



Saskatchewan  
**Healthcare**  
**Recruitment Agency** 

Annual Report 2024-25

# 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.

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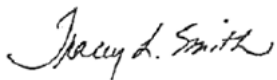
# Letter of Transmittal

The Honourable Jeremy Cockrill  
Minister of Health  
Government of Saskatchewan  
Legislative Building  
Regina, Saskatchewan  
S4S 0B3

Dear Minister Cockrill,

I am pleased to submit the Saskatchewan Healthcare Recruitment Agency's (SHRA) Annual Report for the fiscal year ending March 31, 2025. The report includes audited financial statements and highlights of the SHRA's key accomplishments over the past year.

Respectfully submitted,



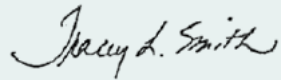
Tracey Smith  
Deputy Minister of Health  
Board Chair

# A Message from the Board Chair

It is my honour to share the progress made by the Saskatchewan Healthcare Recruitment Agency (SHRA) over the past year.

By collaborating with partners and stakeholders, the SHRA 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 SHRA's dedicated team, our healthcare partners, and the communities we serve. The SHRA, and the combined efforts of all stakeholders within the health sector, will continue to drive positive change and strengthen healthcare services across the province.



Tracey Smith  
Deputy Minister of Health  
Board Chair



## Governance

The Saskatchewan Healthcare Recruitment Agency is governed by a two-member Board of Directors appointed by the Government of Saskatchewan, including:

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

# A Message from the CEO

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

The SHRA has made significant strides in fulfilling its mandate to recruit, retain and support healthcare practitioners across Saskatchewan, in support of the province's Health Human Resources (HHR) Action Plan. There is much more work to do, however our efforts to stabilize and steadily grow the provincial health workforce are delivering results.

Key to this is collaboration with various stakeholders. Through partnerships with healthcare practitioners, their representative organizations, educational institutions, community leaders, as well as 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.

Within this review of our activities over the last year, we have outlined the various ways the SHRA has contributed to the successful sourcing of skilled healthcare practitioners, assisted with the settlement of new recruits to our province, contributed to local retention strategies and served as a resource for information and analysis – contributing to new recruitment incentives or opportunities. We are excited about continuing to share our expertise and working collectively to strengthen the health system for all residents of our province.

The SHRA 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 practitioners and a leader in delivering high-quality patient care.

Thank you to the Government of Saskatchewan, our partners and all those who support the SHRA's mission. Together, we will continue to make a meaningful difference in the lives of patients and communities across Saskatchewan.



Terri Strunk  
Chief Executive Officer





# Introduction

## Mandate

Develop and implement strategies and tactics that facilitate the local, national and international recruitment, retention, transition and placement of Saskatchewan healthcare practitioners in collaboration and coordination with provincial and local stakeholders.

## Saskatchewan Healthcare Recruitment Agency Overview

In September 2022, the Government of Saskatchewan launched the Health Human Resources (HHR) Action Plan, a four-point plan to recruit, train, incentivize and retain healthcare practitioners 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 (SHRA) dedicated to the recruitment and retention of healthcare practitioners from within Saskatchewan, across North America and overseas. The SHRA commenced operations in 2023. Staff were recruited and hired by early 2024.

The core activities of the SHRA are to:

- Support employers by **sourcing** high priority health practitioners for Saskatchewan's healthcare 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 as well as innovative initiatives in sourcing and attracting to the healthcare sector.
- **Collaboration** with stakeholders including employers and community leaders.

See Appendix A for the SHRA Organizational Chart.



# Alignment with Saskatchewan's Growth Plan

Guided by *Saskatchewan's Growth Plan*, the Government of Saskatchewan (GoS) is committed to sustaining a strong economy to foster growth and a better quality of life for the people of our province. Through investments in new hospitals and schools, as well as initiatives designed to maintain affordability for families, the GoS is working to strengthen families and communities.

The Saskatchewan Health Human Resources (HHR) Action Plan serves as a targeted, sector-specific strategy aimed at strengthening and expanding the province's healthcare workforce. The plan is built around four key pillars:

**Recruit:** Accelerating and broadening recruitment efforts to create a steady supply of healthcare practitioners.

**Train:** Expanding health sciences education and professional development opportunities for domestic students and existing healthcare employees, as well as accelerating training and licensure for internationally educated healthcare practitioners.

**Incentivize:** Support sourcing for hard to recruit healthcare positions.

**Retain:** Promoting the rewarding benefits of a career in healthcare.

The Saskatchewan Healthcare Recruitment Agency recruits healthcare practitioners for high demand and hard-to-fill positions, building workforce stability to meet the unique and long-term needs of our provincial health system.





# Health Human Resources Action Plan: Year in Review

September of 2024 marked the two-year milestone of Saskatchewan's historic Health Human Resources (HHR) Action Plan, which has delivered extraordinary health system progress within a short period of time. A key step was establishing the Saskatchewan Healthcare Recruitment Agency (SHRA) to accelerate and broaden efforts to attract physicians, nurses and other professions with a strategic recruitment focus.

The four main pillars of the HHR Action Plan are:



**Recruit**



**Train**



**Incentivize**



**Retain**

During 2024-25, the SHRA contributed to progress in each of these areas.







# Recruit



## 1. PROFESSIONS FOR RECRUITMENT FOCUS

In 2024-25, the SHRA focused on developing strategic recruitment initiatives aimed at the following professions based on workforce projections and a current vacancy/needs analysis by the Ministry of Health and provincial healthcare employers.

### Physicians

- Anesthesia
- Psychiatry
- Emergency Medicine
- Family Medicine
- Medical Oncology
- Hematology

### Healthcare professions

- Medical Physicists
- Medical Radiation Technologists
- Nursing
- Nurse Practitioners
- Occupational Therapists
- Perfusionists
- Physician Assistants
- Physiotherapists
- Psychologists
- Radiation Therapists
- Respiratory Therapists
- Speech Language Pathologists

## 2. SOURCING

In order to source candidates interested in practicing in Saskatchewan, the SHRA undertook a number of recruitment tactics to build a robust pool of skilled health practitioners and students in health programs.

