



2024 2025

Annual Report



Health Sciences North
Horizon Santé-Nord



Health Sciences North
Research Institute

Institut de recherches
d'Horizon Santé-Nord

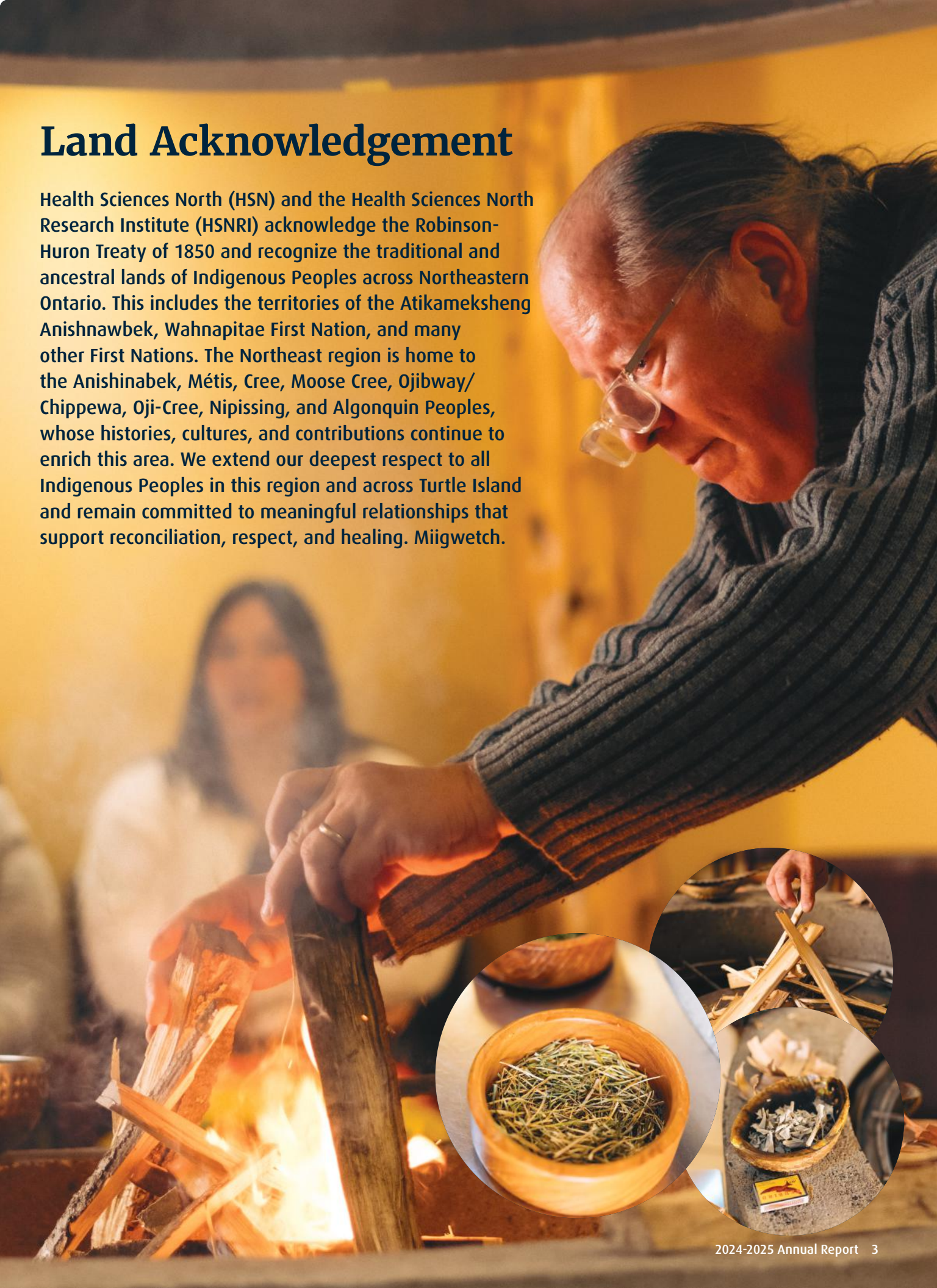
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Land Acknowledgement

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.



Message from Leadership

We are pleased to present the 2024-2025 Annual Report for Health Sciences North.

With 14 sites in Greater Sudbury, and 17 locations across Northeastern Ontario — a key hub in Ontario's Critical Minerals Strategy — HSN is essential infrastructure for economic growth. We are the largest employer in the region, contributing close to \$1 billion annually to the regional economy.

Providing specialized medical services to more than 557,000 people, HSN is the leading academic health sciences centre in Northeastern Ontario and a lifeline to 23 healthcare facilities in the region.

