

2025 - 2026

ANNUAL REPORT



HSN

**TOGETHER
FOR YOU**



Land Acknowledgement

Health Sciences North respectfully acknowledges that we are located on the traditional lands of Atikameksheng Anishnawbek and Wahnapiatae First Nation. We honour the First Nations, Inuit, and Métis Peoples who have long histories in this region and across Turtle Island, and we recognize their enduring presence, knowledge, and contributions to community life and well-being.

As a place of healing, learning, and care, we recognize the lasting impacts of past and ongoing colonial policies on the health and wellness of First Nations, Inuit, and Métis Peoples. Guided by the Truth and Reconciliation Commission's Calls to Action, we commit to advancing health equity, supporting culturally appropriate care, addressing systemic barriers, and respecting diverse ways of healing.

We welcome all First Nations, Inuit, and Métis Peoples and affirm our responsibility to walk together in a spirit of respect, accountability, and reconciliation.



Message to Our Community

We are pleased to present the 2025–2026 Annual Report for Health Sciences North.

Over the past year, we've made meaningful progress in improving access to care and delivering better outcomes for patients across Northeastern Ontario. From significantly reducing CT scan wait times for cancer patients, to shortening kidney transplant work-ups from years to months, to expanding children's services and mental health supports, these improvements are making a real difference to patients across the region.

This progress reflects the dedication of Team HSN and the strength of our partnerships. Together, with organizations across Greater Sudbury and the region, we are improving access to mental health and addictions care, helping more people find stable housing with the launch of the Greater Sudbury Hart Hub, and ensuring patients receive the right care at the right time. Together with 23 hospital partners, we are also strengthening access to diagnostic imaging across the North through a centralized referral system.

As the regional hospital serving more than 557,000 people, Health Sciences North is critical infrastructure for our communities. More than one-third of our patients come from outside Sudbury, including half of all cancer visits and 60 percent of cardiac patients—underscoring our role as a lifeline for specialized care across the region.

We thank Team HSN, our community partners, donors, and the Health Sciences North Foundation. Your commitment is driving the impact we are seeing today.

At the same time, demand continues to grow. We are caring for an older population with more complex needs, and our hospital is operating beyond capacity. This is not the standard our patients deserve. A historic donation of \$5 million from OCP Construction Supplies and the Cousineau Family to HSN Foundation reinforced the need and community support for right-sizing HSN.

LOOKING AHEAD, WE MUST CONTINUE TO GROW.

Northeastern Ontario is poised to help drive Ontario's economic future through mining and critical minerals. A strong healthcare system is essential to that success, supporting our communities, workforce, and industries.

By expanding capacity and modernizing our infrastructure, we can improve access, strengthen regional care, and ensure patients receive the high-quality care they deserve, close to home.

Together, we are building a stronger, more responsive health system. Together, we're building a healthier North.



DAVID MCNEIL
President and CEO, HSN
and HSNRI



DR. PANKAJ BHATIA
Chief of Staff



TOM LAUGHREN
HSN Board Chair

Who We Are

OUR MISSION

Exceptional care, transformative teaching, and impactful research to improve health outcomes for the diverse people and communities of Northeastern Ontario.

HSN serves as the primary healthcare hub for Northeastern Ontario. We receive patients from 23 health centres across the region for specialized care. As Northeastern Ontario's teaching and research hospital, we are dedicated to excellence in healthcare, education and research to improve health outcomes for the people in the region, while training the next generation of health professionals.

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

- Shirley and Jim Fielding Northeast Cancer Centre
- Mental Health and Addictions
- Geriatric Centre
- Cardiovascular Health
- Surgical Care – Specialized
- Nephrology Centre
- Pediatrics Centre
- Community Care and Rehabilitation
- Critical Care (including Virtual Critical Care)
- Emergency Care
- Trauma Centre
- Palliative Care
- Indigenous Health
- Laboratory
- Pharmacy

Our Vision

A HEALTHIER NORTH.

Our Values

RESPECT, COMPASSION, QUALITY, TRANSPARENCY, ACCOUNTABILITY.