The Saskatchewan health system is most focused on ensuring our own students and graduates from health programs within the province have career opportunities right here at home. From there, we work to recruit students or licensed healthcare practitioners from across Canada.

Where recruitment of local graduates and practitioners is challenging or in highly competitive markets, international jurisdictions that are already recognized by national health profession regulators can help fill the gap.

The SHRA is a front-line resource for candidates and has an online portal for physicians and other healthcare practitioners to create a profile for support in the licensure process and job search. Over 1,200 physicians connected with us through the online platform in 2024-25. SHRA Recruiter Associates have received over 2,700 inquiries through our general email and phone lines from candidates who are seeking support with the job search, licensure and other information.

## 3. EVENTS

The SHRA attended and hosted specific healthcare recruitment events in Canada (outside of Saskatchewan) and internationally. Attending these national events has been a crucial tactic in connecting with active and passive candidates and to position Saskatchewan to be competitive with other provinces.



We coordinate a Saskatchewan presence at recruitment events, including career fairs and professional conferences across Canada. We promote to candidates the available career opportunities, affordable lifestyle, quality of life and financial incentives offered in Saskatchewan. We interact with attendees to answer questions, provide information about current job openings and career paths, and do a preliminary assessment of candidates' qualifications. We identify prospects for follow-up and collect contact information for candidates who are willing to share this with our team. We also encourage candidates to apply directly for positions through the provincial job board. Health practitioner contacts from the events receive follow-up communications and engagement from the SHRA and are shared with Saskatchewan health system employers.

When the SHRA attends these events, our team also hosts secondary events that are specific to working in Saskatchewan and invite high-prospect candidates such as those with Saskatchewan roots or those representing our highest need health professions.

In addition, we regularly engage with candidates that are in high-need professions by hosting webinars about career opportunities in Saskatchewan and licensure pathways.

In 2024-25, the SHRA attended or hosted 59 events which had the following focus:

- 44 focused on physician recruitment
- 15 focused on health professional (non-physician) recruitment
- 10 focused on both physicians and health professional recruitment

We connected with 2,128 candidates at events in 2024-25:

- 1,452 physicians
- 676 health professionals

Event locations:

- 20 in Saskatchewan
- 22 across Canada (outside Saskatchewan)
- 4 international (two trips overseas with two events during each trip)
- 23 virtual



## 4. OUTREACH THROUGH THIRD PARTY PLATFORMS

The SHRA reaches out to candidates using third party online platforms such as LinkedIn, British Medical Journal, Doximity and other medical journals. In addition, we utilize online advertising to promote high-need vacancies and attract interest in other jurisdictions.

In the fall of 2024, the SHRA undertook a small targeted advertising campaign in medical publications aimed at general practitioners, emergency room physicians, anesthesiologists and specialists. We partnered with the SHA promoting Saskatchewan across Canada and the United States as a great place to practice for family and emergency medicine physicians. The campaign ran from late October 2024 through to January 2025.

Print and digital advertisements were placed in the following platforms:

- Canadian Journal of Emergency Medicine (CJEM)
- Canadian Family Physician (CFP) Medical Journal
- American Family Physician (AFP) & Family Practice Management (FPM)
- LinkedIn
- Facebook/Meta
- CareerMD

## 5. ONE-ON-ONE MEETINGS WITH CANDIDATES

In 2024-25, SHRA recruiters completed over 100 one-on-one calls with general healthcare and physician candidates. Following those meetings, more than half of those candidates continued on their pathway to employment while the rest are in varying stages of their education or pathway to licensure.

## OVERALL SOURCING RESULTS

In many cases, candidates that the SHRA connects with will apply directly on postings on the provincial job board. In other cases, our recruiters will connect the candidate to a health system employer directly.

In 2024-25 we submitted over 98 specialist physicians to the College of Physicians and Surgeons for licensure, 26 family physicians (not including those on the SIPPA licensure pathway), and assisted 57 other healthcare practitioners on their pathway to employment.

## SOURCING SUCCESSSES

### *Psychiatry*

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

In partnership with the SHA, beginning in 2023-24 our team facilitated individual virtual meetings with psychiatrists to promote practice opportunities in Saskatchewan. These sessions, including the SHA and the Provincial Head of Psychiatry, focused on discussions about licensure, medical practice and lifestyle in Saskatchewan. There were 18 meetings held in 2024-25. As a result, five physicians are going through the selection process, one psychiatrist has started practice and 12 additional have accepted offers and are expected to begin practice in 2025 in our regional communities after licensure and immigration processes are complete. By August 2025, we project that the regional psychiatry vacancies will be reduced from 17 to 5 or fewer.

### *Medical Oncology and Hematology*

Our team has been working with the Saskatchewan Cancer Agency (SCA) 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 SCA prescreened candidates both with international postgraduate training and several oncologists moved forward to the next stage of the interview process. As a result of this collaboration and work, the SCA has successfully hired 17 new specialists.

### *Anesthesiology*

In collaboration with system partners we have supported the recruitment of Anesthesiologists and Family Practice Anesthesiologists through a variety of strategies including pre-licensure assessment, the approval of an alternative licensure pathway, provincial recruitment meetings and planning, and a strong partnership with the SHA and Provincial Head of Anesthesiology.

Since April 2024, seven Anesthesiologists have started practice in communities throughout Saskatchewan, including Moose Jaw and Swift Current. Anesthesiology remains a high-priority focus for recruitment efforts going forward.





# Train

Expanding health sciences education and professional development opportunities for domestic students, and accelerating training and licensure for internationally educated healthcare practitioners, are key elements of the HHR Action Plan to bolster the healthcare workforce.