From advanced cancer care and neurosurgery to specialized pediatrics and critical care, HSN delivers highly specialized services, reducing the need for patients to travel south, while improving access to care here.

It is our mission to provide exceptional care, transformative teaching and impactful research to improve health outcomes for the diverse people and communities of Northeastern Ontario.

Thanks to the hard work and dedication of the people of Team HSN, this report outlines numerous examples of excellence in action as part of our daily lives.

This excellence positions us well to continue working to address the serious health equity gaps and unique challenges facing this region.

Many patients across the Northeast live in rural communities and have limited access to care. Patients are often older with more complex care needs, experiencing higher rates of chronic disease and hospitalization.

Demand for our services continues to increase.

With this, we know there will be challenges ahead, especially as the region evolves to attract and retain more skilled workers and support expansion in the mining sector.

A sustainable healthcare system in Northeastern Ontario is key to driving prosperity.

This includes a stable funding model and support for our capital expansion so we can support healthcare needs of this region now and into the future.

HSN stands ready as a critical partner as Ontario works to build a more connected and equitable health care system.

In closing, we want to acknowledge the exceptional commitment of our employees, medical staff, learners, researchers and volunteers.



Dr. Pankaj Bhatia,
Chief of Staff, HSN



David McNeil,
President and CEO,
HSN & HSNRI



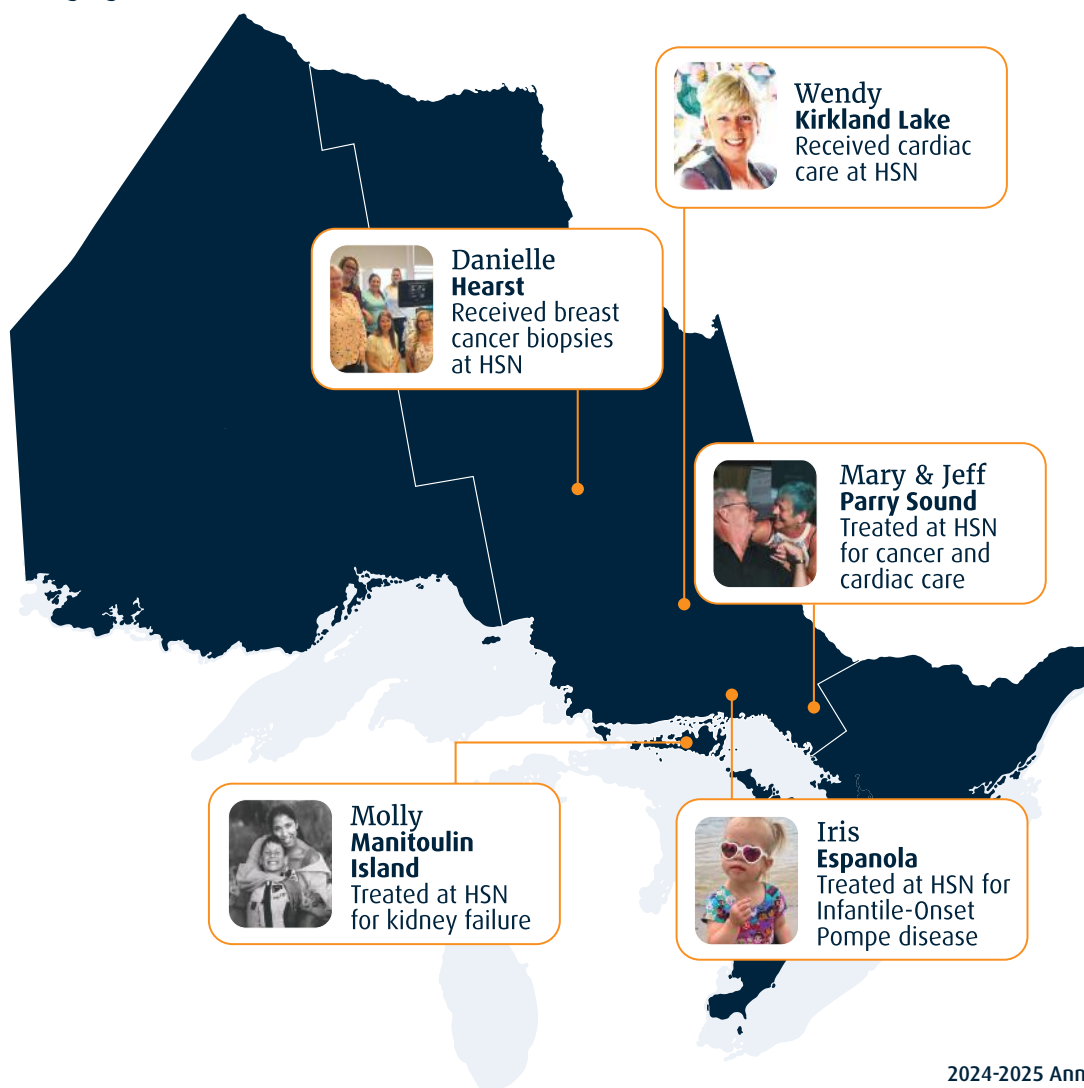
Stéphan C. Plante
Board Chair,
HSN, HSNRI

