting, one plenary session and one education session over the last fiscal year.

There are seven standing committees of the Board that meet regularly to consider matters related to quality, long range planning, finance, audit and governance, to name a few. Approximately 40 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 who serve on these various committees for their leadership, guidance and expertise. These standing committees are critical to our system of governance. They identify impacts and make recommendations to the Board for deliberation and final decisions.

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, Ontario Health (North), Laurentian University, NOSM University, the City of Greater Sudbury and Public Health Sudbury & Districts. We also invested in our development as Board members on important topics such as strategic planning and hospital funding.

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.

Eleven performance goals have been put forward for the CEO. At a very high level, these goals relate to the Strategic Plan, culture and wellness, the academic mission, the Foundations and community relations, research, the Electronic Medical Record, MyHSN, the Équipe Santé Sudbury Espanola Manitoulin Elliot Lake Ontario Health Team, capital redevelopment, financial recovery, and [the Quality Improvement Plan \(QIP\)](#).

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 her report.

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

- The regional Electronic Medical Record;
- Services at Amberwood Suites;
- The 2025-2030 strategic planning process;
- The appointment of the new President and CEO and the new Chief of Staff;
- The appointment of an Interim Chief Nursing Executive and a new Chief Nursing Executive; and
- A sustainability plan for adult addictions services beds

I also want to acknowledge the critical role of the HSN Foundation, the HSN Volunteer Association, the NEO Kids Foundation and the Northern Cancer Foundation, and 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 generated a record-breaking \$21 million in gross revenues.

The HSN 50/50 Cash Lottery for the North generated more than \$51 million in sales since its inception in June 2020, with more than half returning directly to ticket holders.

A heartfelt thank you to those who have supported the HSN 50/50 by purchasing tickets. Funds raised make a meaningful difference in patient care.

Thanks to our generous donors and supporters, the Foundations at HSN were able to support the purchase of equipment including but not limited to \$2.3 million for the Acute and Reactivation Care Centre, \$170,000 for the Pediatric Critical Care Unit and \$76,000 for Dialysis Chairs.

In the last year alone, \$1.1 million 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.

I want to thank the more than 400 volunteers for their time and dedication to our hospital. Together they logged more than 49,178 hours of volunteer time at HSN. Our volunteers are an important part of the care team at HSN.

We benefited tremendously from the advice of 39 Patient and Family Advisors.

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

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.

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