## 1. SASKATCHEWAN INTERNATIONAL PHYSICIAN PRACTICE ASSESSMENT (SIPPA)

The SHRA recruits internationally educated physicians to Saskatchewan and supports them through the application for licensure process. The Saskatchewan International Physician Practice Assessment (SIPPA) program is a pathway for internationally trained family physicians to be assessed for licensure in Saskatchewan.

Physicians entering the SIPPA selection process in 2024-25 have been engaged with Saskatchewan anywhere from one to as long as ten years, contingent upon timelines to meet the requirements for licensure and selection into the program. In 2024-25, the SHRA:

- received and reviewed 624 pre-screening documents from physicians interested in SIPPA as their licensure pathway; and
- directed 187 physicians to the College of Physicians and Surgeons of Saskatchewan (CPSS) for further review.

## 2. INTERNATIONAL CREDENTIAL RECOGNITION

The SHRA 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.



### 3. TARGETED AUDIENCE FOCUS

#### *University of Saskatchewan Medical Students and Residents*

The SHRA recognizes University of Saskatchewan (USask) medical students and residents as the future of healthcare in our province. We build relationships with medical residents in Saskatchewan by providing educational and networking opportunities to support their professional development and retention within the province. Our team provides information, conducts one-on-one career planning sessions, promotes available incentives and programs, and fosters relationships and connections with health partners.

We hosted a Career Fair at the 2024 USask Family Medicine Residency Retreat at Elk Ridge Resort from September 3-5. This was attended by all 111 Family Medicine residents. The SHRA also delivered a Career Planning session to attendees.

#### *Inter-Provincial Agreement (IPA) Students*

The Ministry of Advanced Education purchases training seats in 'out of province' institutions for health programs that are not offered in Saskatchewan. Saskatchewan students can then apply and be admitted into these programs. In 2024 there were approximately 130 Saskatchewan students in these training seats.

Our team connected with these students by email, at post-secondary career fairs and at Saskatchewan hosted events in their city to support their return to Saskatchewan upon graduation. Programs and schools included:

- Magnetic Resonance Imaging Technology – Northern Alberta Institute of Technology (NAIT)
- Respiratory Therapy – Southern Alberta Institute of Technology (SAIT)
- Diagnostic Medical Sonography – SAIT
- Electro Neurophysiology – British Columbia Institute of Technology (BCIT)
- Speech Language Pathology – University of Alberta (U of A)
- Nuclear Medicine Technology – SAIT
- Orthotics and Prosthetics – BCIT
- Occupational Therapy – U of A





## Incentivize



Offering an attractive suite of incentives to recruit and retain healthcare practitioners is essential in remaining competitive. The SHRA actively promoted the following to future graduates and prospective job seekers at career fairs, recruitment events and through webinars, as well as in follow-up communications and one-on-one meetings.

- New incentive packages
- Financial incentives already in place including bursaries
- Training, licensing and relocation supports

The SHRA works with our provincial partners to review incentives and training programs, and present new opportunities for consideration to ensure our offerings contribute to the recruitment of new healthcare practitioners and retention of our current valuable health workforce.





## Retain

Retention strategies play an important role in promoting the rewarding benefits of a career in healthcare and retaining our healthcare workforce within the province. The SHRA facilitates the transition, placement and settlement of healthcare practitioners in collaboration and coordination with provincial and local stakeholders.

### 1. COMMUNITY ENGAGEMENT

Since the SHRA became fully operational in early 2024, our team has been actively building relationships with municipal leaders across Saskatchewan. We engaged with leaders and members of the Saskatchewan Urban Municipalities Association (SUMA) and Saskatchewan Association of Rural Municipalities (SARM) during their conventions and in separate meetings, as well as with leaders from individual communities we visited across the province.

Our commitment to fostering collaborative relationships extends to both rural, remote and urban municipalities, as well as Indigenous communities. Through individual sessions with leaders, we learn about the challenges and opportunities communities face in the recruitment and retention of healthcare practitioners, gaining valuable insights into their needs and how we can provide support. We have also been able to share learnings from innovative sites and facilities.



### Healthcare Practitioner Community Support Toolkit

**A resource to support the settlement  
of health professionals**





As a result, the SHRA collaborated with local leaders to develop a healthcare practitioner support toolkit, aimed at providing communities with information as to how they can welcome new healthcare practitioners and their families as they settle into their community, fostering an early 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, and healthcare practitioners, we can continue our work to develop targeted strategies to address the unique needs of rural, remote and urban areas.

## 2. SETTLEMENT: INTERNATIONALLY EDUCATED NURSES

The SHRA supported the work led by the Ministry of Health to recruit 400 new nurses from the Philippines. We directly assisted 176 of these internationally educated nurses (IENs) from the Philippines with settling in over 40 communities around the province. We facilitated access to housing—particularly in rural and remote areas—through direct coordination with municipalities, local landlords and community organizations. The SHRA also provided timely support in urgent and evolving situations, ensuring that nurses and their families were well-positioned to begin their transition into Saskatchewan’s healthcare system.



# Administration and Governance



## STRATEGIC PLANNING: SETTING OUR COURSE FOR THE FUTURE

In 2024-25, the SHRA launched a comprehensive strategic planning process to define our Vision, Mission and Values, and to set a strategic direction for the next five years. This marks a pivotal shift from short-term planning as a brand new agency, to a longer-term, purpose-driven approach that reflects our unique role in Saskatchewan's healthcare system.

This Strategic Plan, to be released mid 2025-26, will serve as our roadmap for growth, impact and accountability, supporting long-term success and a clear identity as Saskatchewan's dedicated healthcare recruitment agency.

