



# TOGETHER<sup>FOR</sup> YOU 2030



Health Sciences North  
Horizon Santé-Nord



Health Sciences North  
Research Institute  
Institut de recherches  
d'Horizon Santé-Nord





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# Land Acknowledgement

Health Sciences North (HSN) and the Health Sciences North Research Institute (HSNRI) acknowledge the Robinson-Huron Treaty of 1850 and recognize the traditional and ancestral lands of Indigenous Peoples across Northeastern Ontario. This includes the territories of the Atikameksheng Anishnawbek, Wahnapiatae First Nation, and many other First Nations. The Northeast region is home to the Anishinabek, Métis, Cree, Moose Cree, Ojibway/Chippewa, Oji-Cree, Nipissing, and Algonquin Peoples, whose histories, cultures, and contributions continue to enrich this area. We extend our deepest respect to all Indigenous Peoples in this region and across Turtle Island and remain committed to meaningful relationships that support reconciliation, respect, and healing. Miigwetch.



Gary Martin, Jori Bock, Maitland Lortie



William Morin





# Message from Leadership



HSN's Strategic Plan, *Together for You 2030*, will guide us as we continue to serve the healthcare needs of Northeastern Ontario. This plan reflects the voices of over 2,800 people including healthcare professionals, researchers, learners, patients, families, volunteers, donors, and community and regional partners. The guidance of our Strategic Plan Steering Committee helped shape our plan. We are thankful for everyone's valuable input.

HSN is more than just a hospital. We are an academic health sciences centre and research institute, a trusted community partner and a critical resource to 23 community hospitals in Northeastern Ontario. As you read this plan, it is important to highlight that the use of the term "HSN" is inclusive of Health Sciences North, the Health Sciences North Research Institute, the HSN Foundation and the HSN Volunteer Association.

*Together for You 2030*, focuses on reducing strain on the hospital through partnerships. Together, 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 plan sets a clear path forward, focusing on five key goals and 18 outcomes: delivering quality people-centred care; empowering human potential; advancing equity through social accountability; achieving healthcare excellence in education and research; and strengthening organizational sustainability. These priorities will help us build a dynamic healthcare system that meets the evolving needs of the communities we serve, while fostering innovation, collaboration, and growth.

Our vision of "A healthier North" drives us to take meaningful action to improve population health, close equity gaps, and enhance the well-being of the people and communities we serve. Achieving this vision requires collaborative partnerships, innovative healthcare solutions, and targeted initiatives that address the unique challenges of our region. Guided by our core values of respect, compassion, quality, transparency, and accountability, we focus on delivering measurable outcomes that make a real difference in the lives of Northeastern Ontario residents.

**Together for You 2030** is a living strategic plan, designed to adapt and remain relevant in a changing healthcare landscape.

The collective strength of Team HSN—our employees and medical staff, learners, volunteers, research institute, foundation and Board of Directors—supported by valued community, regional and academic partners, funders and donors will allow us to achieve this plan.

**Your** voice shaped this vision. **Together** we will achieve it.



**David McNeil,**  
President and CEO,  
HSN & HSNRI



**Stéphan C. Plante**  
Board Chair,  
HSN, HSNRI



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



# Who We Are

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 kilometres. 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, including:

- Cardiovascular Health
- Community Care and Rehabilitation
- Critical Care and Cardiology
- Emergency Care
- Indigenous Health
- Labelle Innovation and Learning Centre
- Laboratory Medicine
- Medical Imaging
- Medicine Program
- Mental Health and Addictions
- NEO Kids
- NE Ontario Stroke Network
- NE Specialized Geriatric Services
- Nephrology Care
- Northern Outreach
- Obstetrics and Gynecology
- Palliative Care
- Pharmacy
- Respiratory Care
- Shirley and Jim Fielding Northeast Cancer Centre
- Surgical Care
- Trauma Care

In addition to these services, through the Health Sciences North Research Institute, we also deliver cutting-edge research focused on cancer solutions, cardiovascular health, healthy aging, Indigenous Health, and mental health and addictions.

Being socially accountable is our shared commitment to addressing the priority health needs of the population. Northeastern Ontario is becoming more diverse and together, we believe in fostering an environment of inclusion, diversity, equity, anti-racism and accessibility that is safe and welcoming for all. This includes meeting the needs of Indigenous, Francophone, Black, People of Colour, 2SLGBTQIA+, older adults, kids, people living with disabilities, equity deserving and other marginalized groups. We are dedicated to delivering exceptional care that prioritizes the involvement of patients, their families, and healthcare providers in decision-making.