Who We Are

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



Wendy Kirkland Lake
Received cardiac care at HSN



Danielle Hearst
Received breast cancer biopsies at HSN



Mary & Jeff Parry Sound
Treated at HSN for cancer and cardiac care



Molly Manitoulin Island
Treated at HSN for kidney failure



Iris Espanola
Treated at HSN for Infantile-Onset Pompe disease

HSN by the Numbers



694,053

Patient visits



429

Number of patients HSN was built for



667

Peak admitted patients Nov 18, 2024



631

Average daily admitted patients



71,267

Emergency Department visits



15,766

Surgeries performed



1,566

Babies delivered



1,694

Mental health admissions



112,372

Cancer Centre visits



14

Sites in Sudbury



17

Sites across Northern Ontario



4,865

HSN Employees



900

New hires 2024/2025



2,892

Learner placements



492

HSN Volunteers



59,204

Volunteer hours

Providing Quality People-Centred Care

Working together to provide exceptional care to patients and families of Northeastern Ontario.



"What I thought was really bad heart burn, turned out to be a heart attack. I called an ambulance and was brought to HSN where I received fantastic care from the compassionate team in the Cath Lab. I felt like I had a team of people wanting me to get better. They were wonderful."

- Carolyn, HSN Patient

HSN Honours Angèle Labelle, First Donor to Heart in a Box Program in the Region



Angèle passed away at 27 years old in May of 2024 at Health Sciences North, surrounded by her family and friends. With her passing, Angèle became the first donor in Northeastern Ontario to participate in the Heart in a Box program, exemplifying her enduring spirit of generosity.

"We are eternally grateful for Angele's incredible gift of life. Through Angèle's incredible generosity, she was able to help save the life of someone in the United States. The expertise of our teams in critical care, surgical, diagnostic imaging, and laboratory programs, was instrumental in allowing us to work with teams from Toronto and the United States for a successful procedure." -Dr. Bhanu Nalla, Chief of Critical Care at HSN.

Scan to learn more:



Providing Quality People-Centred Care



Acute Reactivation Care Centre (ARCC) Model of Care Celebrated Nationally

The ARCC, which opened in November 2023, is a testament to HSN's commitment to geriatric care. Designed to reverse or stabilize health decline, the centre helps older adults regain independence through specialized care. ARCC staff proudly presented their innovative approach at the 2024 Canadian Geriatrics Society Annual Scientific Meeting in Calgary, Alberta. The conference is a key gathering of over 400 healthcare professionals across Canada. The ARCC not only provides expert medical care but also offers recreational and

rehabilitative activities, with access to a gym, a common eating area for groups and social engagement, and a courtyard. These facilities aim to foster independence and improve the quality of life for patients. The HSN Foundation was proud to support this initiative thanks to the generosity of donors.

Improvements in Pediatric Care for Northeastern Ontario

More than 40,000 pediatric patients come to HSN for care from across the region. Our teams made a number of improvements to provide a better care experience for those patients and families including a centralized intake process which helped reduce waitlists for care, in some cases from two years to 6 months for the Children's Treatment Centre. A Virtual Critical Care pilot with SickKids also helped to enhance virtual services to rural areas like Gogma and Foleyet. These improvements would not have been possible without the support of donors, community partners, the HSN Foundation, and Ontario Health.



Celebrating a Heartfelt Milestone – the 100th TAVI!

We performed 100 Transcatheter Aortic Valve Implantations (TAVIs) this year!

TAVI is less invasive than traditional aortic valve replacement, with a faster recovery time. The procedure is designed for patients for whom traditional open chest surgery to replace an aortic valve is not possible or deemed too risky to be a viable option.

We're one of only 10 hospitals in Ontario to offer the procedure! Since HSN started the TAVI program in 2014, we've seen amazing growth, and this year we've surpassed last year's total of 77 procedures.



New Biplane Angiography System

This year, our teams performed the first procedure using HSN's new Biplane Angiography system — a major milestone for patient care. Angiography uses imaging, contrast dye, and tiny tools to diagnose and treat conditions like blocked or bleeding blood vessels, aneurysms, some cancers, infections, and acute strokes.