## ADVANCING OUR COMMITMENT TO TRUTH AND RECONCILIATION

The SHRA is committed to Truth and Reconciliation. As a team, we completed the 4 Seasons of Reconciliation course—a powerful educational experience developed in response to the Truth and Reconciliation Commission's 94 Calls to Action. The course includes interactive modules and provided us with a foundational understanding of reconciliation through authentic Indigenous voices and perspectives.



As part of our focus on creating a strong pool of skilled healthcare practitioners for employment, further development of recruitment partnerships with Indigenous post-secondary education institutions and programs, as well as promotion of the career opportunities in healthcare among Indigenous people, is underway.

## SHRA ACCESSIBILITY PLAN 2025-28

The Government of Saskatchewan introduced The Accessible Saskatchewan Act on December 3, 2023 and requires that public sector bodies post an accessibility plan to remove and prevent accessibility barriers for persons with disabilities. In the spirit of “Nothing about us, without us”, we consulted with persons with disabilities to inform the actions outlined in the SHRA’s first plan.

A public survey was conducted between December 5, 2024 and February 28, 2025 to seek feedback from individuals, including persons with disabilities, about the accessibility barriers they experience while using the SHRA’s services. Approximately two dozen individuals participated in this survey. We analyzed the feedback received and identified actions that the SHRA can take over the next three years to improve the accessibility of the organization.

The SHRA Accessibility Plan was submitted to the Ministry of Health in late March. Implementation of the accessibility plan will take place in 2025-26.





# Management Report

The accompanying financial statements are the responsibility of management and have been approved in principle by the Saskatchewan Healthcare Recruitment Agency's (SHRA) 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 judgments. 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 SHRA'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

A man and a woman are sitting on wooden steps outdoors. The woman is on the left, wearing a light blue t-shirt and dark pants, holding a white mug. The man is on the right, wearing a light blue button-down shirt and jeans, holding a white mug and petting a black dog. The background is a blue-tinted image of a building. The entire image is overlaid with a semi-transparent blue layer.

# 2024-25 Financial Overview

*Financial Statements of*

**Saskatchewan Healthcare Recruitment Agency**

*March 31, 2025*

## 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, 2025, 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, 2025, and the results of its operations, changes in its 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.

### 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.





**PROVINCIAL AUDITOR**  
*of Saskatchewan*

- 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  
June 27, 2025

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**

|   | 2025                | 2024                |
|---|---------------------|---------------------|
| <b>FINANCIAL ASSETS</b>                   |                     |                     |
| Cash (Note 3)                             | \$1,975,386         | \$ 1,695,567        |
| Accounts receivable (Note 3)              | 50,065              | 28,977              |
|   | 2,025,451           | 1,724,544           |
| <b>LIABILITIES</b>                        |                     |                     |
| Accounts payable and accrued liabilities  | 700,243             | 165,568             |
| Deferred revenue (Note 4)                 | -                   | 150,000             |
|   | 700,243             | 315,568             |
| <b>NET FINANCIAL ASSETS (Statement 3)</b> | <b>1,325,208</b>    | <b>1,408,976</b>    |
| <b>NON-FINANCIAL ASSETS</b>               |                     |                     |
| Prepaid expenses                          | 29,918              | 21,318              |
|   | 29,918              | 21,318              |
| <b>ACCUMULATED SURPLUS (Statement 2)</b>  | <b>\$ 1,355,126</b> | <b>\$ 1,430,294</b> |

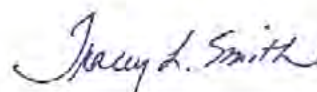
Contractual Obligations and Commitments (Note 9)

*See accompanying notes*

Approved by the Board of Directors:



Andrew Will, CEO  
Saskatchewan Health Authority  
June 27, 2025



Tracey L. Smith, Deputy Minister  
Ministry of Health  
July 7, 2025

# SASKATCHEWAN HEALTHCARE RECRUITMENT AGENCY

## Statement of Operations

For the year ended March 31

Statement 2

|   | <b>Budget<br/>2025</b> | <b>2025</b>         | <b>2024</b>         |
|---|------------------------|---------------------|---------------------|
|   | (Note 8)               | (Note 10)           | (Note 10)           |
| <b>REVENUES</b>   |                        |                     |                     |
| Ministry of Health funding                                | \$ 2,560,000           | \$ 2,524,826        | \$ 2,210,391        |
| Other revenue   | 20,000                 | 77,342              | 18,074              |
| <b>TOTAL REVENUE</b>                                      | <b>2,580,000</b>       | <b>2,602,168</b>    | <b>2,228,465</b>    |
| <b>EXPENSES</b>   |                        |                     |                     |
| Administration  | 2,550,789              | 1,463,718           | 488,159             |
| Recruitment & Retention- health professionals             | 82,750                 | 587,142             | 138,086             |
| Recruitment & Retention- physicians                       | 200,000                | 509,712             | 162,094             |
| Stakeholder Engagement                                    | 10,000                 | 116,764             | 9,832               |
| <b>TOTAL EXPENSES (Schedule 1)</b>                        | <b>2,843,539</b>       | <b>2,677,336</b>    | <b>798,171</b>      |
| <b>ANNUAL (DEFICIT) SURPLUS (Statement 3, 4)</b>          | <b>(263,539)</b>       | <b>(75,168)</b>     | <b>1,430,294</b>    |
| <b>ACCUMULATED SURPLUS,<br/>BEGINNING OF YEAR</b>         | <b>1,430,294</b>       | <b>1,430,294</b>    | <b>-</b>            |
| <b>ACCUMULATED SURPLUS,<br/>END OF YEAR (Statement 1)</b> | <b>\$ 1,166,755</b>    | <b>\$ 1,355,126</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>Budget<br/>2025</b> | <b>2025</b>         | <b>2024</b>         |
|--|------------------------|---------------------|---------------------|
|  | (Note 8)               |                     |                     |
| <b>ANNUAL (DEFICIT) SURPLUS</b><br>(Statement 2)           | (\$263,539)            | (\$ 75,168)         | \$ 1,430,294        |
| Net acquisition of prepaid expenses                        | -                      | (8,600)             | (21,318)            |
|  | -                      | (8,600)             | (21,318)            |
| (Decrease) increase in Net Financial Assets                | (263,539)              | (83,768)            | 1,408,976           |
| <b>NET FINANCIAL ASSETS,<br/>BEGINNING OF YEAR</b>         | \$ 1,408,976           | \$ 1,408,976        | -                   |
| <b>NET FINANCIAL ASSETS, END OF<br/>YEAR (Statement 1)</b> | <b>\$ 1,145,437</b>    | <b>\$ 1,325,208</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>2025</b>         | <b>2024</b>         |
|---|---------------------|---------------------|
| <b>OPERATING ACTIVITIES</b>               |                     |                     |
| Annual (Deficit) Surplus (Statement 2)    | (\$75,168)          | \$ 1,430,294        |
| Change in non-cash working capital items: |                     |                     |
| Accounts receivable                       | (21,088)            | (28,977)            |
| Prepaid expenses                          | (8,600)             | (21,318)            |
| Accounts payable and accrued liabilities  | 534,675             | 165,568             |
| Deferred revenue                          | (150,000)           | 150,000             |
| Cash provided by operating activities     | 279,819             | 1,695,567           |
| Increase in cash for the year             | 279,819             | 1,695,567           |
| Cash, beginning of year                   | 1,695,567           | -                   |
| <b>Cash, end of year (Statement 1)</b>    | <b>\$ 1,975,386</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 operates as a Treasury Board Crown Corporation under the direction of the Government of Saskatchewan. As such, SHRA is not subject to federal or provincial income or capital taxes.

