



Annual Report 2025-26

Prepared for the Ministry of Health,
Government of Saskatchewan



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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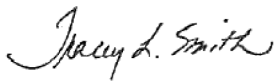
Letter of Transmittal

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

Dear Minister Cockrill,

I am pleased to present the Saskatchewan Healthcare Recruitment Agency's (SHRA) Annual Report for the fiscal year ending March 31, 2026. This report provides the audited financial statements of the SHRA, along with an overview of its key activities, achievements and progress over the past year.

Respectfully submitted,



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 Board Chair

It is my honour to reflect on another year of progress and transformation for the Saskatchewan Healthcare Recruitment Agency (SHRA). In 2025-26, the SHRA continued to strengthen Saskatchewan's ability to recruit, retain and integrate healthcare professionals through a collaborative, system based approach to accelerate hiring and growth of Saskatchewan's health workforce as part of government's Health Human Resources Action Plan. By working closely with health system partners, communities and stakeholders, the SHRA expanded recruitment pipelines across physicians, nursing and allied health professionals to support both immediate workforce pressures and long term sustainability across the province.



This year marked a significant period of growth and maturation for the SHRA. Targeted national and international recruitment initiatives; strengthened data sharing; and expanded engagement with post-secondary students, residents and internationally educated professionals increased awareness of Saskatchewan as a destination for healthcare careers. Community engagement ensured recruitment strategies reflected the unique needs of rural, remote and urban communities to better retain healthcare professionals.

A particularly exciting milestone in 2025-26 was the launch of the unified brand and website for provincial healthcare recruitment, Health Careers Saskatchewan. This initiative brings Saskatchewan's healthcare recruitment efforts together under a single identity, retiring legacy brands and creating a more coordinated and accessible experience for candidates, employers and partners.

In March 2026, the Government of Saskatchewan released the Patients First Health Care Plan, building on the commitments to ensure every resident has access to a primary care provider and ensuring timely access to surgery. The SHRA's mandate is being expanded to streamline all provincial recruitment efforts. Its branding and national/international profile will be enhanced to increase competitiveness and create a single, clear entry point and candidate resource for health recruitment in Saskatchewan.

On behalf of the Board, I extend sincere thanks to the SHRA team, system partners, healthcare employers and community leaders for their continued collaboration and commitment. Together, these efforts are strengthening healthcare recruitment and retention across Saskatchewan and supporting the delivery of high quality care for people in every corner of our province.

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

Tracey Smith
Deputy Minister of Health
Board Chair

A Message from the CEO

2025-26 was a developmental year for the Saskatchewan Healthcare Recruitment Agency (SHRA), a year where we moved with purpose, built momentum and delivered meaningful progress for Saskatchewan's healthcare system.

Over the past year, the SHRA has continued to establish itself as the provincial leader in healthcare recruitment, working with partners across government, the health system and communities to advance a more coordinated, system-wide approach. Together, we are strengthening the pipelines and practices that will sustain Saskatchewan's healthcare workforce today and into the future.

A significant deliverable in 2025-26 was the launch of Health Careers Saskatchewan, unifying our recruitment efforts under a single, modern provincial brand and website. This bold step positions Saskatchewan more competitively on the national and global stage, while creating a clearer, more compelling experience for healthcare professionals considering our province as the place to build their careers.

At the same time, we expanded our reach, advancing targeted national and international recruitment, strengthening pathways for internationally educated professionals and deepening engagement with students, residents and communities across Saskatchewan. These efforts are not only increasing interest in Saskatchewan, they are building stronger, more connected pathways into practice and supporting long term retention.

This year also marked a pivotal step forward with the release of our first five-year Strategic Plan. Anchored in our four pillars – Leading Recruitment, Engaging Communities, Building the Provincial Brand and Pursuing Operational Excellence – it reflects our evolution as an organization and sets a clear path for continued impact, accountability and growth.

I am incredibly proud of what our team and partners have accomplished. But just as importantly, we are clear-eyed about the work ahead. Demand for healthcare professionals remains high and the need for innovative, coordinated solutions has never been greater.

We are building something that matters, shaping the future of healthcare in Saskatchewan.

And we are just getting started.



Terri Strunk
Chief Executive Officer



Saskatchewan Healthcare Recruitment Agency Overview

In the fall of 2022, the Government of Saskatchewan established the Saskatchewan Healthcare Recruitment Agency (SHRA) as a Treasury Board Crown Corporation to strengthen the healthcare workforce through coordinated, province wide recruitment and retention strategies. The SHRA plays a central role in supporting the sustainability of the provincial healthcare system by addressing persistent and emerging health human resource challenges through a centralized approach.

The SHRA delivers recruitment services across local, national and international markets in order to attract high priority, hard-to-recruit healthcare specialties in support of Health Human Resources (HHR) partners, including the Saskatchewan Health Authority (SHA) and Saskatchewan Cancer Agency (SCA). This work is carried out in close collaboration with various Government of Saskatchewan ministries, including the Ministry of Health, Immigration and Career Training (ICT) and Advanced Education, as well as post-secondary institutions, Indigenous partners, communities and other healthcare employers.

Through this collaborative model, the SHRA contributes to improved alignment, reduced duplication and stronger recruitment outcomes across the health system.