Last year, HSN completed nearly 4,000 angiography procedures.

Congratulations to our Medical Imaging team, and thank you to the HSN Foundation for helping bring better care closer to home for patients across Northeastern Ontario.



Providing Stroke Care Excellence For Northeastern Ontario

HSN, recognized as a stroke centre of excellence, launched a new innovation with a mobile stroke team. This team, made up of neurologists, physiotherapists, nurses and more, who go through the Emergency Department and inpatient units to start stroke care earlier, improving outcomes, reducing hospital stays and providing the best possible care to stroke patients. The Stroke Prevention Clinic has also expanded to ensure rapid access to follow-up care, reinforcing HSN's commitment to high-quality, coordinated stroke care across Northeastern Ontario.

Advancing Equity through Social Accountability

We are committed to leveraging partnerships, providing ongoing training, and opening dialogue to reflect inclusivity, diversity, equity, accessibility and anti-racism.



“HSN has come a long way in the last six years.

Being addressed by preferred name and pronouns when we are receiving medical care is huge.”

- Rita O’Lynk, Patient and Family Advisory Committee, HSN.

Addictions Medicine Unit (AMU) Recognized Internationally



Northern Ontario is grappling with some of the highest rates of opioid use and deaths per capita in the province.

The AMU was recognized internationally for a supportive approach to patients admitted to hospital for medical reasons, who also have substance use concerns, providing care until discharge.

A recent study was published in the Substance Use: Research and Treatment Journal looking at patient experiences in the AMU.

Patients said their experiences were positive thanks to the specialized care they received from caring staff and HSN’s harm reduction philosophy. Peer support workers, social workers and connections to community supports also helped enhance trust between patients and providers.



HSN Recognized by l'ACFO for Advancing French Services

l'ACFO du grand Sudbury recognized HSN's significant efforts in improving French-language services during its Annual General Assembly. This acknowledgement highlights the impact of our commitment to the Francophone community and our goal of fostering inclusive, accessible, and culturally safe care.

"In the last year, HSN has shown what can be achieved when organizations truly listen to the Francophone community. We are encouraged by this accomplishment and hope to see HSN continue to build on this progress." - Joanne Gervais, executive director of l'ACFO du grand Sudbury.

This recognition is a testament to the collaboration and dedication across HSN to deliver quality care to patients and families in Northeastern Ontario. Thank you to everyone who contributed to this achievement—your efforts continue to make an important difference.



Culturally Safe and Wholistic Care

HSN advanced Indigenous health services through key initiatives in the last year. A landmark partnership with Maamwesying OHT was signed, and 75% of HSN leadership completed Indigenous Cultural Safety training. The Medicine Lodge became a hub for cultural connection with Elder sessions, smudging, and traditional teachings. The voluntary self-identification initiative expanded, boosting referrals to Indigenous Patient Navigators. Community engagement deepened through IHAC's guidance and expanded outreach by the Indigenous Cancer Coordinator to First Nations communities. These efforts reflect a transformative shift toward culturally safe care and alignment with the Truth and Reconciliation Commission's Calls to Action.

Advancing Equity through Social Accountability

Expanding Care for Older Adults

Northeastern Ontario is home to a growing population of seniors, many of whom often have complex care needs. Thanks to funding from the provincial government, HSN's Northeast Specialized Geriatric Centre has expanded several programs to help make sure seniors get the right care in the right place. The Primary Care Integrated Geriatric Team has helped to work with patients and Primary Care to reduce emergency room visits, avoid admissions where possible, and find ways to help keep seniors at home and out of hospital. All of which is best for the patient, while helping to reduce strain on the healthcare system.



Empowering Human Potential

We're focused on creating an environment where the talented and dedicated people of Team HSN can thrive and be celebrated.

Our organization has prioritized wellness for employees and medical staff, creating numerous wellness spaces across the hospital for our teams.

Under the guidance of the Wellness and Engagement Steering Committee, HSN achieved the Canada Awards for Excellence (CAE) Essentials Healthy Workplace certification.



Another Successful Year for Recruitment

We recruited 900 new employees in 2024/2025, bringing our total number of employees to 4,865.

Empowering Human Potential



Excellence in Action Awards

As part of a broader strategy to recognize the exceptional work of our teams, 14 awards were handed out as part of our first ever Excellence in Action Awards.

Scan to read more about our winners:



Project SEARCH HSN Helps Students Prepare for the Workforce



An international program that helps students who require additional support prepare for the world of work is in its third year in Greater Sudbury thanks to an ongoing partnership between Rainbow District School Board, Health Sciences North, the City of Greater Sudbury and March of Dimes Canada.