## **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, 2025, 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 instruments that give rise to material remeasurement gains or losses.

*g) Future changes in accounting policies*

A number of new Canadian public sector accounting standards and amendments to standards are not yet effective and have not been applied in preparing these financial statements. The following standards will come into effect as follows:

- i.* Conceptual Framework (effective April 1, 2026) replaces Financial Statement Concepts, Section PS 1000, and Financial Statement Objectives, Section PS 1100, which will be withdrawn.
- ii.* PS 1202 Financial Statement Presentation (effective April 1, 2026) a new standard ensuring increased understanding of financial statements and the indicators within them, and provides improved accountability information for users.

SHRA plans to adopt these new standards on the effective date and is currently analyzing the impact this will have on its financial statements.

**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 MoH, 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, 2025**

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**3. FINANCIAL INSTRUMENTS (Continued)**

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

|                     | <b>2025</b>         | <b>2024</b>         |
|---------------------|---------------------|---------------------|
| Cash                | \$ 1,975,386        | \$ 1,695,567        |
| Accounts receivable | 50,065              | 28,977              |
|                     | <b>\$ 2,025,451</b> | <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.

|   | <b>Balance,<br/>beginning<br/>of<br/>year</b> | <b>Recognized<br/>during the<br/>year</b> | <b>Amount<br/>received</b> | <b>Unspent<br/>Funds<br/>Returned</b> | <b>Balance,<br/>end of<br/>year</b> |
|---|---|---|----------------------------|---------------------------------------|-------------------------------------|
| Program Name:<br>International<br>Recruitment<br>Initiative | \$ 150,000                                    | (\$ 114,826)                              | \$ -                       | (\$ 35,174)                           | \$ -                                |
| <b>Total Deferred<br/>Revenue</b>                           | <b>\$ 150,000</b>                             | <b>(\$ 114,826)</b>                       | <b>\$ -</b>                | <b>(\$ 35,174)</b>                    | <b>\$ -</b>                         |

**SASKATCHEWAN HEALTHCARE RECRUITMENT AGENCY**  
**Notes to the Financial Statements**  
**March 31, 2025**

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**5. RETIREMENT AND DISABILITY BENEFITS**

*a) Pension plan*

| <b>SHEPP</b>                           | <b>2025</b> | <b>2024</b> |
|--|-------------|-------------|
| Plan status                            | open        | open        |
| Member contribution rate (% of salary) | 7.30-10.40% | 8.10-10.70% |
| Number of active members               | 13          | 11          |
| SHRA member contribution               | \$ 106,143  | \$ 24,877   |
| SHRA employer contributions            | \$ 118,901  | \$ 27,862   |

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>2025</b> | <b>2024</b> |
|--------------------------------------|-------------|-------------|
| Number of active members             | 13          | 11          |
| SHRA contribution rate (% of salary) | 1.31%       | 1.19%       |
| SHRA contributions                   | \$ 14,357   | 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, 2025.

**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.

Transactions with these related parties are in the normal course of operations. They are recorded at the agreed upon exchange rates charged by these organizations and are settled on normal trade terms.

**8. BUDGET**

The SHRA's Board approved the 2024-25 budget on May 15, 2024.

**9. CONTRACTUAL OBLIGATIONS AND COMMITMENTS**

*Office Leases*

SHRA has entered into agreements to lease office space in Saskatoon. The current Saskatoon lease will expire in October 2029. SHRA is also responsible for its proportionate share of operating costs of the building and property taxes under these leases. The future minimum lease payments, in each fiscal year, are as follows:

|         |            |
|---------|------------|
| 2025/26 | \$ 155,816 |
| 2026/27 | 155,816    |
| 2027/28 | 155,816    |
| 2028/29 | 155,816    |
| 2029/30 | 90,892     |

*Other Commitments*

SHRA has entered into an agreement with the British Medical Journal for advertising services. The agreement expires in February 2026. SHRA is responsible for charges applicable to the advertising package. The future contractual obligations, in each fiscal year, are as follows:

|         |           |
|---------|-----------|
| 2025/26 | \$ 74,392 |
|---------|-----------|

**10. REVENUE RECOGNITION**

PSAS 3400 requires SHRA to evaluate revenue transactions on a principal versus agent basis. Through this evaluation, management determined that there were significant transactions where SHRA acted as an agent. As a result, these agent transactions must be presented on a net basis in both the revenue and expense categories that were impacted.