The SHRA's mandate is delivered through four integrated core functions:

- **Recruitment and Sourcing** – attracting high priority and hard to recruit health professionals through targeted campaigns, sourcing strategies and candidate engagement.
- **Sector Support** – providing services and supports to employers, learners, job seekers and recruits across the recruitment continuum.
- **Workforce Analysis** – generating insight into recruitment trends, risks, gaps and opportunities to inform system decision making.
- **Collaboration** – supporting province wide coordination and alignment with health system partners to advance shared workforce objectives and engagement with communities in support of provincial and local retention strategies.



Strategic Plan and Values

In 2025-26, the SHRA released its five-year Strategic Plan. This marked a pivotal shift from short term planning as a newly established agency to a longer term, purpose driven approach that reflects our unique role in Saskatchewan’s healthcare system. The Plan is focused on four strategic pillars:

- **Leading Recruitment**
- **Engaging Communities**
- **Building the Provincial Brand**
- **Pursuing Operational Excellence**

Specific actions, accountabilities and key performance indicators have been identified within each pillar and are aligned with the broader Government of Saskatchewan’s Health Human Resources Action Plan. Together, these strategic directions reinforce the SHRA’s role as the provincial leader in healthcare recruitment while promoting accountability, collaboration and continuous improvement.



The SHRA is guided by the values of collaboration, accountability, responsiveness, respect and integrity in all aspects of its work.

Vision - Saskatchewan is seen as the preferred place to grow a health career.

Mission - Leads efforts to attract and sustain a skilled healthcare workforce for Saskatchewan.

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.



Left to right: Hon. Lori Carr, Minister of Mental Health and Addictions, Seniors and Rural and Remote Health, Kacey Payne, SHRA and Hon. Jeremy Cockrill, Minister of Health

See Appendix A for the SHRA Organizational Chart.

The SHRA plans to align its strategic direction with the Government of Saskatchewan's Patients First Health Care Plan by supporting workforce sustainability, strengthening healthcare recruitment efforts and improving access to healthcare professionals across the province. In 2026-27, the SHRA's work will continue to evolve to support expanded recruitment priorities, including increased focus on in province recruitment, early engagement with prospective future health professionals and long term workforce development strategies.





Dr. Emmett Harrison (centre), Family Physician, teaching Medical Residents in Swift Current.

Recruit

Professions for Recruitment Focus

In 2025-26, 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
- Emergency Medicine
- Family Medicine
- Hematology
- Medical Oncology
- Pediatrics
- Psychiatry
- Obstetrics and Gynecology
- Radiology

Allied Health & Nursing Professionals

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

Sourcing

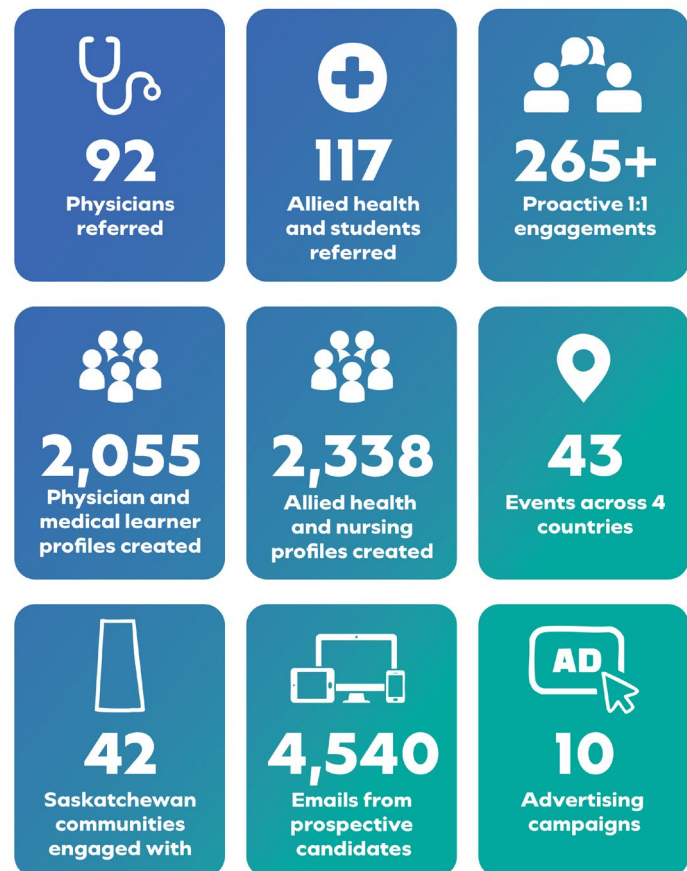
Sourcing is a foundational component of the work of the SHRA. In 2025-26, the SHRA strengthened a coordinated, system based approach to sourcing healthcare professionals by aligning recruitment activities with workforce priorities, licensure pathways and employer readiness across the provincial health system.

The Saskatchewan health system prioritizes the retention and recruitment of students and graduates trained within the province. Building on this foundation, the SHRA supports the attraction of healthcare practitioners from across Canada where domestic supply remains insufficient or highly competitive, as well as from select international jurisdictions recognized by health profession regulators. This tiered sourcing approach enables the SHRA to respond to immediate workforce pressures while supporting longer term recruitment and training pathways.

