



Saskatchewan  
Healthcare  
Recruitment Agency 

Annual Report  
2023-24



Photo credit: Tourism Saskatchewan/Greg Huszar Photography



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## Land Acknowledgement

The Saskatchewan Healthcare Recruitment Agency recognizes that our work takes place on the traditional territory of First Nations and Métis people, and includes Treaties 2, 4, 5, 6, 8, and 10.



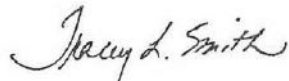
# Letter of Transmittal

The Honourable Everett Hindley  
Minister of Health  
Government of Saskatchewan  
Legislative Building  
Regina, Saskatchewan  
S4S 0B3

Dear Minister Hindley,

I have the honour of submitting the Saskatchewan Healthcare Recruitment Agency's annual report, including highlights of the work accomplished and the audited financial statements for the fiscal year ending March 31, 2024.

Respectfully submitted,



Tracey Smith  
Deputy Minister of Health  
Board Chair



# A Message from the Board Chair

It is my honour to share the progress the Saskatchewan Healthcare Recruitment Agency has made over the past year.

By collaborating with partners and stakeholders, the Recruitment Agency has enhanced recruitment and retention efforts as we work to address the healthcare shortages that challenge Saskatchewan communities. Engagement with community leaders and stakeholders has been important in helping develop targeted strategies to meet the unique healthcare needs of both rural and urban areas.



I would like to take this opportunity to acknowledge the tremendous efforts of the Recruitment Agency's dedicated team, our healthcare partners, and the communities we serve. On behalf of the Board, I extend my gratitude to Erin Brady, our inaugural CEO, who laid the groundwork for the Agency's success in its first year. It is also a pleasure to welcome Terri Strunk, our new CEO, and we look forward to making further progress under her leadership. The Recruitment Agency, and the combined efforts of all stakeholders within the health sector, will continue to drive positive change and strengthen healthcare services across the province.

A handwritten signature in black ink that reads "Tracey L. Smith".

Tracey Smith  
Deputy Minister of Health  
Board Chair

## Governance

The Government of Saskatchewan appointed an initial two member Board of Directors to govern the Recruitment Agency. In 2023-24, the Recruitment Agency's board members include:

1. Chairperson, Tracey Smith  
Deputy Minister of Health
2. Vice Chairperson, Andrew Will  
Chief Executive Officer, Saskatchewan Health Authority

Work is underway to form a Board of Directors that has a balance of sector representation and brings competency and skills to the table.



# A Message from the CEO

I am pleased to present the annual report for the Saskatchewan Healthcare Recruitment Agency, outlining our achievements, initiatives, and progress in addressing the province's healthcare workforce needs.

In the past year, the Recruitment Agency has made significant strides in fulfilling its mandate to recruit, retain, and support healthcare professionals across Saskatchewan, remaining steadfast in our commitment to enhance the province's healthcare system.



Collaboration with various stakeholders is the key to successful recruitment in our healthcare system. Through partnerships with healthcare professionals, their representative organizations, educational institutions, community leaders and ministries and agencies within the Government of Saskatchewan, we work to develop innovative strategies to attract top talent and foster interest in careers in healthcare right here at home.

Our efforts in international recruitment, developing pathways for credential recognition, and engagement with students and residents are intended to foster a diverse healthcare workforce to meet the needs of a growing and changing population. We have leveraged modern recruitment tools, such as LinkedIn Solutions and international subscriptions like the British Medical Journal, to expand our reach and attract candidates from around the world.

Additionally, our involvement in career fairs, community events and educational programs in Saskatchewan and across Canada enabled us to connect directly with healthcare professionals at various stages of their careers, providing them with valuable information and support.

As we move forward, the Recruitment Agency remains dedicated to addressing the evolving needs of Saskatchewan's healthcare system. We will continue to innovate, collaborate, and adapt to ensure that our province remains an attractive destination for healthcare professionals and a leader in delivering high-quality patient care.

I would like to express my gratitude to our dedicated team, with sincere thanks to Erin Brady, our inaugural CEO, whose vision and leadership laid the foundation for the agency's success. Erin was instrumental in getting us off the ground and building the strong team we have today. Thank you to the Government of Saskatchewan, our committed partners and all those who have supported the Recruitment Agency's mission. Together, we will continue to make a meaningful difference in the lives of patients and communities across Saskatchewan.

A handwritten signature in black ink that reads "Terri A. Strunk". The signature is written in a cursive, flowing style.

Terri Strunk  
Chief Executive Officer



# Introduction

## Mandate

Develop and implement strategies as well as tactics that facilitate the regional, national and international recruitment, retention, transition (path to practice), and placement, of health professionals in Saskatchewan in collaboration and coordination with provincial and local stakeholders such as local foundations, local health committees, and municipal leaders.

## Agency Overview

In 2022, the Government of Saskatchewan announced the Health Human Resources (HHR) Action Plan, a four-point plan to recruit, train, incentivize and retain healthcare providers in an effort to stabilize and steadily grow the provincial workforce. A result of the plan was the establishment of the Saskatchewan Healthcare Recruitment Agency dedicated to the recruitment and retention of health professionals from within Saskatchewan, across North America and overseas. The core activities of the Recruitment Agency are as follows:

- Support employers by sourcing high priority health professions for Saskatchewan's healthcare system needs, including hard-to-fill vacancies and support hiring needs for service expansion.
- Serve as a resource for health employers, students, job seekers, and international recruits for the promotion of healthcare careers and job opportunities in the province.
- Analysis of key issues and opportunities, recruitment strategies, best practices, and innovative initiatives in sourcing and attracting to the healthcare sector.
- Engage with communities across Saskatchewan, recognizing them as partners in healthcare recruitment and retention efforts. This includes fostering relationships, addressing community needs, and implementing strategies to support healthcare professionals in rural and urban areas.