- Medical Imaging
- Health Sciences North Research Institute
- Labelle Innovation and Learning Centre
- Health Sciences North Foundation

HSN By the Numbers



724,325

Patient Visits



429

Number of Patients
HSN was built for



690

Peak Admitted Patients
January 8, 2026



603

Average daily
admitted patients



72,289

Emergency
Department visits



16,198

Surgeries performed



1,714

Babies delivered



2,232

Mental health
admissions



113,427

Cancer centre visits



226,804

Diagnostic Imaging



14

Sites in Sudbury



17

Sites across
Northern Ontario



4,940

Employees



627

Physicians



3,152

Learner Placements



580

HSN Volunteers



62,904

Total Hours
Volunteers

Patient Stories

HSN'S CARDIOLOGY TEAM SAVING PATIENTS IN THE NORTHEAST

Michael, a retired firefighter from North Bay, has always led an active life. But a genetic heart condition meant he faced serious challenges. Since 2018, he's had triple bypass surgery, a pacemaker, and just recently celebrated 1 year since his TAVI procedure at HSN to treat aortic valve stenosis. This condition reduces blood flow from the heart and can lead to breathlessness, chest pain, and potentially death.

"I'm so grateful to Dr. Ravi, Dr. Shurrab, and the entire HSN cardiology team. Having this care close to home is life-changing. Before TAVI, I'd be out of breath doing basic things. Now I'm back to walking 2–3 hours a day. Exercise is essential not just physically, but mentally too."

TAVI is a minimally invasive procedure that implants a new heart valve via a small incision in the groin. HSN is proud to be one of only 10 hospitals in Ontario offering this advanced procedure.



SINGING THE PRAISES OF TEAM HSN

Parry Sound's Travis Middlebrook spent a week in hospital recovering from surgery. He was so inspired by the care he received, he wrote a song about his care team.

"I was treated so well here and they were so good to me," said Travis.



PENNY'S NOW CANCER FREE AFTER A DIAGNOSIS IN 2023

"I went from a mammogram one week to hearing 'stage three' the next. It all happened so fast. People asked if I'd go out of town for treatment, but I had everything I needed right here. I could go home every night, sleep in my own bed, and be surrounded by family. That made all the difference. Because that PET scan was available right away, my radiation plan changed — it literally spared me more treatments, That technology, that speed — it's saving lives."



HEMOPHILIA NOT STOPPING EASTON

Easton is 9 years old and a patient with HSN's Hemophilia Program. For generations, a diagnosis of hemophilia meant strict rules and avoiding contact sports to avoid a medical emergency. With new treatments available at HSN, kids can still be kids.

"I like playing hockey, riding dirt bikes, skateboarding, scootering and biking."



Providing Quality People-Centred Care

Putting patients and families at the centre of all we do and working together to provide exceptional care.



ADVANCED STROKE CARE FOR THE NORTHEAST

An innovative stroke care model at Health Sciences North (HSN) is changing the game for stroke patients in the Sudbury District, offering faster access to care and fewer hospital admissions with an aim of easing pressure on a stretched healthcare system.

The MOBILE TIA and Stroke with Adaptive Workflow (MOTIVE) project brings an expert team directly to patients — wherever they are in the hospital — for early assessment, co-ordinated treatment planning, and streamlined access to rehabilitation. A stroke happens when blood stops flowing to a part of

the brain, or bleeding occurs in the brain, leading to the death of brain cells. Thanks to this important work, led on the ground here at HSN by the 5 South team and HSNRI collaborators, we're helping to close the gap between symptom onset and life-saving care.



NEW SICKLE CELL DISEASE CLINIC OPENS

HSN opened the region's first dedicated hemoglobinopathy clinic to provide specialized care for patients with sickle cell disease and thalassemia — two blood disorders historically under-recognized and undertreated, especially among Black, Caribbean, Middle Eastern, and South Asian communities. Previously patients needing treatment had to go to Toronto. With immigration rising in the region, the clinic expects continued growth in demand in the years ahead.

"This is more than a clinic — it's a safe space. We want patients to feel believed, respected, and supported."

- Tammy Bourque,
Clinical Lead for HSN's hemoglobinopathy program.



HOSPITAL TO HOME SUPPORTS TIMELY DISCHARGE

Thanks to the support of the Ministry of Health, HSN's Hospital to Home Program is helping to reduce strain on hospital capacity and get patients home faster. Hospital to Home provides short-term, intensive transitional care, including a 72-hour post-discharge care plan, an in-home assessment within 24 hours, and bundled services through eight- or 16-week care streams, depending on patient needs.

"Hospital to Home has changed how we support discharge and recovery. It provides a clinically appropriate option for patients who no longer need acute care but aren't ready to recover independently. By transitioning patients home with structured, time-limited supports, we're reducing Alternate Level of Care pressures, improving access to inpatient beds, and strengthening hospital flow."

- Meghan Forestell,
Manager, Access & Flow, Hospital to Home Program



Empowering Human Potential

Creating an environment where the talented and dedicated people of Team HSN can thrive and be celebrated.