"HSN is so proud to be part of Project SEARCH as we challenge outdated barriers and focus on building a more inclusive society. Thanks to this partnership, we've had Project SEARCH interns across our hospital in many different departments. The feedback from our teams is that they feel privileged to be involved in this project. Our teams are getting a lot out of it while helping interns gain valuable experience and confidence for future opportunities." - Jessica Diplock, Vice-President, People and Culture.

Achieving Healthcare Excellence through Education and Research

Impactful research and education enhances patient care, paving the way for a healthier North. The more we know, the better care we provide.

We would like to acknowledge the dedicated work of our Academic and Research Impact teams for their efforts to support the work of our Academic Health Sciences Centre, with 134 active trials across 16 research areas which made it possible to support the care of 931 patients through research this year.

The inaugural Catalyst community engagement event hosted by HSNRI welcomed over 300 staff and community members, showcasing through a variety of presentations the many ways in which research improves the lives of patients at HSN.

As part of our goal to improve health outcomes for the patients of Northeastern Ontario, the HSN Foundation supported the appointment of Dr. Chris Verschoor, HSN Foundation Research Chair in Healthy Aging and Rylee Restoule as HSN Foundation Research Coordinator of Indigenous Health at HSNRI. Their work will continue to generate research that drives socially-accountable improvements in health outcomes for the people of Northeastern Ontario.



"My research focuses on finding ways to help close health equity gaps facing Indigenous patients and families we serve through the inclusion of cultural practices in all aspects of healthcare. This includes expanding access to traditional healing practices, French-language services, Indigenous leadership in research and care delivery, as well as developing an Indigenous data governance framework."

- Rylee Restoule, HSN Foundation Research Coordinator in Indigenous Health

"Northern Ontario's population is aging faster than the rest of Canada. While many older adults enjoy long, fulfilling lives at home surrounded by loved ones, others struggle with illness and disability. My research group is working to identify the factors that lead to both outcomes, so that everyone can experience healthy aging."

- Chris Verschoor, HSN Foundation Research Chair in Healthy Aging

TOGETHER^{FOR} YOU 2030



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.

Your voice shaped this vision
Together we will achieve it.



Our Key Goals

- 1 Providing Quality People-Centred Care
- 2 Empowering Human Potential
- 3 Advancing Equity through Social Accountability
- 4 Achieving Healthcare Excellence through Education and Research
- 5 Strengthening Organizational Sustainability

Philanthropy Supporting Patient Care

By inspiring donors, the Health Sciences North Foundation raises funds to support healthcare excellence through the purchase of equipment, capital projects, and the advancement of life-saving research at Health Sciences North for the patients we serve in Northeastern Ontario. Whether it's for children's health, cancer care, cardiac care, ground-breaking research, or mental health, your gifts will directly impact our patients, ensuring they receive the highest quality care, close to home.