In May 2023, the Board of Directors selected the inaugural Chief Executive Officer for the Recruitment Agency. Over the next several months, the Recruitment Agency team was built and fully staffed as of January 2024. The Recruitment Agency also established a Brand Guidelines and Visual Identity and launched a live website, all within the first year of operations.



# Alignment with Government's Direction

Saskatchewan is committed to growth to build a better quality of life for Saskatchewan people – to build strong communities and strong families now, and for the future. This includes investing in infrastructure such as hospitals, schools and highways, maintaining a strong economy, and ensuring a robust healthcare system.

Healthcare is a vital determinant of quality of life. The Government of Saskatchewan is committed to building a robust, sustainable healthcare system that serves the needs of the province. Recruiting and retaining health professionals who want to work and live in the province is an essential part of achieving that goal.

Delivering quality healthcare is one of the priority areas of *Saskatchewan's Growth Plan for 2020 to 2030*. Adding physicians, nurses and other medical professions to the healthcare system is an important factor in improving the quality of healthcare and specifically access to healthcare.

The government acknowledges the priority to enhance the number of healthcare professionals in Saskatchewan. Efforts are underway for the Recruitment Agency to recruit and retain physicians and healthcare professionals to deliver the standard of care our population deserves.



# Update on HHR Action Plan

The Saskatchewan Healthcare Recruitment Agency continues to play a pivotal role in advancing the objectives outlined in the Government of Saskatchewan's Health Human Resources (HHR) Action Plan, in collaboration with the ministries of Health, Advanced Education, and Immigration and Career Training, and health employers such as the Saskatchewan Health Authority (SHA), Saskatchewan Cancer Agency (Cancer Agency), affiliates, post-secondary institutions, and other partners. This comprehensive plan, integrated into the 2023-24 Budget, aims to recruit, train, incentivize, and retain healthcare professionals to address the evolving needs of Saskatchewan's healthcare system.

## The Recruitment Agency's Role and Progress

The Recruitment Agency has contributed to the implementation of the HHR Action Plan's initiatives. Notably, efforts to recruit physicians, nurses, and other healthcare professionals have been enhanced through targeted recruitment activities and strategic partnerships.

Throughout our 'Year in Review' update, you will notice icons indicating how each strategy or initiative aligns with one of the four pillars of the Health Human Resources Action Plan: recruit, train, incentivize and retain. These icons serve as a visual representation of our commitment to achieving the goals outlined in the plan and ensuring the province's healthcare workforce remains robust and responsive to the needs of its citizens.



Recruit



Train



Incentivize



Retain



### Recruit

The Recruitment Agency works to develop and implement strategies that facilitate the local, national and international recruitment of health professionals in Saskatchewan. Our recruitment efforts are in collaboration and coordination with provincial and local stakeholders such as health committees and municipal leaders.

In the last year, our team actively participated in local, national and international events for the recruitment of high priority physicians and health professionals including nurses, medical radiation technologists and radiation therapists. From all events, more than 600





contacts were collected and passed on to the SHA, the Cancer Agency and other healthcare organizations as potential candidates for hiring. See Appendix II for a comprehensive list of events the Recruitment Agency attended.



## Train

We work with the SHA, the Cancer Agency, and our post-secondary partners to connect with students in training programs both within and outside of Saskatchewan, ensuring they are well informed about the diverse employment opportunities our province has to offer. By engaging with these future healthcare professionals early in their careers, we aim to foster interest and facilitate their transition into practice in the Saskatchewan healthcare system.



## Incentivize

The Recruitment Agency actively promotes the available bursaries and incentives to future graduates and prospective job seekers during career fairs and recruitment events.



## Retain

The Recruitment Agency supports retention efforts by engaging with communities across Saskatchewan. We have actively participated in meetings and events with the Saskatchewan Urban Municipalities Association (SUMA) and the Saskatchewan Association of Rural Municipalities (SARM), where we met with community leaders to address their needs and concerns regarding healthcare retention. By fostering strong relationships with municipal leaders, we aim to implement strategies that support the retention of healthcare professionals in both rural and urban areas, ultimately contributing to the stability of the healthcare workforce in the province.



# Year in Review

The Recruitment Agency has collaborated with partners to create and implement innovative short and long-term strategies and initiatives that support the recruitment of physicians, nurses and other priority healthcare professionals in the province. Our team fulfills this role through the following strategies:

## Strategy: Sourcing

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*Support employers by sourcing high priority health professionals for Saskatchewan's healthcare system needs, including hard-to-fill positions and support hiring needs for service expansion.*

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Saskatchewan has emphasized access to post-secondary education to meet the growing demand for healthcare professionals by expanding training opportunities. The investment in local training for physicians and health professionals brings several advantages to stabilizing the workforce. Their familiarity with local healthcare systems facilitates integration when entering medical practice and the workforce. Their cultural competence enables them to understand and meet the unique needs of diverse populations, contributing to improved patient outcomes. Additionally, our local learners are more likely to make long-term commitments to serving their communities, thereby reducing turnover rates in the health care sector.