NATIONAL RECOGNITION FOR HEALTHY WORKPLACE

In November 2025, HSN was proud to receive a Silver Award designation from Excellence Canada following a Healthy Workplace Assessment including an independent review and focus groups. The designation along with a detailed report highlighting our strengths and opportunities for growth affirms our commitment to a healthy workplace and sets a clear path toward achieving Gold standing.

PRIORITIZING WELLNESS

HSN has a growing network of nearly 40 Wellness Champions, spanning frontline clinical, non-clinical and management roles, who work to ensure every staff member is aware of the resources and tools available to support their wellbeing and act as Wellness Ambassadors in their areas across the organization.

STAFF APPRECIATION AND EXCELLENCE

In 2025-2026, HSN brought staff together through four appreciation events. We also honoured milestone moments through our 5, 10, 15 and 20 Years of Service pin distribution, a Years of Service Banquet celebrating 25+ years of dedication and retirees and our Excellence in Action Awards, where 13 award winners were nominated by their peers for outstanding contributions in patient care, leadership, wellness, and philanthropy.



STAFF RETENTION RATE GROWING

Over the past three years, our staff retention rate has grown from 83% in 2023/24 to 92% as of February 2026: a 9% increase that reflects the real impact of investing in our people.

From the moment new team members walk through our doors, the focus is on connection through building relationships with colleagues, finding mentors, and becoming part of a team that truly supports one another. At HSN, people aren't just doing their job. They're building a career, a community, and a life here in Northeastern Ontario.



Advancing Equity through Social Accountability

Addressing health equity gaps by promoting an inclusive environment free of racism, discrimination and all forms of bias.

PROJECT SEARCH SUCCESS CONTINUES



We are proud to announce the successful completion of the third cohort for Project SEARCH HSN, marking another milestone in our commitment

to creating inclusive employment opportunities for individuals with intellectual, physical and communication disabilities.



In partnership with the March of Dimes Canada, Rainbow District School Board, and City of Greater Sudbury, Project SEARCH HSN is a comprehensive

ten-month internship program that serves as a bridge to competitive employment. This transition-to-work program is designed for students with intellectual, physical, and/or communication disabilities who are eager to develop essential job skills and gain real-world work experience.



PRIDE CELEBRATIONS

As part of Health Sciences North's (HSN) Pride Week celebrations, staff from many different departments came together for a deeply moving and educational panel discussion on creating safer, more inclusive healthcare spaces for 2SLGBTQIA+ individuals. This conversation wasn't just symbolic; it directly reflected HSN's mission to provide patient- and family centred care that is inclusive, compassionate, and culturally safe for all.



STRENGTHENING CULTURALLY SAFE CARE FOR INDIGENOUS CHILDREN AND FAMILIES

Health Sciences North (HSN) has signed a Joint Protocol Agreement with Kina Gbezhgomi Child and Family Services to strengthen how we support Indigenous children, youth, and families when they come to hospital for care. This protocol is part of ongoing work to strengthen partnerships between HSN and regional child and family service agencies to ensure Indigenous children and families receive care that is respectful, culturally safe, and grounded in collaboration.



HART HUB OFFICIALLY LAUNCHES

The HART Hub reflects collaboration among community partners including the City of Greater Sudbury, Health Sciences North, Shkagamik-Kwe Health Centre, Monarch Recovery Services, the Canadian Mental Health Association – Sudbury/Manitoulin, and the Northern Initiative for Social Action.

By prioritizing housing stability and co-ordinated care, the Greater Sudbury HART Hub is expected to reduce reliance on emergency departments, emergency services, police, and shelters, allowing those systems to focus on urgent and emergency needs while strengthening community safety and wellbeing.



Achieving Healthcare Excellence through Education and Research

Ensuring a workplace that promotes innovative research initiatives and supportive education with the goal of improving patient care for Northeastern Ontarians.

SECURING LANDMARK FUNDING FOR CANCER PREVENTION RESEARCH

In February 2026, Dr. Gustavo Ybazeta was awarded 2 million dollars for his CANCER-WISE research project, the sole research team in Northern Ontario to receive funding as part of CIHR's \$41 million national investment in cancer prevention research. Through wastewater sampling, this research will bridge environmental health, molecular biology, and public health monitoring to identify patterns and detect early warning signals of cancer, with the ultimate goal of reducing the burden of cancer care disparities in communities across the region.



Mental Health and Addictions Research Works Towards Better Care of Vulnerable Populations

Dr. David Marsh, HSN Foundation (HSNF) Research Chair in Mental Health in Addictions, is investigating treatment for bipolar disorder and schizophrenia for people with Opioid Use Disorder (OUD). The three-year project, funded by \$700,000 from CIHR, compares provincial health data in Northern vs. Southern and urban vs. rural regions in Ontario to better understand the effectiveness of current treatment options.