Integrated Sourcing Channels

The SHRA employs a multi-channel sourcing strategy that integrates:

- Direct candidate engagement through the SHRA portal and inquiry established mechanisms
- Targeted outreach via professional platforms, publications and digital campaigns.
- Attending key recruitment events, career fairs and conferences.
- One-on-one meetings focused on career pathways, licensure readiness and alignment with Saskatchewan opportunities (over 200 meetings conducted).
- Collaboration with system partners to align sourcing efforts with priority vacancies.



Rather than operating these channels independently, the SHRA applies a coordinated approach that assesses and aligns candidate interactions and advances them along appropriate pathways. This model improves visibility into candidate progression and

supports more effective conversion from interest to licensure, training or employment.

Targeted International Physician Sourcing: United States, Ireland and United Kingdom

The SHRA led targeted international physician sourcing initiatives in the United States, Ireland and the United Kingdom strengthening pathways in high-priority specialties aligned with provincial workforce needs.

In the fall of 2025, the SHRA participated in events targeting anesthesiologists, emergency medicine physicians and family medicine physicians in specific States where there had been the most interest and website activity. Physician leaders from Saskatchewan joined the SHRA at all events, sharing their testimonials about living and practicing in the province.



*Dr. Raazi, Emergency Medicine
Presenting to candidates in Manchester, United Kingdom*



*Renee Belitski, Director of Radiation Therapy at the
American Society of Radiologic Technologists
Conference in San Francisco, United States*

In November 2025, the SHRA representatives alongside two Saskatchewan physicians specializing in anesthesiology and emergency medicine participated in recruitment events and partnership meetings in Dublin, Manchester and London.

This clinician-led model supported informed peer-to-peer engagement and strengthened Saskatchewan's position as a practice destination. Results from these recruitment initiatives are as follows:

United States

- Engaged with nearly 130 physicians. 20 physicians have been referred to the SHA for employment.
- Two physicians hired have started practice in Saskatchewan – an anesthesiologist and pediatric emergency specialist. An additional eight specialists in otolaryngology, family medicine, pediatric emergency, psychiatry, pediatric surgery, physical medicine and rehabilitation and pediatric gastroenterology are currently in the hiring process.

United Kingdom and Ireland

- 557 net new candidates were identified through targeted international physician outreach, including 464 physicians across a range of specialties such as anesthesiology, emergency medicine, family medicine, internal medicine, pediatrics, psychiatry, and select surgical subspecialties. 42 sourced physicians progressed to in-depth one-on-one meetings. While sourcing represents an important first step in physician recruitment, candidates must subsequently undergo a comprehensive assessment process to determine their eligibility and readiness to pursue practice opportunities in Saskatchewan. This includes review of education, training, clinical experience, licensure pathways, credential recognition requirements, language proficiency, immigration considerations and alignment with employer needs. As a result, only a portion of sourced physicians progress to one-on-one consultations, employer referrals and ultimately recruitment and licensing processes. This approach helps focus recruitment efforts on candidates with the greatest potential to successfully integrate into Saskatchewan's healthcare system.
- 50 physicians have been referred to the SHA for employer consideration following one-on-one consultations, screening and assessment of qualifications.
- Engagement continues given the College of Physicians and Surgeons of Saskatchewan (CPSS) bylaw changes to allow streamlined licensing pathways for approved jurisdictions.
- Two anesthesiologists and one emergency medicine physician have started practice in Saskatchewan. Additionally, one psychiatrist and one anesthesiology candidate has received a Letter of Offer. The remaining 45 candidates continue to progress through various stages of recruitment, licensure, employer review and hiring.



Left to right: Nathan Cox, Healthdaq, Tera Maguire, SHRA, Anna Ditablan, SHRA and Olga Moody, Healthdaq at event in Manchester, United Kingdom

Allied Health and Nursing Sourcing

In 2025-26, the SHRA expanded sourcing efforts across a broad range of allied health and nursing professions, reflecting system wide workforce needs beyond traditionally prioritized roles. The SHRA sourced registered nurses, licensed practical nurses, medical radiation technologists, occupational therapists, respiratory therapists, speech-language pathologists and other regulated professions.

A key example of this system based approach is the Internationally Educated Medical Radiation Technologist (IEMRT) Pilot Program, developed collaboratively with the Saskatchewan Health Authority (SHA), Saskatchewan Cancer Agency (SCA), Ministries of Health (MoH) and Immigration and Career Training (ICT) to address diagnostic imaging workforce gaps while testing coordinated recruitment and readiness assessment processes.

During the reporting period, the SHRA prescreened internationally educated candidates across both medical radiation therapy and medical radiation technology classifications. For Internationally Educated Medical Radiation Therapists, the SHRA prescreened six candidates, all of whom were referred to the SCA. As a result of this process, one candidate has been hired and one additional candidate has received a conditional offer of employment, demonstrating early outcomes of the pilot.

In parallel, the SHRA prescreened 38 Internationally Educated Medical Radiation Technologists and advanced 10 candidates to the SHA through a phased readiness framework for employer consideration. These candidates are either registered for or approved to proceed toward the Canadian Association of Medical Radiation Technologists (CAMRT) examination.