Additionally, the province has streamlined the recognition of foreign credentials, positioning Saskatchewan as an appealing destination for internationally educated healthcare providers by reducing the time it takes for them to integrate into our workforce. The system has improved the pathways for internationally educated physicians, nurses, and other healthcare professionals to address the evolving needs of our communities.

To bridge the gap, collaboratively with the Ministry of Health, the ministries of Immigration and Career Training, and Advanced Education, and the SHA, we are actively recruiting internationally educated healthcare workers to meet staffing needs. By the end of 2023-24, 135 additional healthcare workers from the Philippines are now employed in communities across the province, including nurses, medical laboratory assistants and continuing care assistants.

Recognizing the valuable contribution of internationally educated health professionals, the system provides supports to facilitate their integration into our healthcare system. Saskatchewan is dedicated to supporting healthcare professionals who have relocated to the province, ensuring they receive the necessary assistance to swiftly join our workforce and contribute to the health and well-being of our residents. These concerted efforts are pivotal in enhancing the resilience and efficacy of Saskatchewan's healthcare infrastructure, ultimately fostering healthier and more vibrant communities across the province.



Additionally, since December 2022, 1,002 nursing graduates from Saskatchewan and out-of-province have been hired.

The Recruitment Agency supported these initiatives with the efforts outlined below.

## Progress

### Connecting with Students in Interprovincial Training



Saskatchewan residents have opportunities to access specialized training in high-demand health sciences programs including Cardiovascular Perfusion, Diagnostic Medical Sonography, Electroneurophysiology, Magnetic Resonance Imaging, Nuclear Medicine Technology, Occupational Therapy, Prosthetics and Orthotics, and Respiratory Therapy through interprovincial agreements. This training is helping provide a steady supply of specialized healthcare professionals to reduce labour shortages and help meet growing demand for services.



We support these agreements by fostering relationships with these students while they are training at partner institutions in varying provinces. Staying connected is important to provide transition into practice in Saskatchewan.

### Recruitment into Practice Ready Assessment



The Saskatchewan International Physician Practice Assessment (SIPPA) is a practice ready assessment that ensures that international physicians possess the appropriate clinical skills and knowledge to provide quality patient care in Canada. The assessment encompasses a global review of practice including communication skills, information gathering, learning techniques, prescribing, case management and readiness for independent practice. Since the SIPPA program was created in 2011, it has assessed and allowed 539 more physicians to practice medicine in Saskatchewan.

Our team works with internationally trained physicians to help them to navigate the prerequisites needed to be considered eligible for selection into SIPPA. Interest from internationally educated physicians in the SIPPA program continues to be high.

### Psychiatry

With mental health and addictions at the forefront of the healthcare systems priorities, ensuring access to psychiatric services is crucial for the well-being of Saskatchewan residents.



Our team offers individual virtual sessions with psychiatrists to promote practice opportunities in Saskatchewan. These sessions, conducted in collaboration with



a team from Saskatchewan, including the SHA and an experienced psychiatrist, focus on discussions about licensure, medical practice, and lifestyle in Saskatchewan. As a result, a number of these psychiatrists moved to a formal interview with SHA to fill regional vacancies.

## Anesthesiology



Recruitment efforts are ongoing, with targeted activities such as virtual information sessions and advertising campaigns conducted in the United States (US) and internationally.

The Saskatchewan health system, supported by the Recruitment Agency, showcased Anesthesiology opportunities in the province and connected with anesthesiologists from around the world at national and international career fairs and congresses.

The Recruitment Agency supported the development of a Pre-Licensure Assessment program in collaboration with the SHA, Department of Anesthesiology, the College of Physicians and Surgeons of Saskatchewan, and the Ministry of Health. This program aims to assess internationally trained Anesthesiologists for licensure in Saskatchewan. One physician successfully completed the assessment and was placed in a community, while another assessment is ongoing and selection for a third candidate is in progress.

## Medical Oncology and Hematology



Our team has been working with the Cancer Agency to source physicians for medical oncology and hematology. We actively promoted the opportunities for these positions throughout our existing database and a US physician job board. The Cancer Agency prescreened candidates both with international post-graduate training and, as of March 2024, some oncologists moved forward to the next stage of the interview process.

## LinkedIn Solutions



The Recruitment Agency is modernizing its recruitment tactics by testing new technology strategies, such as LinkedIn Solutions, to attract and connect with quality candidates for healthcare positions.

Utilizing LinkedIn Solutions provides access to a pool of talent within the healthcare industry, enabling recruiters to connect with qualified professionals efficiently. The platform's advanced search filters and AI-powered recommendations support the candidate sourcing process, helping recruiters find suitable candidates for healthcare roles. LinkedIn's networking capabilities enable recruiters to engage with passive candidates who may not be actively seeking employment but possess valuable skills and experience. Additionally, the



platform's employer branding tools allow healthcare organizations to showcase their workplace culture, mission, and values, thereby attracting top talent. Leveraging LinkedIn Solutions for healthcare recruitment expands candidate reach in the competitive healthcare sector.

## Health Care Events



The Recruitment Agency coordinated and supported the health system's participation in Health Care Job Fairs in Vancouver, Calgary and Michener Institute (Toronto). These events, which focused on health classification, nursing and physician recruitment, provided an opportunity to connect with interested candidates, including healthcare professionals, students, and internationally trained physicians.