Through this research, Team HSN will contribute to better clinical practice guidelines and coordination of care for some of the most complex and vulnerable populations in our province.



CATALYST RESEARCH EVENT GIVES VOICE TO PATIENT EXPERIENCES IN RESEARCH

The second annual Catalyst event hosted at Science North's Vale Cavern in November 2025 saw an increase in attendance from partner organizations, community engagement, and media coverage. Attendees commended the representation of patient voices and the regional impact of featured research projects. The presentation delivered by urologist Dr. Hossein Saadat and his patient Ginette Brabant highlighted the importance of reducing barriers to accessing care close to home, and the vital role of research in not just extending life but improving quality of life for patients at HSN.



Catalyst overarching & Dr. Saadat's presentation



Strengthening Organizational Sustainability

Health Sciences North (HSN) is strengthening its leadership in environmental sustainability through measurable results and practical innovation. By achieving more than a five per cent reduction in energy use year-over-year, HSN earned a place in the prestigious "5% Club," with both Ramsey Lake Health Centre and the Sudbury Outpatient Centre recognized among just six hospitals province-wide.

This milestone reflects a deliberate, system-wide approach to reducing energy consumption and greenhouse gas emissions through initiatives such as lighting retrofits, improved insulation, energy audits, and smarter use of heating and ventilation systems. Grounded in its Energy Conservation Plan, HSN continues to recognize the direct link between environmental and public health.

At the same time, frontline teams are advancing everyday sustainability. The new "Bring Your Own Bag" (BYOB) initiative in the Endoscopy and Minor Procedures Unit tackles single-use plastics by encouraging patients to bring reusable bags,

addressing more than 34,000 plastic bags used annually, equivalent to driving over 25,000 km in emissions.

Together, these efforts highlight how HSN is embedding sustainability at every level, from infrastructure to patient care, delivering meaningful environmental impact while supporting the health of Northerners.



Foundation in Action



COUSINEAU FAMILY AND OCP CONSTRUCTION SUPPLIES DONATES \$5 MILLION

HSN and the HSN Foundation are proud to announce a transformational \$5 million donation from OCP Construction Supplies and the Cousineau family to expand pediatric care across Northeastern Ontario.

In recognition of their incredible generosity, HSN's Pediatric Department has been renamed Cousineau Family Pediatrics. This transformational donation marks an important milestone in HSN's plan to expand and modernize care for children and families across the North.

NEW CT SIMULATOR SUITE NOW FULLY OPERATIONAL THANKS TO DONOR SUPPORT

The Shirley and Jim Fielding Northeast Cancer Centre is celebrating the completion of the CT Simulator Suite renovations, made possible entirely through donor funding.

Although Ontario Health—Cancer Care Ontario funds the CT Simulator itself, it does not cover the extensive renovations needed to house this sophisticated technology. Donor support enabled critical upgrades to electrical systems, lighting, cooling infrastructure, flooring, cabinetry, and ventilation.

With these renovations complete, HSN has successfully installed the new CT Simulator, a vital part of planning radiation therapy for more than 2,000 patients annually from across Northeastern Ontario. The advanced system provides clearer, faster, and more precise imaging, helping our radiation oncology team deliver treatment with greater accuracy and improved patient comfort.



FDC FOUNDATION SUPPORTS SURGICAL EXCELLENCE FOR NORTHEAST

The HSN Foundation recognized a \$1.041 million donation from the FDC Foundation, supporting modernization of the hospital's Medical Device Reprocessing Department (MDRD), a vital area responsible for cleaning, sterilizing, and preparing surgical instruments used in operating rooms across the hospital.

The donation funded a new high-capacity cart washing system and a low-temperature sterilizer, modernizing workflow, reducing manual labour, and ensuring surgical instruments are prepared to the highest safety standards. These improvements allow surgical teams to focus on patient care while keeping operating rooms on schedule, ultimately enhancing surgical capacity and patient safety.



REDUCING NEED TO TRAVEL FOR CARDIAC PATIENTS

For years, patients with serious cardiac arrhythmias faced significant barriers to care. Long travel distances, winter driving conditions, time away from family and work, and the financial burden of repeated trips made an already stressful diagnosis even more difficult.

Until recently, even though we had highly trained electrophysiologists at HSN, we lacked the specialized equipment and procedure time required to perform cardiac ablations locally. Thanks to support from the Marcel and Frances Labelle Foundation, HSN is now able to provide lifesaving electrophysiology care closer to home. This generous gift has helped pay for essential EP equipment, support essential renovations, and invest in the education and training required to safely launch this service.