This phased, readiness based approach supports provincial workforce objectives while ensuring that candidates referred to employers meet clearly defined eligibility and preparedness criteria.



Left to right: Kent Derald, Workforce Planning and Employment Strategies Specialist and Sian Honorio, SHRA at the University of Alberta Healthcare Industry Career Fair in Edmonton, Alberta

Events

Events remain a key component of the SHRA recruitment and sourcing strategy, serving as structured entry points into Saskatchewan's healthcare workforce pipelines. In 2025-26, the SHRA initiated a multi-pronged approach of in person, virtual, national and international recruitment events designed to support early engagement, screening and progression of candidates across physician, allied health and nursing classifications.

The SHRA's event strategy is intentionally targeted and audience specific. Recruitment activities included participation in professional conferences, small group meet and greet events and university-based outreach and profession specific events aligned with regulatory and association partners. Events were selected to reflect workforce priorities and to maximize engagement with candidates who are most likely to progress through licensure and employment pathways.



Anna Ditanlan, SHRA presenting to Medical Residents at USask Family Medicine Resident Retreat at Dakota Dunes Resort

Number of events:

National (SK and Canada)	United States (US)	International (except US)	Virtual
24	5	5	9

Results

Out-of-province and international recruitment events generated over 2,500 leads across 43 events.

See Appendix B for event details.



Emily Cribbs, Workforce Planning and Employment Strategies Specialist at University of Manitoba Health Science Career Fair, in Winnipeg Manitoba

Outreach through Third Party Platforms

The SHRA utilized select third party platforms to support targeted physician, allied health and nursing sourcing and to test scalable outreach approaches. These platforms were used to complement relationship-based recruitment by expanding early-stage awareness of Saskatchewan opportunities among professionals who may not be actively seeking new roles. This included:

- British Medical Journal (BMJ) – an online and print peer reviewed medical journal.
- Doximity – an online networking service for medical professionals.
- LinkedIn Recruiter Lite – an online professional recruiting tool.



Ashlyn George, @thelostgirlsguide
Prince Albert storytelling campaign

The SHRA led or partnered with the Ministry of Health and SHA on eight paid advertising campaigns in 2025-26 promoting Saskatchewan as a great place to live and work in healthcare. Campaigns targeted our high demand specialties and professions and included reach across Canada, the United States, the United Kingdom and Ireland. Platforms included:

- Google/YouTube
- LinkedIn
- Meta (Facebook/Instagram)
- StackAdapt



December and January ad for the British Medical Journal

The SHRA also expanded its digital recruitment marketing efforts through strategic influencer partnerships designed to showcase Saskatchewan communities and lifestyle opportunities to prospective healthcare professionals. Collaborations with content creators Jamie Harkin and Ashlyn George helped amplify authentic stories about living and working in the province through highly-engaged online audiences.

One-on-One Meetings with Candidates

The SHRA conducts preliminary assessments to identify candidates for follow up engagement on a pathway to employment. Information provided includes career opportunities, licensure requirements, training pathways and quality of life in Saskatchewan. In 2025-26, all sourced candidates were further engaged and provided with:

- One-on-one meetings
- Employer referrals
- Further pathway guidance

Overall Sourcing Results

- For physicians, over 110 career planning sessions and 115 virtual one-on-one engagements were conducted. Approximately 75% of physicians who completed one-on-one meetings advanced to formal employer handover.
- For allied health professionals and students, more than 150 virtual one-on-one meetings were completed during the reporting period. Approximately 85% of participants advanced to employer handover.
- The SHRA referred 92 physicians and 117 allied health professionals and students to employers. Additional candidates remain in active employer-led recruitment processes, while others exited the process due to employer requirements, applicant withdrawal or non-response.

Category	Physicians	Allied Health and Nursing Professionals and Students
Sourced*	2,055	2,338
Proactive 1:1 Recruitment Engagement	115	150+
Total Referred	92	117
Hired	7	17
Active Employer Recruitment**	57	38

*Sourced - includes the full pipeline of new profiles captured through events, targeted outreach, partnerships, data-sharing agreements and direct inquiries (CRM). Also includes other proactive outreach and recruitment activity initiated by the SHRA to identify and engage candidates.

**Active Employer Recruitment - candidates in employer-led processes (i.e. assessment, interview, references, etc.).



Dr. Puneet Kapur (centre), Emergency Medicine, teaching Medical Residents in Saskatoon

Train

International Credential Recognition

International credential recognition is a critical component of Saskatchewan's healthcare workforce strategy, particularly as the province continues to rely on Internationally Educated Health Professionals (IEHPs) including those who already live in Canada to meet current and future service demands. While credential recognition is led by regulatory bodies, the SHRA plays a coordinating role by supporting early screening, pathway alignment and collaboration across partners to facilitate timely and appropriate entry into practice.



Left to right: Tera Maguire, SHRA and Christine Beaulac, SHRA strategy planning at SHRA retreat

Advancing Credential Recognition Pathways

The Internationally Educated Medical Radiation Technologist (IEMRT) Pilot Program continued to advance as a structured credential recognition pathway supporting internationally trained MRTs. The pilot is designed as a phased readiness model that aligns candidate progression with regulatory, immigration and employer requirements.