## Supports for Internationally Educated Physicians and Health Professionals



We provide support, guidance and resources to internationally educated physicians and health professionals interested in working in Saskatchewan to facilitate their integration into the provincial healthcare workforce. Our team answers inquiries by phone and email, reviews resumes and curriculum vitae and provides feedback regarding licensure processes. We offer monthly webinars for internationally trained physicians, family physicians and specialists, where we present on living and working in Saskatchewan, licensing and offer Q&A sessions.

## Advertising



The Recruitment Agency is actively engaged in promoting Saskatchewan's healthcare opportunities through various local, national, and international advertising channels. One example includes a collaboration with SHA and Cancer Agency, by piloting an advertising contract with the British Medical Journal (BMJ), a highly trusted brand among physicians in the United Kingdom and worldwide. The subscription with BMJ includes job postings, print advertising, and a dedicated Saskatchewan landing page on the BMJ website.

Through these advertising efforts, we aim to generate interest in Saskatchewan and reach international candidates who may be interested in practicing healthcare in the province.



## Strategy: Resource for Job Seekers

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*Serve as a resource for health employers, students, job seekers, and international recruits for the promotion of healthcare careers and job opportunities in the province.*

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The Recruitment Agency serves as a resource for various job seekers for healthcare professionals in Saskatchewan.

From November 13, 2023 to March 31, 2024, our team has:

- Reviewed 445 new organic contacts created on saskdocs.ca.
- Reviewed 140 prescreen checklists submitted for eligibility for licensure and the SIPPA program.
- Shared 153 physicians' files with the College of Physicians and Surgeons of Saskatchewan and our health system partners for their review as they preliminarily meet licensure requirements.
- Engaged with approximately 75 international trained specialists and family physicians through pathways to practice webinar series, which we host monthly.

Below outlines more of our team's progress made toward the strategic objective of being a resource for job seekers.

## Progress

### University of Saskatchewan Medical Students and Residents



The Recruitment Agency recognizes the invaluable contribution of University of Saskatchewan (USask) medical students and residents as the future of healthcare in our province. Supporting them through their education and training is a cornerstone of our mission, as we aim to cultivate a strong, sustainable healthcare workforce that meets the evolving needs of Saskatchewan's diverse communities.

The University of Saskatchewan College of Medicine's 2027 MD class is highlighted for its diversity, academic excellence, and deep connections to Saskatchewan. This was the first year that a 'Saskatchewan connection' was taken into account in the selection of future medical students. The admissions process prioritized applicants with rural roots, lower socioeconomic backgrounds, and Indigenous identities, aiming to address healthcare disparities in underserved areas. The increase in students with these backgrounds is a positive step towards building a more socially accountable and representative physician workforce for Saskatchewan. This year, Saskatchewan welcomed a socially conscious and diverse class that is locally connected with stronger rural



roots. This will translate into more physicians for and throughout Saskatchewan, to equitably meet the health of everyone who calls this province home



We aim to build relationships with residents in Saskatchewan by providing educational and networking opportunities for residents to support their professional development and retention within the province. Our team provides information to set up one-on-one career planning sessions, promoting available incentives and programs, and fostering relationships and connections with health partners.



Through collaboration between the health system and USask residents, our team fosters relationships with residents and facilitates discussions on post-training career pathways to ensure their transition into the healthcare workforce is seamless, while connecting them with opportunities for professional growth and development.

### **Undergraduate Medical Education (UGME) Students**



Engaging with potential recruits early in their medical education is important to promote healthcare opportunities available in the province. We serve as a resource for students to explore specialties, understand program competitiveness, future outlook of specialties, information on student incentives and programs.

For example, we participated in the USask career fair for first-year UGME students, both virtually and in person, where we connected with students and provided valuable resources and information.

### **Fourth-Year Medical Students**



Saskatchewan medical students match to residency programs throughout the country. The Recruitment Agency, in collaboration with the SMA and USask, developed an approach to stay connected with fourth-year medical students, regardless of whether they stay in-province or go out-of-province for their residency training.

Understanding where the students matched for their residency is important to staying connected. By maintaining contact with these students, our team can provide valuable resources, incentives and opportunities to those who may consider returning to practice in Saskatchewan in the future.



## Academic Half Days



Networking and career planning sessions held for residents during their academic half days were in the following programs:

- Family Medicine
  - In collaboration with the SMA and SHA, Practitioner Staff Affairs (PSA), the Recruitment Agency held in-person sessions in October 2023 until April 2024 in the eight training sites across the province.
- Pediatrics, Emergency Medicine (Royal College and CFPC), and Neurology
  - We held in person (virtual option also for selected sessions) presentations in February 2024.

## Family Medicine Retreat



Our team connected with residents at the Family Medicine Career Fair during the USask Family Medicine Retreat held in Moose Jaw in September 2023. This engagement with residents promoted opportunities within the province while fostering connections with potential recruits.

## Individual Career Planning Sessions



The Recruitment Agency provides personalized support to individuals interested in working in the province. Through one-to-one career planning sessions, our team provides guidance through the recruitment and licensure processes with the intent to work in the healthcare system.

Through the career planning sessions, our team becomes a first point of contact for candidates who are interested in relocating from another province in Canada, or internationally. During these sessions, we establish relationships with these individuals to support them where needed throughout their journey in finding a career in Saskatchewan. Following the sessions, we provide individuals with various resources to promote the province of Saskatchewan, including materials from the Government of Saskatchewan, insights into local education systems, and more.

By staying connected with candidates, our team continues to nurture these relationships and assists them in connecting with employers once they meet the qualifications for available positions.