By working together, we aim to enhance the overall care experience, improve health outcomes, and support a personalized, effective and compassionate healthcare experience.



# Our Mission, Vision, Values



## Our Mission

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

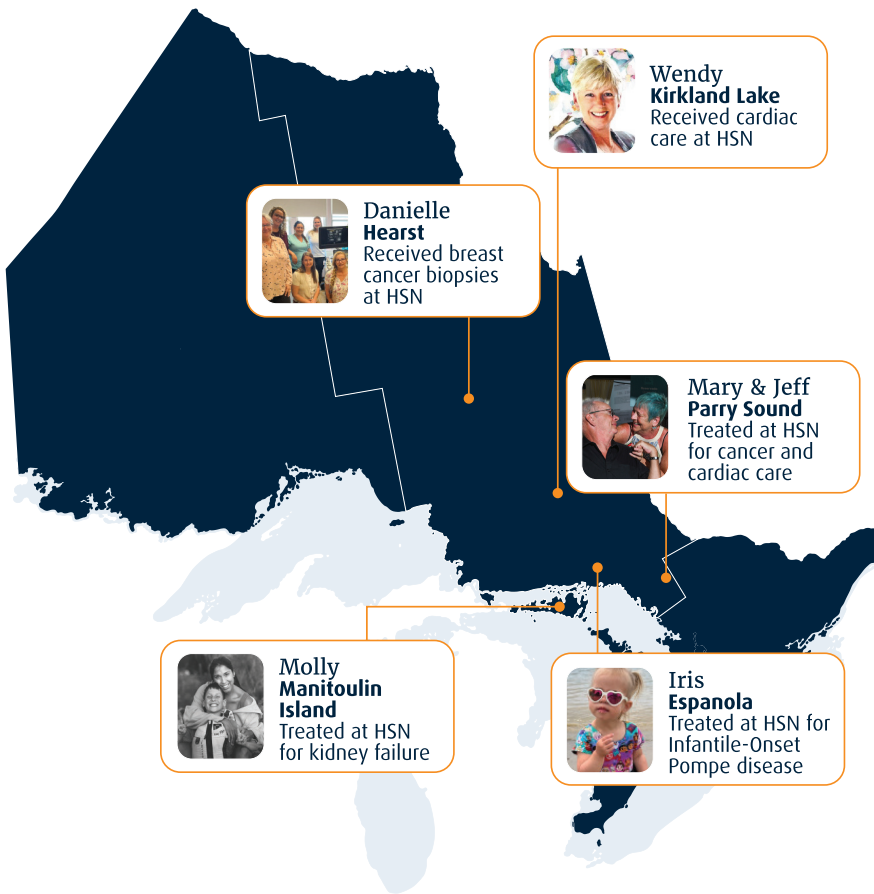
## Our Vision

A healthier North.

## Our Values

Respect, Compassion, Quality, Transparency, Accountability.

## Health Sciences North REGIONAL IMPACT



HSN serves as the primary regional healthcare hub in Northeastern Ontario, receiving patients from 23 hospitals across the region for specialized care and treatment.

As the healthcare demands in Northeastern Ontario continue to rise, HSN is committed to expanding its facilities to meet these needs. Our growing and aging population requires state-of-the-art equipment and modern infrastructure to ensure that every patient receives the highest quality of care. Investing in our capital expansion is crucial to support our community's health and well-being, both now and into the future.

Region outside of Sudbury	Patients referred to HSN last year and were admitted (2023-2024)
Algoma	1,267
Cochrane	1,039
Nipissing	1,027
Manitoulin	880
Temiskaming	545
Parry Sound	378
Toronto	34
Kenora	28
Halton	27
Simcoe	24
Muskoka	23
Peel	22
Ottawa	21
TOTAL	5,315



# Providing Quality People-Centred Care



Kalysta Rainville, Rita O'Link



Olivia Lablond, Manatee



Bill Crumplin, Dr. Deborah Saunders





## Providing Quality People-Centred Care

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

### Our Commitment:

We will strengthen relationships with patients and families, care teams, Ontario Health Teams and community partners to provide care in a safe and secure environment.

### Together, we will:

- 1 Advance hospital expansion plans to improve access to acute, emergency, pediatric, mental health and addictions care.
- 2 Design models of care that improve healthcare experiences for patients and families to meet their goals. We will make the healthcare system easier to navigate and promote seamless care transitions by working closely with community partners.
- 3 Be leaders in making healthcare safer for everyone with a focus on continuous quality improvement.
- 4 Transform surgical care in Northeastern Ontario by investing in state-of-the-art tools, including a robotics program and hybrid operating room.

