

Health Sciences North 2025 Annual Meeting

Report from the Board Chair
Stéphan Plante



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Hello. Bonjour. I am pleased to present to you the 2025 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. Matt Cavanagh;
- Dr. Catherine Cervin;
- Marc Despatie;
- Tammy Eger;
- Francesca Grosso;
- Tom Laughren;
- Chris Leduc
- Chantal Makela;
- David McNeil;
- Louise Paquette;
- Michel Paulin;
- Dr. Ravi Singh;
- Lisa Smith;
- 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.

HSN is Northeastern Ontario's regional specialized referral centre and research institute, providing advanced medical services and specialized care to more than 557,000 people across 400,000 square kilometers. As the region's academic health sciences centre, we are dedicated to excellence in healthcare, education, and research to improve health outcomes for people in the region, while training the next generation of healthcare professionals.

We provide comprehensive health services in both French and English, ensuring accessible and culturally sensitive care for patients and families from before birth to end of life.

Even in the midst of high occupancy and increased demand for our services, everyone at HSN has shown their commitment to providing safe, quality care and services for patients and families from across Northeastern Ontario.

There were many milestones and events to celebrate with our teams this year.

A significant event took part in April of 2025 with the launch of HSN's new, 5 year strategic plan, ***Together for You 2030, Strategic Plan***.

This strategic plan reflects the voices of over 2,800 people including healthcare professionals, researchers, learners, patients, families, volunteers, donors and community and regional partners. The Strategic Plan Steering Committee was vital to shaping this plan and we are thankful for everyone's valuable contributions.

The plan is focused on reducing strain on the hospital through strategic partnerships. We aim to ensure patients and families receive seamless, timely care closer to home in state-of-the-art facilities, fostering a culture where research and education thrive.

Our mission is to provide exceptional care, transformative teaching, and impactful research to improve health outcomes for the diverse people and communities of Northeastern Ontario. All tying back to our vision of a healthier north.

The plan consists of 5 key goals and 18 outcomes:

- Providing Quality People Centred Care
- Empowering Human Potential
- Advancing Equity Through Social Accountability
- Achieving Healthcare Excellence through Education and Research
- Strengthening Organizational Sustainability

I encourage you all to visit our website to read our *Together for You 2030 Strategic Plan* and talk to my colleagues about what this plan means to them.

I also want to acknowledge the work of the Strategic Planning Steering Committee and Russell Landry, who served as the Special Advisor to the CEO on the Strategic Plan.

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, and one formal 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, and Ontario Health (North). We also invested in our development as Board members on important topics such as strategic planning and quality.

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, advancing the capital redevelopment, fundraising, advancing the creation of an Academic Health Sciences Centre, improving staff satisfaction, enhancing the patient experience, Equity, Diversity and Inclusion training, achieving financial and activity objectives, ensuring ongoing financial sustainability, optimizing the Electronic Medical Record, and overseeing the implementation of [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 his 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 Capital Redevelopment project;
- Executive performance evaluation;
- The 2025-2030 Strategic Plan;
- the organization's whistle blowing process;
- the formation of the new Service of Palliative Care under the Department of Family Medicine;
- the formation of the new Service of MAiD under the Department of Anesthesia;
- redevelopment to accommodate Withdrawal Management Services beds;
- the formation of the new Service of General Internal Medicine under the Department of Medicine;
- patient food managed services.

I also want to acknowledge the critical role of the HSN Foundation, the HSN Volunteer Association, 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.

I also want to think our 428 volunteers who have dedicated over 60,000 hours, 7 days a week to enhance the patient experience by greeting visitors with a warm smile and often providing comfort during difficult moments.

At least 7 of our present and past volunteers have been admitted to Medical School in the fall where they will continue to provide our community with excellent and compassionate care.

In a time when healthcare faces growing demands and complexities, the selfless service of our volunteers, both two-legged and four-legged is a powerful testament to the spirit of generosity and resilience that defines HSN.

We benefited tremendously from the advice of 35 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.