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.

**SASKATCHEWAN HEALTHCARE RECRUITMENT AGENCY**  
**Notes to the Financial Statements**  
**March 31, 2025**

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**10. REVENUE RECOGNITION (continued)**

|  | <b>Budget<br/>2025</b> | <b>2025</b> | <b>2024</b> |
|--|------------------------|-------------|-------------|
|  | (Note 8)               |             |             |
| <b>REVENUE</b>   |                        |             |             |
| Other Revenue  | \$ -                   | \$ 1,170    | \$ 16,333   |
|  | -                      | 1,170       | 16,333      |
| <b>EXPENSES</b>  |                        |             |             |
| Office Expense   | -                      | 1,170       | 16,333      |
|  | -                      | 1,170       | 16,333      |
| <b>Net Excess (Deficiency) of Agent<br/>Transactions Revenue over Expenses</b> | <b>\$ -</b>            | <b>\$ -</b> | <b>\$ -</b> |

**11. COMPARITIVE FIGURES**

Certain comparative figures have been reclassified to conform to the current year's presentation.

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

|                                     | <b>Budget<br/>2025</b> | <b>2025</b>         | <b>2024</b>       |
|-------------------------------------|------------------------|---------------------|-------------------|
|                                     | (Note 8)               |                     | (Note 11)         |
| Amortization                        | \$ 25,000              | \$ -                | \$ -              |
| Bank charges                        | -                      | 3,237               | 1,494             |
| Building expenses                   | 177,700                | 175,206             | 83,637            |
| Equipment and computers             | 46,000                 | 128,048             | 18,203            |
| Insurance                           | 7,000                  | 6,294               | 3,969             |
| Legal                               | 5,000                  | 500                 | -                 |
| Membership Fees                     | 5,000                  | 1,499               | 195               |
| Office expenses                     | 142,540                | 92,193              | 17,937            |
| Professional services               | 537,900                | 433,210             | 110,151           |
| Registration Fees                   | 121,000                | 107,716             | 23,282            |
| Salaries and related benefits       | 1,639,454              | 1,611,579           | 512,097           |
| Subscriptions and publications      | -                      | 1,227               | 177               |
| Telephone                           | 11,400                 | 14,889              | 5,398             |
| Travel and training                 | 125,545                | 101,738             | 21,631            |
| <b>TOTAL EXPENSES (Statement 2)</b> | <b>\$ 2,843,539</b>    | <b>\$ 2,677,336</b> | <b>\$ 798,171</b> |