NEW PEDIATRIC STEP UP BEDS OPEN

HSN's NEO Kids and Family Program marked a significant milestone in expanding pediatric services, officially launching two new Level 2 Pediatric Step-Up beds with support from the Health Sciences North Foundation. Thanks to generous donors, these beds bridge the gap between standard pediatric care and a full Intensive Care Unit, providing enhanced monitoring and specialized nursing for young patients who require closer observation. For families across the North, this means fewer transfers to hospitals in southern Ontario and the ability to stay together during some of the most challenging moments of their lives.





2025-2026

FINANCIALS

Financials

STATEMENT OF OPERATIONS

Year ended March 31, 2026, with comparative information for 2025 (in thousands of dollars)

| | 2026 | 2025 |
|---|-----------------|--------------------|
| REVENUE: | | |
| Ontario Health North East and Ministry of Health | \$ 495,792 | \$ 457,694 |
| Cancer Care Ontario | 110,088 | 103,820 |
| Specifically funded programs | 64,724 | 59,288 |
| Patient services | 47,080 | 44,360 |
| Other | 71,860 | 67,687 |
| Amortization - deferred capital contributions for equipment | 3,787 | 3,120 |
| | 793,331 | 735,969 |
| EXPENSES: | | |
| Salaries and wages | \$ 316,953 | \$ 310,890 |
| Employee benefits | 101,011 | 95,024 |
| Medical staff remuneration | 43,164 | 40,108 |
| Supplies and other | 105,140 | 102,205 |
| Interest on long-term debt | 2,622 | 2,969 |
| Medical and surgical | 53,127 | 48,653 |
| Drugs | 77,847 | 73,086 |
| Specifically funded programs | 64,895 | 59,271 |
| Amortization - equipment | 20,502 | 14,994 |
| | 785,261 | 747,200 |
| Excess (deficiency) of revenue over expenses before undemoted item | 8,070 | (11,231) |
| Ministry of Health pandemic funding | - | 1,310 |
| Excess (deficiency) of revenue over expenses from Hospital operations | 8,070 | (9,921) |
| Amortization - buildings | (12,862) | (13,004) |
| Amortization - deferred capital contributions for buildings | 10,890 | 11,622 |
| Excess (deficiency) of revenue over expenses | \$ 6,098 | \$ (11,303) |

STATEMENT OF FINANCIAL POSITION

March 31, 2026, with comparative information for 2025 (in thousands of dollars)

| | | | |
|---|----|----------------|-------------------|
| ASSETS: | | | |
| Current assets: | | | |
| Cash | \$ | 99,000 | \$ 61,181 |
| Accounts receivable (note 2) | | 58,778 | 64,293 |
| Inventories | | 10,578 | 10,592 |
| Prepayments | | 13,405 | 13,881 |
| | | 181,761 | 149,947 |
| Interest rate exchange agreements (note 9) | | 348 | — |
| Capital assets (note 3) | | 399,445 | 409,015 |
| | \$ | 581,554 | \$ 558,962 |
| LIABILITIES AND NET DEBT | | | |
| Current liabilities: | | | |
| Accounts payable and accrued liabilities (note 5) | \$ | 215,126 | \$ 208,380 |
| Current portion of long-term obligations (note 9) | | 5,761 | 4,000 |
| | | 220,887 | 212,380 |
| Asset retirement obligations (note 6) | \$ | 8,252 | \$ 7,920 |
| Deferred contributions | | 285 | 331 |
| Deferred capital contributions (note 7) | | 261,746 | 264,116 |
| Employee post-retirement benefits (note 8) | | 35,252 | 34,371 |
| Long-term obligations (note 9) | | 66,766 | 57,924 |
| Interest rate exchange agreements (note 9) | | — | 877 |
| | | 593,188 | 577,919 |
| Net debt | | (11,982) | (18,080) |
| Accumulated remeasurement gains (losses) | | 348 | (877) |
| | \$ | 581,554 | \$ 558,962 |

Leadership at HSN

BOARD OF DIRECTORS

April 2026

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Stephanie Winn

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TOGETHER, WE ARE BUILDING
A STRONGER, MORE RESPONSIVE HEALTH SYSTEM.

TOGETHER, WE'RE BUILDING A HEALTHIER NORTH.

Fondation



HSN

Foundation

Help transform health care in Northeastern
Ontario. Your gift makes a world of difference. Visit
hsnfoundation.com/donate



TOGETHER
FOR **YOU**