Through the IEMRT pilot, the SHRA applies a structured assessment framework that distinguishes between candidates at different stages of readiness, including those initiating credential verification, those eligible or registered for national certification examinations and those progressing through immigration or employer supported pathways. This approach

supports clearer navigation for candidates while enabling employers and regulators to engage pathways with candidates who are appropriately prepared for next steps. By prioritizing pathway clarity over volume, the IEMRT pilot offers a scalable model for international credential recognition across allied health professions. The pilot reinforces Saskatchewan's ability to integrate Internationally Educated Health Professionals (IEHPs) through coordinated, system level processes that support workforce sustainability.

Candidates who are not yet employer ready remain actively supported through structured guidance, information sharing and pathway navigation, ensuring alignment with regulatory requirements and future recruitment opportunities.



Hon. Jeremy Cockrill, Minister of Health answering questions from Medical Residents at USask Family Medicine Resident Retreat at Dakota Dunes Resort

In addition, the SHRA supported internationally trained family physicians through the Saskatchewan International Physician Practice Assessment (SIPPA) pathway as part of Saskatchewan's broader international credential recognition framework. SIPPA is a practice ready assessment program designed to ensure that internationally educated family physicians possess the clinical skills, knowledge and professional competencies required to provide safe, high quality patient care in the province. The SHRA's role focuses on early guidance, pathway navigation and coordination with system partners, supporting a transparent and structured progression toward practice eligibility.

Together, these initiatives demonstrate Saskatchewan's capacity to put into practice international credential recognition in a structured and sustainable manner. By distinguishing readiness stages and aligning candidates appropriately across multiple professions, the SHRA supports efficient employer engagement while maintaining longer term pipelines of IEHPs progressing toward licensure and practice.

Cross Partner Collaboration and System Alignment

Progress in international credential recognition relies on close collaboration across government, regulatory and employer partners. Throughout the year, the SHRA worked closely with the Ministry of Immigration and Career Training (ICT) and other system partners to align immigration pathways, credential recognition processes and recruitment efforts. This collaboration supports a more streamlined experience for Internationally Educated Health Professionals and helps reduce fragmentation between immigration, licensure and employment stages.

In parallel, the SHRA supported initiatives that strengthen Saskatchewan's readiness to welcome internationally educated health professionals into the healthcare system. Practice Assistance and Support Services (PASS) provides onboarding, orientation and transition to practice supports that assist internationally educated professionals in integrating successfully once credential recognition and licensure requirements are met. Together with aligned recruitment and incentive programs, these supports reinforce Saskatchewan's commitment to long term retention and professional integration.

Targeted Audience Focus

University of Saskatchewan Medical Students and Residents

The SHRA continued to prioritize engagement with University of Saskatchewan (USask) medical students and residents as a critical, high-retention pipeline in the healthcare system. The SHRA along with the SHA and USask College of Medicine co-delivered recruitment and career development activities for over 100 first- and second-year residents at the USask Family Medicine Residents' Annual Retreat, including:

- A multi-employer career fair featuring nearly 40 exhibitors, connecting residents with Saskatchewan communities, private clinics and health system partners; and
- Interactive pathway-to-practice sessions covering licensure, incentives, practice models and career pathways in Saskatchewan.

Inter-Provincial Agreement (IPA) Students

Inter-Provincial Agreement (IPA) students are a strategic future workforce pipeline, trained through out-of-province programs aligned with critical provincial health needs. The SHRA provided early engagement and guidance via virtual sessions and one-on-one outreach on career opportunities, financial incentives and transition-to-practice pathways.

The SHRA engaged directly with 35 IPA students enrolled in allied health training programs including cardiovascular perfusion, diagnostic medical sonography, magnetic resonance imaging technology, nuclear medicine technology, occupational therapy, respiratory therapy and speech-language pathology. Four IPA students were formally referred to employers with two confirmed hires to date across allied health disciplines. Of 148 IPA graduates in 2025-26, 46 have disclosed acceptance of employment offers with the Saskatchewan healthcare system.

Nursing Students – Early Pipeline Engagement

The SHRA engaged senior nursing students as an early introduction into Saskatchewan's healthcare workforce through collaboration with the Canadian Nursing Student Association (CNSA). This included providing early insight into students' career interests, geographic preferences and readiness considerations as they approach graduation.

A total of 39 third- and fourth-year registered nursing students created profiles.



Dr. Tin-Wing Yen (third from left), Obstetrician-Gynecologist, out with friends in North Battleford

Incentivize

Offering competitive incentives remains an important part of attracting and retaining healthcare professionals in Saskatchewan. Throughout 2025-26, the SHRA continued to actively promote available financial incentives, bursaries, relocation supports, training opportunities and licensing assistance to prospective candidates across physician, nursing and allied health professions.

Information about available incentives through the Ministry of Health or other institutions were incorporated throughout the SHRA's recruitment activities, including career fairs, recruitment events, webinars, one-on-one candidate meetings, follow up communications and promotional materials such as career profiles, brochures and recruitment handouts. The SHRA worked closely with candidates throughout the recruitment process to help them better understand the supports and opportunities available to them based on their profession and practice location.