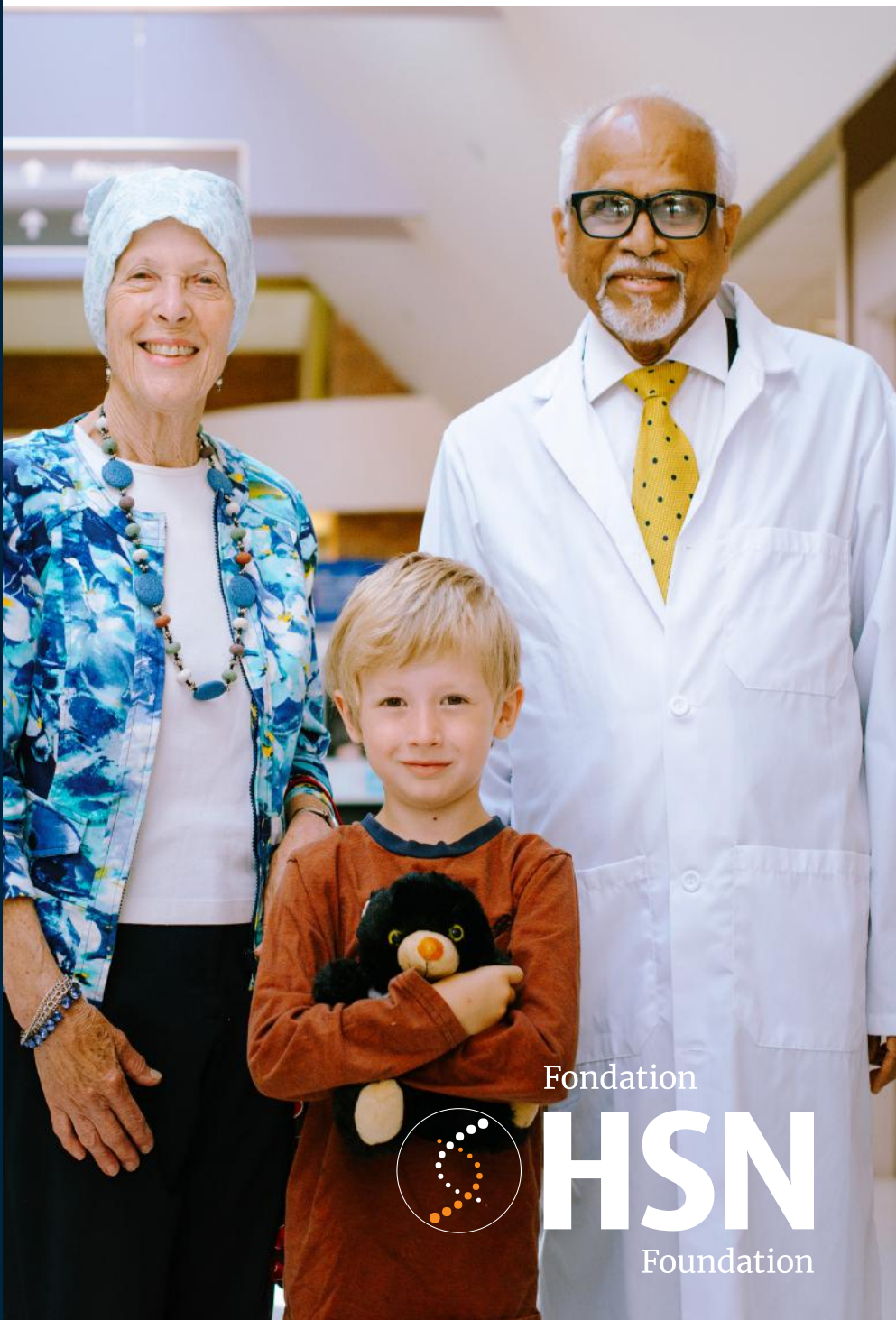
Together For You: Hospital Foundations Amalgamate to Raise More Money for Patients of Northeastern Ontario

The Northern Cancer Foundation, NEO Kids Foundation and Health Sciences North Foundation Amalgamated into one unified entity in the fall of 2024. "We're coming together for you. And let's be clear: This amalgamation isn't just about efficiency – it's about coming together and creating more horsepower allowing us to raise more money and better support our patients. Our donors told us they wanted to see more impact with less duplication, and we listened."

- Anthony Keating, President and CEO of HSN Foundation.

As healthcare needs in Northeastern Ontario grow, this amalgamation will position us better to raise funds for critical projects like capital development growth, investment in new technologies, equipment and research – while ensuring HSN can continue to provide the highest level of care.

Scan to read more:



Fondation

HSN

Foundation

TOGETHER^{FOR} YOU



\$250,000 from RBC Foundation Helps Nurses Hone their Skills

Education plays a crucial role in the post-pandemic nursing workforce, serving not only as the foundation of high-quality patient care but also as a key element in adapting to the evolving landscape of healthcare. Health Sciences North Foundation received a generous donation of \$250,000 from RBC Foundation to enhance simulation training for nurses entering the workforce at HSN. This significant contribution will enable HSN to provide state-of-the-art simulation training to front-line nurses entering the workforce, ensuring they receive the best possible education and preparation for their vital roles in patient care.

Di Brina Family Holdings Supports Regional Cancer Care with \$1 Million Donation



Di Brina Family Holdings is proud to announce a \$1,000,000 donation to the Health Sciences North Foundation, further enhancing world-class cancer care services at the Shirley & Jim Fielding Northeast Cancer Centre. This generous contribution will be instrumental in expanding chemotherapy treatment facilities, ensuring that more patients across Northern Ontario have timely access to critical care, while advancing important research to help patients and families in years ahead.

"We are committed to giving back to the community that has given us so much. By supporting the Shirley and Jim Fielding Northeast Cancer Centre, we are helping to ensure that the people of Northeastern Ontario have access to the world-class care they deserve, closer to home," said Michael Di Brina, Founder and CEO of Di Brina Family Holdings.

Foundation and Volunteer Group



CIBC Pledges \$500,000 to Health Sciences North Foundation to Advance Breast Cancer Care

This significant contribution will support the acquisition of the MOLLI Surgical Localization System, a cutting-edge technology set to revolutionize breast cancer surgery at HSN.