# Empowering Human Potential



Jessica Recollet, Suchita Bali



Tarun Sharma



Danny Raghunandan, Amanda Campagnaro, Wendy Sherrington





## Empowering Human Potential

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

### Our Commitment:

We will foster a collaborative and engaging culture in an inclusive environment that is physically, psychologically and culturally safe.

### Together, we will:

- 1 Proactively attract, recruit, retain and invest in a skilled workforce that reflects and meets the needs of the diverse communities we serve to address workforce shortages.
- 2 Build a unified culture focused on wellness, collaboration and breaking down silos to prioritize strategic objectives.

# Advancing Equity Through Social Accountability



Joanne Gervais, Dr. Dominique Ansell



Dr. David Marsh, Jada Carter, Dr. Tara Leary



Leah Pearson, Suchita Bali, Dr. Alex Anawati, Tammy Bourque



Dr. Joanne Clarke, Ann Matte, Victor Benitez





## Advancing Equity Through Social Accountability

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

### Our Commitment:

We will leverage partnerships, provide ongoing training, open dialogue, and adapt policies and procedures to reflect inclusivity, diversity, equity, accessibility and anti-racism.

### Together, we will:

- 1 Continuously engage with Indigenous communities and Indigenous health organizations to strengthen relationships and develop pathways that increase availability and access to culturally safe and wholistic care. The Indigenous Health Advisory Council and the Calls to Action of the Truth and Reconciliation Commission Report will guide this work.
- 2 Build cultural competency and humility to strengthen our ability to provide exceptional care that is safe, equitable, and free of racism and discrimination for all.
- 3 Enhance our active offer of French language services to provide people with communication and services in their preferred official language.
- 4 Improve access to mental health services across the region, including emergency mental health and addictions care.
- 5 Meet the growing needs of the older adult population by expanding services focused on best practices and dignified care to support aging in the right place.

# Achieving Healthcare Excellence Through Education and Research



Dr. Lacey Pitre, Dr. Stacey Santi, Dr. Deborah Saunders



Dr. Chris Verschoor, Barack Chengula



Dr. Mohammed Shurrab, Sonia Zeh, Katie Cavaliere, Radhika Nangia, Vanessa Cimino, Courtney Overholt, Alyssa Labelle, April Gravel



Venkadesan Rajendran, Deepa Jeevanantham, Dr. Ravinder Jeet Singh





## Achieving Healthcare Excellence Through Education and Research

Impactful research and education enables us to develop collaborative healthcare solutions, paving the way for a healthier North.

### Our Commitment:

We will fulfill our academic mission to advance patient care, teaching and research to improve health outcomes for Northeastern Ontario and beyond.

### Together, we will:

- 1 Collaborate with academic, healthcare, and community organizations to establish an Academic Health Sciences Network. These partnerships will unlock ground-breaking research and transformative educational opportunities, driving healthcare innovation for the North and making a lasting impact on the global stage.
- 2 Invest in the integration of research activities throughout HSN to create a thriving environment for research opportunities that helps us understand people's health needs and improves health outcomes.
- 3 Develop a culture of education to provide learning and teaching experiences that are inclusive, accessible, safe, and welcoming to promote professional development, recruitment and retention.

# Strengthening Organizational Sustainability



Lovella Layson



Anthony Keating, Dr. Grace Ma



Avalon Lupini



Fadi Abdel-Nour, Kyle Grant





## Strengthening Organizational Sustainability

A focus on sustainability will enable us to be here when people need us the most – now and into the future.

### Our Commitment:

We will build financial strength, embrace secure digital innovation and reduce our environmental impacts to the planet.

### Together, we will:

- 1 Achieve financial strength by driving efficiency, instilling a culture of long-term planning and advocating for equitable funding.
- 2 Improve health outcomes and healthcare worker experiences by expanding Information Technology infrastructure and enabling the safe and ethical use of emerging technologies including Artificial Intelligence.
- 3 Identify eco-friendly practices and opportunities to reduce our carbon footprint.
- 4 Cultivate a culture of philanthropy throughout HSN and the communities we serve, to inspire giving that fuels advancements in care and research, transforming the lives of those who depend on us.



Jemima Guignard



Dan Caza

We are counting on **your** support.





Vanessa Cimino



Carlos Siller, Alice Aol, Uduak Cletus





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