

Health Sciences North 2025 Annual Meeting

Report from the President & CEO
David McNeil



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Annual Meeting – June 18, 2025**

Hello. Bonjour. Aanii.

Thank you for being with us today.

This is our moment to celebrate a year of progress, perseverance, and powerful partnerships.

Every time I walk through the halls of HSN, I'm inspired. By the care. The commitment. The courage. Our team—employees, medical staff, learners, volunteers—are the heart of our vision to create *A Healthier North*.

Together with our partners, donors, and communities, we're building a stronger, healthcare system—that takes meaningful action to improve population health, close equity gaps and enhance the well-being of the diverse communities that we serve across the NE region HSN is more than a hospital. We are a regional academic hub—working in partnership and serving as a critical resources to 23 healthcare facilities across 400,000 square kilometres. Our commitment is bold: improve population health, close equity gaps, and enhance quality of life.

When we say “HSN,” we mean the entire ecosystem: Health Sciences North, the HSN Research Institute, Foundation, and Volunteer Association—working as one, working together for you with the aim of delivering excellence.

Just to note a few examples:

- Our Acute Care and Reactivation Care Centre was recognized nationally for helping reverse aging and stabilize health decline for older adults through specialized care.
- We saw major improvements in pediatric care, introducing new processes to help reduce wait times for some procedures from 2 years to 6 months.
- We performed more than 100 Transcatheter Aortic Valve Implantation surgeries, or TAVIs, which is a far less invasive form of open chest surgery for valve replacements. We're one of only 10 hospitals in Ontario to do this.
- We launched a new Biplane Angiography system, to provide more effective and less invasive care to patients with blocked vessels, cancers, stroke and infections.

- We launched a mobile stroke team across our hospital to help treat stroke patients faster, improving care and reducing hospital stays.
- Our Addictions Medicine Unit was recognized nationally for their work as we continue to be seen as leaders in addictions medicine.
- We were recognized by L'ACFO du grand Sudbury for our significant improvements in French language service.

Through the work and leadership of our Indigenous Advisory Committee and the amazing work and partnerships of Indigenous Navigators at HSN and other partner organizations we are making progress to improve culturally safe and holistic care for Indigenous patients and families.

One example of this, was the implementation of a self-identification process so that we can better connect Indigenous patients with the right services and improve connections with an Indigenous Patient Navigator.

- The Francophone Advisory Committee (FAC) has played a critical role in shaping French Language Service improvements across HSN. With their guidance, we have achieved full compliance with 20 foundational requirements under the French Language Services Act and have implemented active offer training across the organization.
- We recruited more than 900 employees and established new relationships with academic partners.
- We helped nurses hone their skills thanks to a \$250,000 donation from RBC, improved access to cancer care thanks to \$1 million dollar donation from the Di Brina Family, introduced cutting edge technology for breast cancer patients thanks to half a million dollars from CIBC, improved access to radiation therapy thanks to 200,000 from Wheaton Precious Metals and helped create more compassion care for youth mental health patients thanks to \$150,000 from Desjardins.

This year, we launched our new Strategic Plan. Together For You 2030 is our roadmap—focused on strengthening partnerships, easing pressure on hospital services, and ensuring patients receive care closer to home in modern, state-of-the-art facilities.

This is our blueprint for the next five years—anchored in our vision of a healthier North.

The people of Team HSN – our employees, medical staff, learners, volunteers, researchers and so many others – will be key in delivering on this plan.

We know a healthy culture builds healthy care. We've made big strides this year.

We launched our first Excellence in Action Awards, recognizing 14 standout team members.

Over 390 team members completed foundational leadership training.

New wellness spaces and Wellness Champions are shaping a culture of recognition and resilience.

Thanks our Leadership & Learning team, we're proud recipients of the Canada Awards for Excellence Health Workplace Certification.

As Northeastern Ontario's Academic Health Sciences Centre, we know: research drives change and is key to addressing the unique health challenges we face.

This year alone:

- 236 active clinical studies are underway at HSNRI.
- 854 patients have directly benefited from our research.
- 25 new partnerships and 38 learners are building the future of care.

Donors are advancing this work in a big way—supporting new Research Chairs in Indigenous Health, Healthy Aging, Mental Health, Cardiovascular Health, and Cancer Care.

In October, we created a single, integrated Foundation for HSN—led by Anthony Keating. This streamlines our efforts, helping raise more money for the care patients and families of Northeastern Ontario rely on us for.

And donors still choose where their dollars go—whether it's pediatrics, cardiac health, mental health, capital projects, or urgent needs.

HSN is bursting at the seams. We regularly operate at 130% capacity, with up to 130 patients in hallways each day.

- Some of our buildings are more than 70 years old and were slated to close almost 25 years ago.
- Children are treated in spaces without dedicated washrooms.
- Our mental health and addictions care is spread across five outdated sites, which is disconnected and not patient centred.

Meanwhile, Sudbury and the North are powering Ontario's future—with major investments in mining, critical minerals, green energy, and infrastructure. But we can't support that growth without a healthcare system to match.

That's why expansion is not a want. It's a need.

We've welcomed provincial leaders to HSN—including the Deputy Minister of Health and senior health officials—and look forward to sharing more news on our capital expansion soon.

We also continue to work with the province on our financial sustainability. Despite historic investments, Ontario's hospital sector remains under significant pressure due a growing and aging population, inflationary pressures, and economic uncertainty. These factors have exacerbated financial and operational challenges, necessitating a multi-year plan for healthcare in Ontario.

We've created a detailed three-year, \$18 million financial recovery plan.

We're already seeing results—reducing agency staffing costs, generating revenue through outpatient services, and tightening operational efficiencies.

As we close, I want to recognize our Senior Leadership Committee—Natalie Aubin, Dr. Pankaj Bhatia, Jessica Diplock, Anthony Keating, Mark Hartman, Dr. Grace Ma, Dr. Robert Ohle, Lisa Smith, Corissa Vande-Weghe Hackett, and Steve Volpini—for their outstanding leadership.

We have an incredible team at every level of this organization. They deliver exceptional care. They bring hope. They make this vision real.

And to our donors and community partners—thank you. *You are part of this story.*

Together For You 2030 isn't just a plan. It's a promise. A promise that together, we are building *A Healthier North*.

Thank you. Merci beaucoup. Chi-Meegwetch.