The MOLLI Surgical Localization System represents a major leap forward in breast cancer care. Each year, over 120 women undergo breast biopsies at HSN to diagnose breast cancer tumours. MOLLI, a wire-free localization system developed by MOLLI Surgical, is designed to improve the precision and efficiency of breast cancer surgery. By using a small tissue marker implanted near the tumour and a wand to detect the marker's location, surgeons can more accurately remove tumours, potentially leading to smaller incisions, less pain, and better cosmetic outcomes for patients.

Scan above to read more.



Wheaton Precious Metals Improves Access to Radiation Therapy

A generous donation of \$200,000 from Wheaton Precious Metals will go towards the CT Simulator Replacement Project at the Shirley and Jim Fielding Northeast Cancer Centre. The CT Simulator is a vital component of radiation therapy, providing radiation oncologists with precise, state-of-the-art imaging to localize tumours and plan treatments with exceptional accuracy. Serving approximately 2,500 patients annually, the current CT simulator has been instrumental in delivering high-quality care, but is at end-of-life and in need of replacement. The new upgraded system will further improve patient outcomes.

"We are incredibly grateful to Wheaton Precious Metals for their generous support. This donation will help us provide even more accurate and effective treatments for our patients, ensuring they receive world-class cancer care closer to home." - Dr. Andrew Pearce, Head of Radiation Oncology at HSN.

Scan above to read more.

TOGETHER^{FOR} YOU



Desjardins Donates \$150,000 to Support Compassionate Care through Adolescent Mental Health Program

This donation from the Desjardins Ontario Credit Union Community Development Fund will support the Children and Adolescent Inpatient Psychiatry Safe Room Project at HSN.

Equipped with calming design elements and sensory tools, the room will help patients manage distress through soothing strategies, promoting well-being and recovery.

HSN's Child and Adolescent Mental Health Program (CAMHP) is a 9-bed psychiatric inpatient unit for children and youth under the age of eighteen. The creation of a safety-focused comfort room will offer an environment where patients can self-regulate during periods of heightened stress and emotional dysregulation.

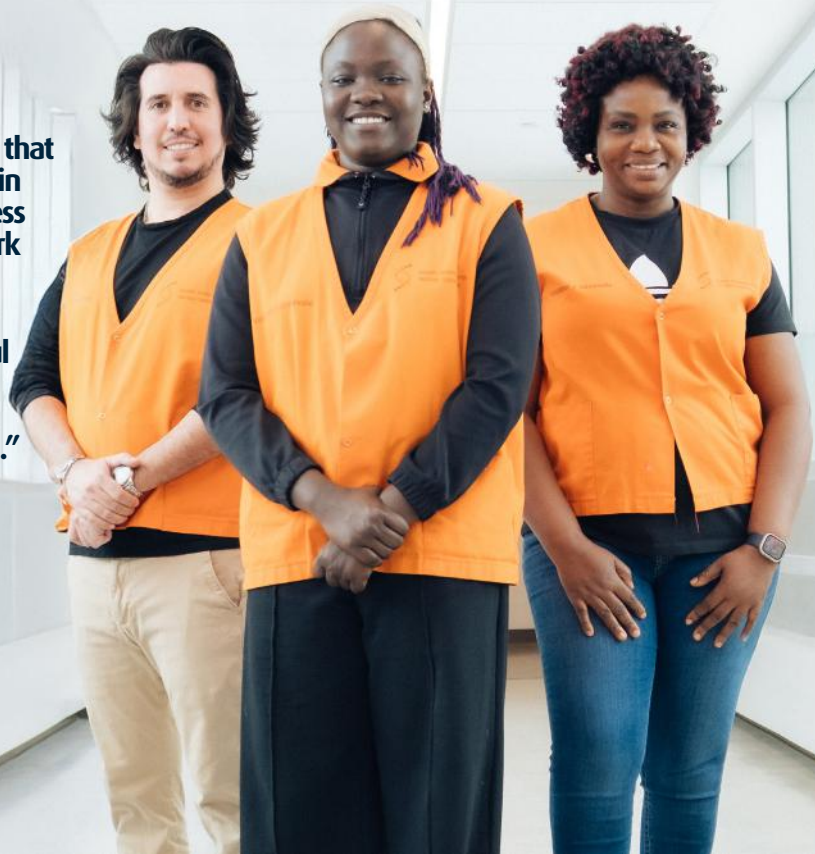
Scan to read more:



"It is the passion, hard work and dedication of our volunteers at HSN that fuel my drive, not just at work, but in everything I do – each act of kindness they offer reminds me why the work we do every day truly matters.

Our volunteers are the sunshine of our organization. I am very thankful and proud to have the opportunity to coordinate and support our amazing team of volunteers at HSN."