## Canadians Studying Abroad

There are thousands of Canadian students enrolled in medical schools abroad. They are spread out across the globe and are commonly in Ireland, the Caribbean and Australia. They have a desire to return home to Canada to practice medicine. Many report barriers to pursuing postgraduate medical education in Canada.



The Canadian Society of Physician Recruitment organized a repatriation event for provinces to engage with Canadian international medical students studying in Ireland. The Recruitment Agency's involvement in the Ireland event was important to engage with Canadian international medical students early in their careers, promote residency training opportunities in Saskatchewan, and foster connections to encourage their return to practice within the province.

## Strategy: Analysis of Key Issues

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*Analysis of key issues and opportunities, recruitment strategies, best practices, and innovative initiatives in sourcing and attracting to the healthcare sector.*

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In pursuit of our efforts to enhance recruitment strategies and address key issues in the healthcare sector, the Recruitment Agency has made progress across various fronts.

## Progress

### Strategic Partnerships



The Recruitment Agency has been diligently building strategic partnerships aimed at advancing the recruitment of health professionals essential to our healthcare system. These partnerships serve as crucial avenues for bolstering our workforce and ensuring we meet the demands of our healthcare services.

### Community Engagement

Our team is actively building relationships with municipal leaders across Saskatchewan. We engaged with leaders of the Saskatchewan Urban Municipalities Association (SARM) in August 2023 and participated in the Saskatchewan Association of Rural Municipalities (SARM) Convention in March 2024.

Our commitment to fostering collaborative relationships extends to both rural and urban communities and municipalities. Through individual sessions with leaders, we address the challenges and opportunities these communities face, gaining valuable insights into their needs and how we can provide support.





As a result, the Recruitment Agency has collaborated with local leaders to begin building a Toolkit, aimed at supporting the welcoming of new health professionals as they settle into their community, fostering a sense of belonging and support.

These engagements play an important role in our efforts to strengthen healthcare recruitment and retention in Saskatchewan. By listening to the concerns and priorities of municipal leaders, we can continue our work to develop targeted strategies to address the unique needs of rural and urban areas.

## International Credential Recognition



The Recruitment Agency collaborates closely with the Ministry of Immigration and Career Training and stakeholders within the health system to address the complexities of international recruitment and foreign credential recognition. This work is critical for tapping into international talent pools effectively and enriching our workforce with diverse skill sets and experiences.

## Identify Opportunities

### Breast Cancer Care



Our team has focused our efforts on supporting the Government of Saskatchewan's initiative to invest in breast cancer care. By exploring non-traditional avenues, we aim to strengthen the province's capacity to provide comprehensive care, especially in the realm of breast cancer treatment and screening.

One of the system's primary objectives is to bolster the human resources in Medical Radiologic Technology (MRTs), with a specific emphasis on increasing the number of mammographers. This initiative aligns with the province's commitment to lowering the breast cancer screening age from 50 to 40.

## Education Events



In December 2023, we hosted an education session to support the Recruitment Agency, SHA and Cancer Agency to build our knowledge and provide information and resources to support the recruitment of healthcare professionals from both local and international markets.

Our team hosted another session to support SHA and Cancer Agency to build knowledge of international physician licensure. The College of Physicians and Surgeons of Saskatchewan presented and answered questions with over 30 individuals in attendance.



## Testimonials

“I want to express my sincere gratitude for the conversation we had during the recent Webex meeting. Your insights and the information you provided were incredibly valuable, and I am truly appreciative of the time you took to discuss these matters with me.

Thank you once again for your willingness to share your expertise and for the engaging discussion. I look forward to the possibility of collaborating in the future and continuing our conversation.”

**Internationally trained Medical Radiation Technologist**

*Holds a license in Saskatchewan and seeking employment with the Saskatchewan Health Authority*

“I met the Recruitment Agency team at a career fair in Toronto. They were so welcoming and warm. That was one of the main factors of wanting to relocate to Saskatchewan, as I want to work in a community like that. They have been kind, patient and very good at answering my questions. I can't wait to relocate to Saskatchewan and start my new career and life in a welcoming community!”

**Licensed Practical Nurse**

*Holds a license in Saskatchewan and seeking employment with the Saskatchewan Health Authority*



# Management Report

The accompanying financial statements are the responsibility of management and have been approved in principle by the Saskatchewan Healthcare Recruitment Agency's Board of Directors. The financial statements have been prepared in accordance with Canadian generally accepted accounting principles and, of necessity, include some amounts that are based on estimates and judgements. The financial information presented in the Financial Summary and elsewhere in this report is consistent with that in the financial statements.

Management maintains an appropriate system of internal control, including policies and procedures, which provide reasonable assurances that the Agency's assets are safeguarded and that financial records are relevant and reliable.

The Board of Directors carries out its responsibility for the financial statements and for overseeing management's financial reporting responsibilities by meeting with management to discuss and review financial matters. The Provincial Auditor of Saskatchewan has full and open access to the Board of Directors.

The Provincial Auditor of Saskatchewan conducts an independent audit of the financial statements. Their examination is conducted in accordance with Canadian generally accepted auditing standards and includes tests and other procedures which allow them to report on the fairness of the financial statements. The Auditor's Report outlines the scope of their audit and opinion.