As part of the launch of Health Careers Saskatchewan, the SHRA also enhanced the visibility and accessibility of incentive information through the new Health Careers Saskatchewan website. Dedicated career pages are being developed to clearly outline profession specific incentives and supports, making it easier for candidates to explore opportunities and understand the financial and professional benefits available to them without needing to navigate multiple sources of information.

The SHRA continues to work collaboratively with the Ministry of Health, the SHA and provincial partners to review existing incentives and identify new opportunities that support both the recruitment of new healthcare practitioners and the retention of Saskatchewan's healthcare workforce.



Cindy Froehlich, SHRA (second from left) and Paul-Remi Poulin, SHRA (far right) meeting with SHA and community leaders in Hudson Bay, Saskatchewan

Retain

Community Engagement

The SHRA launched its Healthcare Practitioner Community Support Toolkit in March 2025. The toolkit provides communities with practical information to support the successful settlement and retention of healthcare professionals and their families. This resource was developed collaboratively with key stakeholders, including municipal leaders, the Saskatchewan Urban Municipalities Association (SUMA), the Saskatchewan Association of Rural Municipalities (SARM) and healthcare professional associations.

Throughout 2025-26, the SHRA actively promoted the toolkit across the province through virtual and in person presentations, meetings and engagement sessions. Direct engagement occurred with communities including Broadview, Davidson, Esterhazy, Hudson Bay, Île-à-la-Crosse, Kipling, Martensville, Melfort, Oxbow, Porcupine Plain, Turtleford and Yorkton.

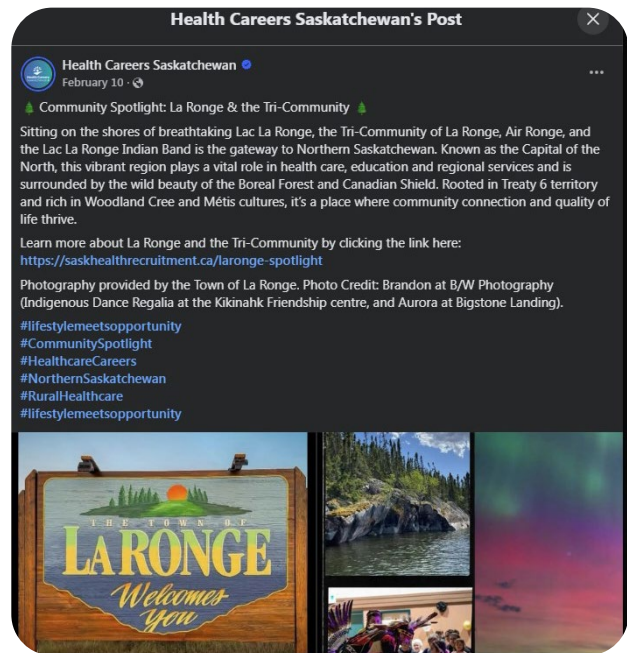
In addition to these direct engagements, the SHRA connected with a broader range of communities through presentations delivered to SARM and SUMA memberships, participation in tradeshow, the USask Family Medicine Career Fair and through community spotlights. These engagements extended the reach of the toolkit to communities such as Arcola, Assiniboia, Canora, Carnduff, Carrot River, Colonsay, Delisle, Estevan, Gravelbourg, Humboldt, Indian Head, Kindersley, La Ronge, Lanigan, Leader, Lloydminster, Maple Creek, Melville, Moose Jaw, Nipawin, North Battleford, Outlook, Prince Albert, Rosetown, Rosthern, Shellbrook, Swift Current, Tisdale, Warman and Watrous.



Left to right: Terri Strunk, SHRA and Cindy Froehlich, SHRA attending the Saskatchewan Association of Rural Municipalities tradeshow in Regina, Saskatchewan

Community Spotlights

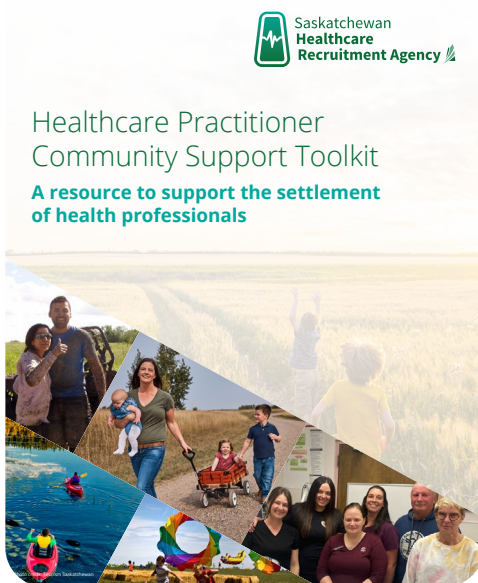
Communities are essential partners in healthcare recruitment and retention. To support this, the SHRA continues to promote Saskatchewan communities through its Community Spotlights initiative. This initiative invites local leaders to contribute content showcasing the unique strengths within their communities. Spotlights are published on the SHRA's website and shared across social media channels. Each spotlight provides information on settlement and community supports, housing, education, spousal employment opportunities, cultural supports, recreational activities and practitioner testimonials. Communities currently being profiled include Arcola, Carrot River, Île-à-la-Crosse, La Ronge/Tri-Community, Melfort, Shaunavon and Shellbrook. With the launch of the SHRA's new Health Careers Saskatchewan website, this initiative will continue to expand, providing increased opportunities to showcase communities and support recruitment and retention across Saskatchewan.