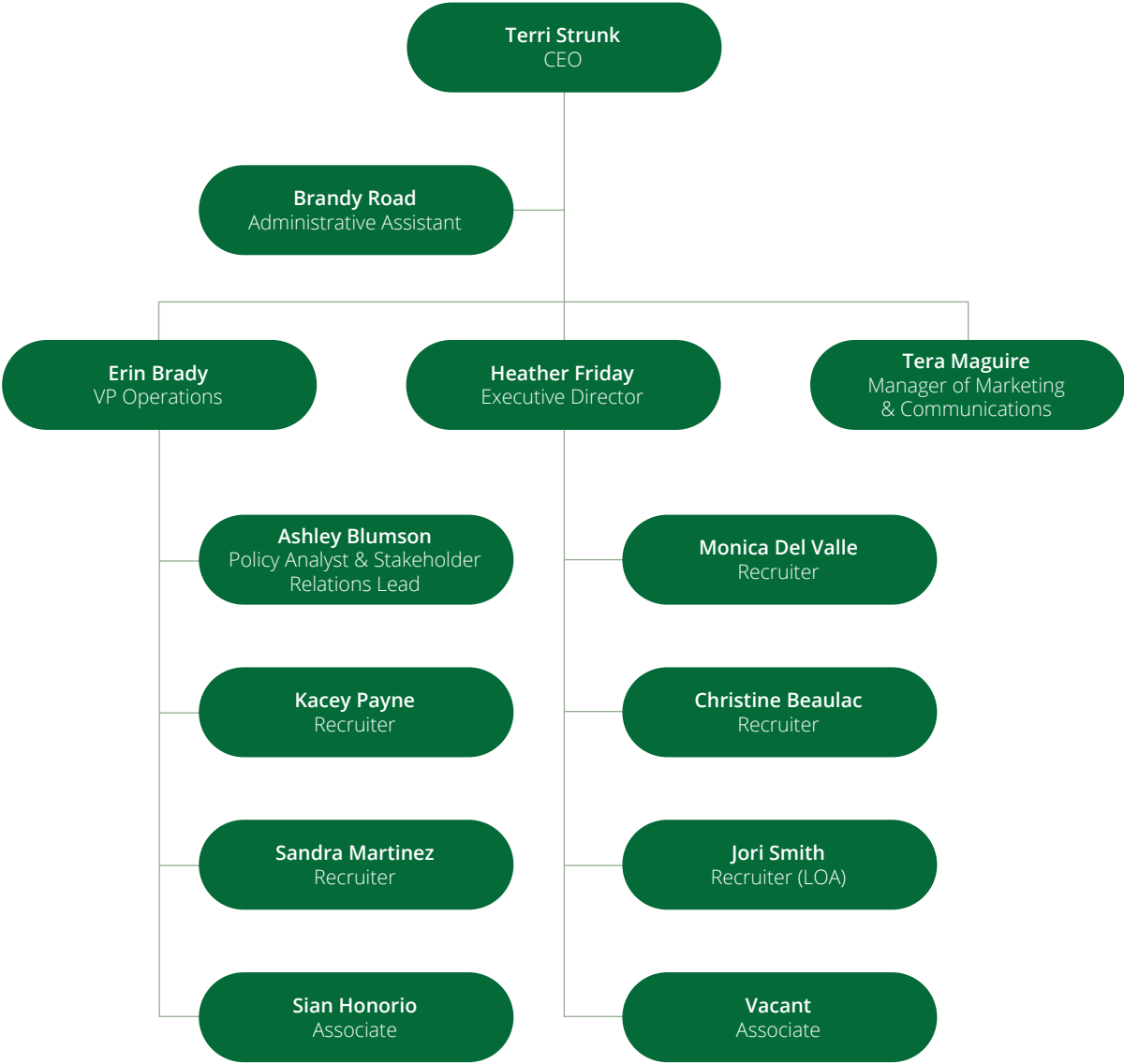
*See accompanying notes*



A portrait of a smiling Black woman wearing teal scrubs and a blue patterned scrub cap. She has her hands clasped in front of her and is wearing glasses. The background is a blurred clinical setting. The word "Appendices" is overlaid in white text.

# Appendices

# Appendix A: Organizational Chart



# Appendix B:

## 2024-25 Recruitment Events

|           |  |                  |               |           |
|-----------|--|------------------|---------------|-----------|
| Physician | Pathways to Practice for Internationally Trained Family Physicians                   | Virtual          | Virtual       | 4/2/2024  |
| Physician | Pathways to Practice for Internationally Trained Specialists                         | Virtual          | Virtual       | 4/4/2024  |
| Health    | Oncology Nurse Practitioner in Saskatchewan Webinar                                  | Virtual          | Virtual       | 4/4/2024  |
| Resident  | USask Family Medicine Resident Lunch/Academic Half Day -                             | North Battleford | Saskatchewan  | 4/11/2024 |
| Resident  | USask Family Medicine Resident Lunch/Academic Half Day                               | Regina           | Saskatchewan  | 4/11/2024 |
| All       | Society of Breast Imaging (SBI) Breast Imaging Symposium                             | Montreal         | Quebec        | 4/11/2024 |
| Physician | Canadian Association of Radiologists Virtual Career Fair                             | Virtual          | Virtual       | 4/11/2024 |
| All       | Healthcare Job Fair  | Toronto          | Ontario       | 4/13/2024 |
| Physician | Society of Rural Physicians of Canada SRPC Annual Rural & Remote Medicine Conference | Edmonton         | Alberta       | 4/18/2024 |
| Resident  | Academic Half Day - USask Internal Medicine Residents                                | Saskatoon        | Saskatchewan  | 4/30/2024 |
| Health    | Medical Radiation Technology in Saskatchewan Webinar                                 | Virtual          | Virtual       | 5/2/2024  |
| Physician | Pathways to Practice for Internationally Trained Family Physicians                   | Virtual          | Virtual       | 5/7/2024  |
| Physician | Pathways to Practice for Internationally Trained Specialists                         | Virtual          | Virtual       | 5/9/2024  |
| Health    | Medical Radiation Technology in Saskatchewan Webinar                                 | Virtual          | Virtual       | 5/14/2024 |
| Health    | Canadian Association of Medical Radiation Technologists (CAMRT) Conference           | St. John's       | New Brunswick | 5/24/2024 |
| Health    | Canadian Organization of Medical Physicists (COMP) Conference                        | Regina           | Saskatchewan  | 6/5/2024  |
| Physician | Canadian Association of Emergency Physicians (CAEP) Conference                       | Saskatoon        | Saskatchewan  | 6/9/2024  |
| Health    | Physician Assistant Opportunities in Saskatchewan Webinar                            | Virtual          | Virtual       | 6/11/2024 |
| Health    | Canadian Psychology Association (CPA) Conference                                     | Ottawa           | Ontario       | 6/21/2024 |
| Physician | Pathways to Practice for Internationally Trained Family Physicians                   | Virtual          | Virtual       | 6/25/2024 |
| Resident  | USask PGME (Year 1) Resident Boot Camp   | Virtual          | Saskatchewan  | 6/25/2024 |
| Physician | Pathways to Practice for Internationally Trained Specialists                         | Virtual          | Virtual       | 6/27/2024 |