On behalf of management,



Terri Strunk  
Chief Executive Officer



# 2023-24 Financial Overview

*Financial Statements of*

## **Saskatchewan Healthcare Recruitment Agency**

*March 31, 2024*



## INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

### Opinion

We have audited the financial statements of the Saskatchewan Healthcare Recruitment Agency, which comprise the statement of financial position as at March 31, 2024, and the statement of operations, statement of changes in net financial assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Saskatchewan Healthcare Recruitment Agency as at March 31, 2024, and the results of its operations, changes in net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Saskatchewan Healthcare Recruitment Agency in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Other Information

Management is responsible for the other information. The other information comprises the information included in the 2023–24 annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or any knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in this auditor's report. We have nothing to report in this regard.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards for Treasury Board's approval, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Saskatchewan Healthcare Recruitment Agency's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Saskatchewan Healthcare Recruitment Agency or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Saskatchewan Healthcare Recruitment Agency's financial reporting process.

### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance





with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Saskatchewan Healthcare Recruitment Agency's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Saskatchewan Healthcare Recruitment Agency's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Saskatchewan Healthcare Recruitment Agency to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control identified during the audit.

Regina, Saskatchewan  
July 25, 2024

Tara Clemett, CPA, CA, CISA  
Provincial Auditor  
Office of the Provincial Auditor



**SASKATCHEWAN HEALTHCARE RECRUITMENT AGENCY****Statement of Financial Position****As at March 31****Statement 1**

	<u>2024</u>
<b>FINANCIAL ASSETS</b>	
Cash (Note 3)	\$ 1,695,567
Accounts receivable	28,977
	<u>1,724,544</u>
<b>LIABILITIES</b>	
Accounts payable and accrued liabilities	165,568
Deferred revenue (Note 4)	150,000
	<u>315,568</u>
<b>NET FINANCIAL ASSETS (Statement 3)</b>	<u>1,408,976</u>
<b>NON-FINANCIAL ASSETS</b>	
Prepaid expenses	21,318
	<u>21,318</u>
<b>ACCUMULATED SURPLUS (Statement 2)</b>	<u>\$ 1,430,294</u>

Contractual Obligations and Commitments (Note 10)

*See accompanying notes*



**SASKATCHEWAN HEALTHCARE RECRUITMENT AGENCY****Statement of Operations  
For the year ended March 31****Statement 2**

	<b>Budget 2024</b>	<b>2024</b>
	(Note 8)	
<b>REVENUES</b>		
Ministry of Health operating grant	\$ 2,300,000	\$ 2,210,391
Other revenue	-	18,074
<b>TOTAL REVENUE</b>	<b>2,300,000</b>	<b>2,228,465</b>
<b>EXPENSES</b>		
Administration	1,437,580	488,159
Recruitment & retention– health professionals	859,000	138,086
Recruitment & retention- physicians	-	162,094
Stakeholder engagement	-	9,832
<b>TOTAL EXPENSES (Schedule 1)</b>	<b>2,296,580</b>	<b>798,171</b>
<b>ANNUAL SURPLUS (Statement 3, 4)</b>	<b>3,420</b>	<b>1,430,294</b>
<b>ACCUMULATED SURPLUS, BEGINNING OF YEAR</b>	<b>-</b>	<b>-</b>
<b>ACCUMULATED SURPLUS, END OF YEAR (Statement 1, Note 9)</b>	<b>\$ 3,420</b>	<b>\$ 1,430,294</b>

*See accompanying notes*



**SASKATCHEWAN HEALTHCARE RECRUITMENT AGENCY****Statement of Changes in Net Financial Assets****For the year ended March 31****Statement 3**

	<b>2024</b>	<b>2024</b>
	Budget	Actual
	(Note 8)	
<b>ANNUAL SURPLUS</b> (Statement 2)	\$ 3,420	\$ 1,430,294
Net acquisition of prepaid expenses	-	(21,318)
	-	(21,318)
Increase in Net Financial Assets	3,420	1,408,976
<b>NET FINANCIAL ASSETS, BEGINNING OF YEAR</b>	-	-
<b>NET FINANCIAL ASSETS, END OF YEAR</b> (Statement 1)	<b>\$ 3,420</b>	<b>\$ 1,408,976</b>

*See accompanying notes*

**SASKATCHEWAN HEALTHCARE RECRUITMENT AGENCY****Statement of Cash Flows****For the year ended March 31****Statement 4**

	<b>2024</b>
<b>OPERATING ACTIVITIES</b>	
Annual Surplus (Statement 2)	\$ 1,430,294
Change in non-cash working capital items:	
Accounts receivable	(28,977)
Prepaid expenses	(21,318)
Accounts payable and accrued liabilities	165,568
Deferred revenue	150,000
Cash provided by operating activities	1,695,567
Increase in cash for the year	1,695,567
Cash, beginning of year	-
<b>Cash, end of year (Statement 1)</b>	<b>\$ 1,695,567</b>

*See accompanying notes*



## **1. NATURE OF OPERATIONS**

The Saskatchewan Healthcare Recruitment Agency (SHRA) was incorporated by Order in Council 394-2022, under *The Crown Corporations Act, 1993*, on August 19, 2022.

The purpose of SHRA is to develop, implement and manage strategies and tactics for the recruitment, retention, transition (path to practice), and placement of physicians, nurses, and other health professionals in Saskatchewan in collaboration and coordination with provincial and local stakeholders such as local foundations, local health committees, and municipal leaders.

SHRA is a not-for-profit organization and is not subject to income taxes under the *Income Tax Act of Canada*.

## **2. SIGNIFICANT ACCOUNTING POLICIES**

These financial statements have been prepared in accordance with Canadian public sector accounting (PSA) standards, issued by the Public Sector Accounting Board published by the Chartered Professional Accountants of Canada (CPA Canada).