Screenshot of Community Spotlight announcement on Facebook



Left to right: Community representatives and Paul-Remi Poulin, SHRA attending USask Family Medicine Resident Retreat at Dakota Dunes Resort



Healthcare Practitioner Community Support Toolkit cover

Administration and Governance

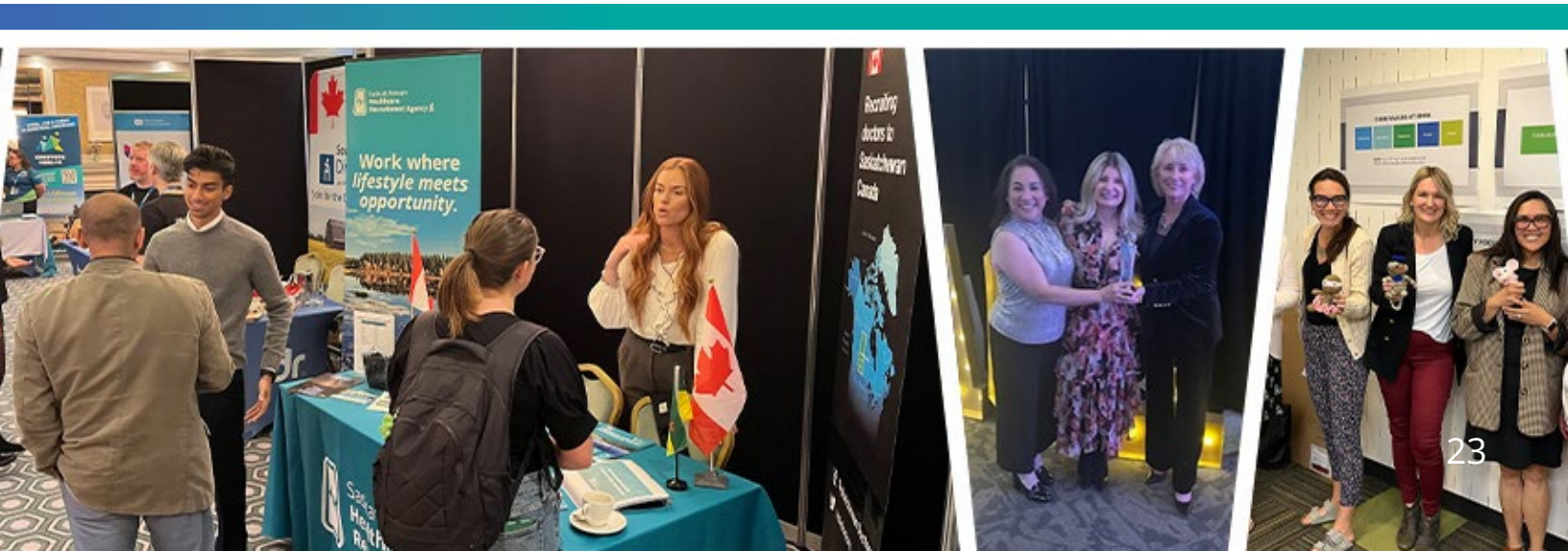
Commitment to Truth and Reconciliation

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.

Accessibility Plan

In 2025-26, the SHRA finalized and submitted its Accessibility Plan 2025-28 in alignment with The Accessible Saskatchewan Act, reinforcing the organization’s commitment to identifying, removing and preventing barriers for persons with disabilities. The plan outlines a multi-year approach focused on improving accessibility across communications, digital services, employment practices and organizational processes, while supporting a more inclusive experience for employees, partners and healthcare candidates. The SHRA is committed to improving the accessibility of the organization and will review and update the plan every three years. As we move forward in the SHRA’s accessibility journey, we want to continue to hear from members of the community about barriers that impact persons with disabilities.





Health Careers Saskatchewan

New Brand and Website for Provincial Healthcare Recruitment

In 2025-26, as healthcare recruitment efforts expanded domestically and internationally, it became increasingly important to establish a strong and consistent identity for Saskatchewan's recruitment initiatives. With multiple brands operating within the provincial marketplace and growing global competition for healthcare professionals, Saskatchewan required a single, unified approach to clearly communicate opportunities while providing a streamlined experience for candidates exploring healthcare careers.

The legacy Health Careers in Saskatchewan and saskdocs brands were formally retired and unified under one provincial recruitment identity, Health Careers Saskatchewan. The new brand was created to serve as the central entry point for healthcare careers in the province and to provide a shared platform used by employers and stakeholders including the Government of Saskatchewan, SHA, SCA, post-secondary institutions, professional associations and local communities.