|                 |   |                  |                  |            |
|-----------------|---|------------------|------------------|------------|
| Resident        | USask Resident Orientation  | Virtual          | Saskatchewan     | 7/2/2024   |
| Medical Student | Supper with USask and Canadians Studying Medicine in Ireland              | Saskatoon        | Saskatchewan     | 7/3/2024   |
| Medical Student | USask Year 3 Students Pan-Canadian Practice Opportunities                 | Virtual          | Saskatchewan     | 7/16/2024  |
| Physician       | Pathways to Practice for Internationally Trained Family Physicians        | Virtual          | Virtual          | 7/18/2024  |
| Physician       | Pathways to Practice for Internationally Trained Specialists              | Virtual          | Virtual          | 8/15/2024  |
| Resident        | USask Family Medicine Resident Retreat                                    | Elk Ridge        | Saskatchewan     | 9/4/2024   |
| All             | Canadian Association of Radiation Oncology (CARO) Scientific Meeting      | Vancouver        | British Columbia | 9/11/2024  |
| All             | Saskatchewan Meet and Greet - Toronto                                     | Toronto          | Ontario          | 9/20/2024  |
| Health          | Healthcare Nursing Job Fair - Toronto                                     | Toronto          | Ontario          | 9/21/2024  |
| Physician       | Saskatchewan Recruitment Supper Manchester                                | Manchester       | United Kingdom   | 9/23/2024  |
| Health          | Canadian Critical Care Nursing Conference                                 | Regina           | Saskatchewan     | 9/23/2024  |
| Physician       | Association of Anesthetists Annual Congress 2024                          | Harrogate        | United Kingdom   | 9/25/2024  |
| Health          | Canadian Association of Physician Assistants (CAPA) Conference            | Ottawa           | Ontario          | 10/17/2024 |
| Health          | U of A Healthcare Industry Career Fair                                    | Edmonton         | Alberta          | 10/29/2024 |
| All             | Saskatchewan Meet and Greet - Edmonton                                    | Edmonton         | Alberta          | 10/29/2024 |
| Resident        | USask Anesthesiology Residents Supper                                     | Saskatoon        | Saskatchewan     | 11/5/2024  |
| Physician       | Family Medicine Forum   | Vancouver        | British Columbia | 11/6/2024  |
| Physician       | Canadian Psychiatric Association Annual Conference                        | Montreal         | Quebec           | 11/6/2024  |
| Physician       | Pathways to Practice for Internationally Trained Family Physicians        | Virtual          | Virtual          | 11/12/2024 |
| Physician       | Pathways to Practice for Internationally Trained Specialists              | Virtual          | Virtual          | 11/14/2024 |
| Physician       | Doctor's Job Fair   | London           | United Kingdom   | 11/16/2024 |
| Physician       | Saskatchewan Meet and Greet in London                                     | London           | United Kingdom   | 11/17/2024 |
| Resident        | USask Family Medicine Resident Lunch/Academic Half Day - Prince Albert    | Prince Albert    | Saskatchewan     | 11/21/2024 |
| Resident        | USask Family Medicine Resident Lunch/Academic Half Day - Moose Jaw        | Moose Jaw        | Saskatchewan     | 12/4/2024  |
| Physician       | Pathways to Practice for Internationally Trained Family Physicians        | Virtual          | Virtual          | 12/10/2024 |
| Physician       | Pathways to Practice for Internationally Trained Specialists              | Virtual          | Virtual          | 12/12/2024 |
| Resident        | USask Family Medicine Resident Lunch/Academic Half Day - La Ronge         | La Ronge         | Saskatchewan     | 12/13/2024 |
| Resident        | USask Family Medicine Resident Lunch/Academic Half Day - North Battleford | North Battleford | Saskatchewan     | 1/9/2025   |
| Physician       | Pathways to Practice for Internationally Trained Family Physicians        | Virtual          | Virtual          | 1/14/2025  |

|                 |  |               |                  |           |
|-----------------|--|---------------|------------------|-----------|
| Physician       | Pathways to Practice for Internationally Trained Specialists                   | Virtual       | Virtual          | 1/16/2025 |
| Medical Student | U of S College of Medicine Year 1 Career Fair                                  | Virtual       | Saskatchewan     | 2/7/2025  |
| Physician       | Pathways to Practice for Internationally Trained Family Physicians             | Virtual       | Virtual          | 2/11/2025 |
| Resident        | USask Family Medicine Resident Lunch/Academic Half Day - Regina                | Regina        | Saskatchewan     | 2/13/2025 |
| Physician       | Pathways to Practice for Internationally Trained Specialists                   | Virtual       | Virtual          | 2/13/2025 |
| Health          | Saskatchewan Health Careers Pop-Up at Southern Alberta Institute of Technology | Calgary       | Alberta          | 2/25/2025 |
| All             | Saskatchewan Meet and Greet  | Calgary       | Alberta          | 2/25/2025 |
| All             | Healthcare Job Fair - Calgary  | Calgary       | Alberta          | 2/26/2025 |
| Resident        | USask Family Medicine Resident Lunch/Academic Half Day - Saskatoon             | Saskatoon     | Saskatchewan     | 2/27/2025 |
| All             | Saskatchewan Meet and Greet - Vancouver  | Vancouver     | British Columbia | 2/28/2025 |
| All             | Healthcare Job Fair - Vancouver  | Vancouver     | British Columbia | 3/1/2025  |
| Resident        | USask Family Medicine Resident Lunch/Academic Half Day - Swift Current         | Swift Current | Saskatchewan     | 3/6/2025  |
| Physician       | Pathways to Practice for Internationally Trained Family Physicians             | Virtual       | Virtual          | 3/11/2025 |
| Health          | Michener Institute Career Fair   | Toronto       | Ontario          | 3/12/2025 |
| Physician       | Pathways to Practice for Internationally Trained Specialists                   | Virtual       | Virtual          | 3/13/2025 |
| Health          | University of Manitoba College of Rehabilitation Sciences Job Fair             | Winnipeg      | Manitoba         | 3/17/2025 |
| Health          | McGill University Health & Social Service                                      | Montreal      | Quebec           | 3/19/2025 |
| All             | Secondary Event - Montreal   | Montreal      | Quebec           | 3/19/2025 |
| Health          | University of Alberta's Nursing Undergraduate Asc.                             | Edmonton      | Alberta          | 3/19/2025 |



# Appendix C:

## Payee Lists

FOR THE YEAR ENDED MARCH 31, 2025

### Personal Services

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

| SURNAME             | FIRST NAME | 2024-25 EARNINGS |
|---------------------|------------|------------------|
| Strunk              | Terri      | \$196,523        |
| Brady               | Erin       | \$180,202        |
| Friday              | Heather    | \$130,313        |
| Payne               | Kacey      | \$99,065         |
| Beaulac             | Christine  | \$98,459         |
| Buhs                | Haley      | \$89,048         |
| Blumson             | Ashley     | \$83,548         |
| Sanchez             | Monique    | \$79,339         |
| Del Valle Hernandez | Monica     | \$79,339         |
| Smith               | Jorinda    | \$78,417         |
| Martinez Gaona      | Sandra     | \$72,011         |
| Honorio             | Sian       | \$60,769         |

FOR THE YEAR ENDED MARCH 31, 2025

### Supplier Payments

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

| ORGANIZATION                    | 2023-24      |
|---------------------------------|--------------|
| eHealth Saskatchewan            | \$254,272.07 |
| SHEPP                           | \$219,974.01 |
| 3sHealth                        | \$140,000.00 |
| Canwest Commercial & Land Corp. | \$124,436.63 |



Saskatchewan  
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