Following are the significant accounting policies:

### *a) Revenue recognition*

#### *i) Government Transfers*

Transfers from the Ministry of Health (MoH) are referred to as government transfers. Government transfers are recognized as revenue in the period during which the transfer is authorized and eligibility criteria are met, except when and to the extent that transfer stipulations give rise to an obligation which meets the definition of a liability. Transfers meeting the definition of a liability are recognized as revenue as the liability is settled.

#### *ii) Interest revenue*

All earned interest is recorded as income.

### *b) Retirement and Disability Benefits*

#### *i) Pension plans*

Eligible SHRA employees participate in the Saskatchewan Healthcare Employees' Pension Plan (SHEPP), a multi-employer defined benefit pension plan. SHRA's financial obligation as it relates to SHEPP is limited to making the required monthly contributions currently set at 112% of the amount contributed by SHRA employees. Pension expense (Note 5) is included in salaries and related benefits in Schedule 1.



**2. SIGNIFICANT ACCOUNTING POLICIES (Continued)**

*ii) Disability income plan*

Employees of SHRA participate in a disability income plan to provide wage-loss insurance due to disability. SHRA follows post-employment benefits accounting for its participation in the plans. Accordingly, SHRA expenses all contributions it is required to make in the year.

*c) Use of estimates*

The preparation of financial statements in conformity with Canadian public sector accounting standards requires that estimates and assumptions are made which affect reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Changes in estimates and assumptions will occur based on the passage of time and occurrence of certain future events. The changes will be reported in earnings in the period in which they become known. Actual results could differ from those estimations.

*d) Financial instruments*

SHRA has classified its financial instruments into one of the following categories: fair value or cost or amortized cost.

All financial instruments are measured at fair value upon initial recognition. The fair value of a financial instrument is the amount at which the financial instrument could be exchanged in an arm's length transaction between knowledgeable and willing parties under no compulsion to act.

The following financial instruments are subsequently measured at cost:

- accounts receivable; and
- accounts payable and accrued liabilities.

As at March 31, 2024, SHRA does not have any material outstanding contracts or financial instruments with embedded derivatives.

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations.

*e) Prepaid Expenses*

Prepaid amounts are goods or services which will provide economic benefits in one or more future periods. Prepaid expenses include insurance, software resources, subscription renewals, etc.



**2. SIGNIFICANT ACCOUNTING POLICIES (Continued)**

*f) Statement of Remeasurement Gains and Losses*

SHRA has not presented a statement of remeasurement gains and losses because it does not have financial instrument that give rise to material remeasurement gains or losses

*g) New Accounting Standards in Effect*

A number of Canadian public accounting standards became effective April 1, 2023. SHRA's adoption of PSG-8 Intangible Assets and PS 3160 Public Private Partnerships did not impact its financial statements. The adoption of PS 3400 Revenue and its impact on the financial statements is addressed in Note 11.

**3. FINANCIAL INSTRUMENTS**

*a) Significant terms and conditions*

There are no significant terms and conditions related to financial instruments classified as current assets or current liabilities that may affect the amount, timing, and certainty of future cash flows.

*b) Financial risk management*

SHRA has exposure to the following risks from its use of financial instruments: credit risk and liquidity risk.

*i. Credit risk*

SHRA is exposed to credit risk from the potential non-payment of accounts receivable. The majority of SHRA's receivables are from Ministry of Health, or other Saskatchewan Crown agencies. Due to the nature of these organizations, the credit risk is minimal. SHRA is also exposed to credit risk from cash. SHRA manages its credit risk surrounding cash by dealing solely with reputable banks and financial institutions.



**SASKATCHEWAN HEALTHCARE RECRUITMENT AGENCY**

**Notes to the Financial Statements**

**March 31, 2024**

**3. FINANCIAL INSTRUMENTS (Continued)**

The carrying amount of financial assets represents the maximum credit exposure as follows:

	<b>2024</b>
Cash	\$ 1,695,567
Accounts receivable	28,977
	<b>\$ 1,724,544</b>

*ii. Liquidity risk*

Liquidity risk is the risk that SHRA will not be able to meet all cash outflow obligations as they come due. SHRA maintains sufficient cash to discharge future obligations as they come due.

The estimated contractual maturity of SHRA’s financial liabilities is up to two months for accounts payables.

*c) Fair value*

The carrying amounts of these financial instruments approximate fair value due to their immediate or short-term nature:

- accounts receivable; and
- accounts payable and accrued liabilities.

**4. DEFERRED REVENUE**

Deferred revenue represent revenue received specific to programs expenditures to be incurred in future periods.

Program Name:	Balance, beginning of year	Recognized during the Year	Amount received	Transfers	Balance, end of year
International Recruitment Initiative	\$ -	\$ -	\$ 150,000	\$ -	\$ 150,000
<b>Total Deferred Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ 150,000</b>



**5. RETIREMENT AND DISABILITY BENEFITS**

*a) Pension plan*

<b>SHEPP</b>	<b>2024</b>
Plan status	open
Member contribution rate (% of salary)	8.10-10.70%
Number of active members	11
SHRA member contribution	\$ 11,804
SHRA employer contributions	\$ 10,229

The employer's portion of the contributions to the pension plan is included in salaries and benefits expense.

*b) Disability income plans*

<b>General</b>	<b>2024</b>
Number of active members	11
3sHealth contribution rate (% of salary)	1.19%
3sHealth contributions	\$ 4,372

**6. BOARD EXPENSES**

SHRA did not incur any travel and per diem expenses for its Board Members for the period ended March 31, 2024.