- Carlos Siller, Volunteer Advisor



Financials

Statement of Operations

Year ended March 31, 2025, with comparative information for 2024 (in thousands of dollars)

	2025	2024
Revenue:		
Ontario Health North and Ministry of Health	\$ 457,694	\$ 410,611
Cancer Care Ontario	103,820	90,955
Specifically Funded Programs	59,288	57,311
Patient Services	44,360	42,921
Other	67,687	59,865
Amortization - deferred capital contributions for equipment	3,120	3,539
	735,969	665,202
Expenses:		
Salaries and wages	310,863	282,768
Employee benefits	95,024	83,454
Medical staff remuneration	40,108	39,064
Supplies and Other	102,205	97,566
Interest on long-term debt	2,969	1,384
Medical and surgical	48,653	44,679
Drugs	73,086	59,320
Specifically funded programs	59,271	57,554
Amortization - equipment	14,994	12,459
	747,173	678,248
Deficiency of revenue over expenses before undernoted item	(11,204)	(13,046)
Ministry of Health pandemic funding (note 18)	1,310	2,998
Excess of revenue over expenses from Hospital operations	(9,894)	(10,048)
Amortization - buildings	(13,004)	(13,703)
Amortization - deferred capital contributions for buildings	11,622	10,474
Excess of revenue over expenses before undernoted item	(11,276)	(13,277)
Bill 124 liabilities (note 7)	(27)	(4,446)
Excess (deficiency) of revenue over expenses	\$ (11,303)	\$ (348)

Full details on HSN's audited financial statements can be found in the About Us section of our website.

Statement of Financial Position

March 31, 2025, with comparative information for 2024 (in thousands of dollars)

	2025	2024
ASSETS		
Current assets:		
Cash	\$ 61,181	\$ 93,712
Accounts receivable (note 2)	64,293	58,827
Inventories	10,592	11,459
Prepayments	13,881	8,572
	149,947	172,570
Long-term receivables	-	100
Capital assets (note 3)	409,015	406,056
	\$ 558,962	\$ 578,726
LIABILITIES AND NET ASSETS (DEBT)		
Current liabilities:		
Accounts payable and accrued liabilities (note 5)	207,691	205,641
Bill 124 liabilities (note 6)	689	5,774
Current portion of long-term obligations (note 10)	4,000	3,520
	212,380	214,935
Asset retirement obligations (note 7)	7,920	7,719
Deferred contributions	331	356
Deferred capital contributions (note 8)	264,116	267,559
Employee post-retirement benefits (note 9)	34,371	33,870
Long-term obligations (note 10)	57,924	61,064
Interest rate exchange agreements (note 10)	877	-
	577,919	585,503
Net assets (debt)	(18,080)	(6,777)
Accumulated remeasurement gains (losses)	(877)	-
	\$ 558,962	\$ 578,726



Board of Directors, Senior Leadership Team, Medical Advisory Committee

Board of Directors

(April 2025)

Tom Laughren

Chair

Chantal Makela

Vice Chair

Michel Paulin

Treasurer

David McNeil

President & CEO

Dr. Pankaj Bhatia

Chief of Staff

Dr. Matthew Cavanagh

President Medical Staff

Lisa Smith

Chief Nursing Executive

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Pamela Williamson, PhD

Shayne Wisniewski

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Natalie Aubin

Regional Vice-President,
Cancer Care & Vice-President,
Social Accountability

Jessica Diplock

Vice-President, People & Culture

Anthony Keating

President and CEO,
HSN Foundation

Lisa Smith

Vice-President, Medicine
& Chief Nursing Executive

Mark Hartman

Interim Vice-President,
Infrastructure & Redevelopment

Stephanie Winn

Vice-President,
Surgical & Clinical Services

Corissa Vande Weghe-Hackett

Chief Financial Officer

Steve Volpini

Chief Information & Privacy Officer

Medical Advisory Committee

(Voting Members, April 2025)

Dr. Pankaj Bhatia

Dr. Joanne Madden

Dr. Bhanu Nalla

Dr. Mohammed Shurrab

Dr. Dominique Ansell

Dr. Stephen Morris

Dr. Chantal Corbeil

Dr. Thomas Crichton

Dr. Rebecca McClure

Dr. Heidi Schmidt

Dr. Anas Hussam Eddin

Dr. Lacey Pitre

Dr. Angelita Sanchez

Dr. Kengo Asai

Dr. Ryan DeMarchi

Dr. Matthew Cavanagh

Dr. Ravi Singh

Dr. Grace Ma



Health Sciences North
Horizon Santé-Nord



Health Sciences North
Research Institute

Institut de recherches
d'Horizon Santé-Nord