**7. RELATED PARTY TRANSACTIONS**

These financial statements include transactions with related parties. SHRA is indirectly related to all Saskatchewan Crown agencies such as ministries, corporations, boards, and commissions under the common control of the Government of Saskatchewan, as well as its key management personnel and their close family members. Additionally, SHRA is related to organizations where they have key management personnel and/or their close family members in common.

During the fiscal year, The Ministry of Health provided staff resources to assist with establishment of the SHRA. There are no provisions for these costs in these statements as the expenses are borne by the Ministry of Health from monies appropriated by the Legislature for such purposes.

**8. BUDGET**

The SHRA's Board approved the 2023-24 budget on August 8, 2023.







**11. REVENUE RECOGNITION (continued)**

The table below represents the gross revenues and expenses where SHRA acted as an agent. These gross amounts were removed from the Statement of Operations (Statement 2), and Schedule 1 – Expenses by Object. The Statement of Financial Position (Statement 1), Statement of Changes in Net Financial Assets (Statement 3), Statement of Cash Flows (Statement 4), and the other Notes to the Financial Statements were not impacted by this change.

	<b>2024</b>
<b>REVENUE</b>	
Other Revenue	\$ 16,333
	<u>16,333</u>
<b>EXPENSES</b>	
Office Expense	16,333
	<u>16,333</u>
<b>Net Excess (Deficiency) of Agent Transactions Revenue over Expenses</b>	<b>\$ -</b>



**SASKATCHEWAN HEALTHCARE RECRUITMENT AGENCY**  
**SCHEDULE 1 – Expenses by Object**  
**For the year ended March 31**

	<b>Budget 2024</b>	<b>2024</b>
	(Note 8)	
Amortization	\$ 15,000	\$ -
Bank charges	-	1,494
Building expenses	99,458	83,637
Equipment and computers	8,000	18,203
Insurance	4,083	3,969
Legal	5,000	-
Membership Fees	2,917	195
Office expenses	300,250	17,936
Professional services	429,500	110,152
Salaries and related benefits	1,062,278	512,097
Subscriptions and publications	43,500	177
Telephone	14,583	5,398
Travel and training	312,011	44,913
<b>TOTAL EXPENSES (Statement 2)</b>	<b>\$ 2,296,580</b>	<b>\$ 798,171</b>

*See accompanying notes*



# Appendices

## Appendix I: Payee Lists

### FOR THE YEAR ENDED MARCH 31, 2024

#### Personal Services

Listed are individuals who received payments for salaries, wages, honorariums, etc., which total \$50,000 or more.

<b>SURNAME</b>	<b>FIRST NAME</b>	<b>2023-24 EARNINGS</b>
BRADY	ERIN	\$85,996
FRIDAY	HEATHER	\$65,060

### FOR THE YEAR ENDED MARCH 31, 2024

#### Supplier Payments

Listed are payees who received \$50,000 or more for the provisions of goods and services, including travel, office supplies, contracts, and equipment.

<b>ORGANIZATION</b>	<b>2023-24</b>
Health Shared Services Saskatchewan	\$73,584.81
North Prairie Development Ltd	\$66,502.20
SHEPP	\$74,065.75



## Appendix II: Events Attended by the Recruitment Agency

Over the past year, our team attended the below local, national, and international recruitment events to attract high-priority physicians and healthcare professionals. These efforts generated over 600 contacts, which were passed on to the SHA, the Cancer Agency, and other healthcare organizations for potential hiring.

Dates	Event Name	Location
September 13, 2023	Family Medicine Resident Retreat	Moose Jaw, SK
October 19, 2023	Royal College of General Practitioners (RCGP) 2023 Annual Conference	Glasgow, Scotland
October 21, 2023	Canadian Medical Student Repatriation Event	Dublin, Ireland
October 27, 2023	Family Medicine Resident Lunch/Academic Half Day - La Ronge	La Ronge, SK
November 8, 2023	Family Medicine Forum	Montreal, QC
November 30, 2023	Family Medicine Resident Lunch/Academic Half Day - Swift Current	Swift Current, SK
December 14, 2023	Family Medicine Resident Lunch/Academic Half Day - Saskatoon	Saskatoon, SK
January 11, 2024	Family Medicine Resident Lunch/Academic Half Day - Moose Jaw	Moose Jaw, SK
January 25, 2024	Family Medicine Resident Lunch/Academic Half Day - Prince Albert	Prince Albert, SK
February 6, 2024	Pathways to Practice for Internationally Trained Family Physicians in Saskatchewan, Canada	Virtual
February 8, 2024	Pathways to Practice for Internationally Trained Specialists in Saskatchewan, Canada	Virtual
February 15, 2024	USask Pediatric Residents	Saskatoon, SK
February 28, 2024	USask Emergency Medicine Residents	Saskatoon, SK
February 28, 2024	USask Neurology Residents	Saskatoon, SK
March 2, 2024	Healthcare Job Fair - Vancouver	Vancouver, BC
March 5, 2024	Pathways to Practice for Internationally Trained Family Physicians in Saskatchewan, Canada	Virtual
March 7, 2024	Pathways to Practice for Internationally Trained Specialists in Saskatchewan, Canada	Virtual
March 9, 2024	Healthcare Job Fair - Calgary	Calgary, AB
March 13, 2024	Michener Institute Career Fair	Toronto, ON
March 14, 2024	Family Medicine Resident Lunch/Academic Half Day - South East	Humboldt, SK





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