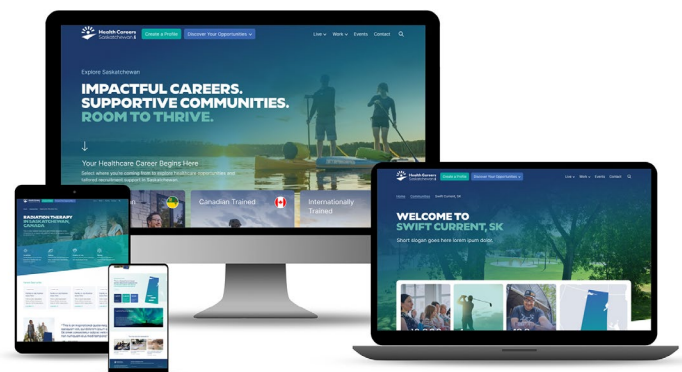
The SHRA partnered with Brown Communications to lead a comprehensive brand strategy and creative development process. Through research, stakeholder engagement, collaborative workshops and consultation with provincial partners, a new brand framework, voice and personality were established to authentically reflect Saskatchewan's values, opportunities and communities. The result is a modern, welcoming and cohesive recruitment brand that strengthens Saskatchewan's position in a highly competitive landscape while creating a more accessible and recognizable experience for prospective candidates.

3.9 BRAND APPLICATION – BROCHURE EXAMPLES

The example shown is an 8.5" x 11" one-fold brochure (17"x11" flat size).



Templates from Health Careers Saskatchewan Brand Guidelines



Renderings of new Health Careers Saskatchewan website, healthcareers.sk.ca

In addition to the brand, the SHRA developed a single provincial healthcare recruitment website, *healthcareersk.ca*, designed to serve as a centralized hub for healthcare careers in Saskatchewan. Through a formal procurement process that included company interviews, proposal evaluations and competitive bids, Amplify Digital Marketing Corporation was selected to lead the design and build.

In collaboration and consultation with stakeholders, the Health Careers Saskatchewan website was built as more than a communications tool; it functions as an active recruitment platform designed to support Saskatchewan's diverse healthcare recruitment streams while showcasing the province as both a professional and lifestyle destination. The platform includes enhanced opportunity management tools for physician and allied health recruitment, improved navigation and content management capabilities, a candidate profile system that allows prospective healthcare professionals to connect directly with the SHRA recruiters and expanded community profiles highlighting healthcare facilities and career opportunities across Saskatchewan. Together, the new brand and website provide a centralized, user-friendly experience for candidates while creating a scalable and sustainable foundation for future healthcare recruitment efforts across the province.

New Customer Relationship Management System

The SHRA has completed a comprehensive review of its Customer Relationship Management (CRM) platform to address limitations of its legacy system, which no longer aligns with the Agency's expanded provincial recruitment mandate. Between November 2025 and January 2026, the SHRA evaluated multiple vendor solutions to support recruitment and stakeholder management, resulting in the selection of a preferred solution.

The CRM aligns with the Microsoft ecosystem and broader system partner requirements, supporting integration with existing tools and enabling a scalable, flexible approach to managing recruitment opportunities, stakeholder engagement and reporting.

Implementation will begin in 2026–27, focusing on system configuration, integration and alignment with recruitment and operational processes, followed by phased rollout across the organization. The new CRM platform will strengthen data quality, improve recruitment visibility and support more coordinated and efficient engagement with candidates, employers and system partners, positioning the SHRA to meet increasing recruitment demands.

Management Report

Management is responsible for the preparation and integrity of the accompanying financial statements, which have been approved in principle by the Saskatchewan Healthcare Recruitment Agency (SHRA) Board of Directors. These financial statements have been prepared in accordance with Canadian generally accepted accounting principles and include amounts based on management's estimates and professional judgment. The financial information presented in the Financial Summary and throughout the report is consistent with the audited financial statements.

Management maintains a system of internal controls, supported by established policies and procedures, designed to provide reasonable assurance that the SHRA's assets are safeguarded and that financial records are accurate, reliable and properly maintained.

The Board of Directors fulfills its oversight responsibilities by reviewing and discussing financial matters with management. The Provincial Auditor of Saskatchewan has full and unrestricted access to the Board of Directors.

The Provincial Auditor of Saskatchewan conducts an independent audit of the financial statements in accordance with Canadian generally accepted auditing standards. The audit includes examination and testing of evidence supporting the amounts and disclosures in the financial statements. The Auditor's Report outlines the scope of the audit and provides the auditor's opinion on the fairness of the financial statements.

On behalf of management,



Terri Strunk
Chief Executive Officer

The background is a solid teal color with a subtle sunburst effect emanating from the upper left. A white-bordered rounded rectangle is positioned in the lower half of the image, containing the text.

2025-26 Financial Overview



July 22, 2026

The Honourable J Cockrill
Minister of Health
Room 204, Legislative Building
Regina, SK S4S 0B3

(via Email)

Dear Honourable J. Cockrill:

**Re: Saskatchewan Healthcare Recruitment Agency
Financial Statements**

We enclose the financial statements of the Saskatchewan Healthcare Recruitment Agency for the year ended March 31, 2026 and our report on these financial statements.

We issue audited financial statements and other final documents electronically using the Office's secure file-share program. Please whitelist the email account saskauditor@auditor.sk.ca to ensure it is not blocked or sent to junk.

Yours truly,

Tara Clemett, CPA, CA, CISA
Provincial Auditor

Enclosure

cc: (via Email)

The Honourable J. Reiter, Chair, Treasury Board
T. Smith, Secretary, Treasury Board
B. Hebert, Provincial Comptroller, Ministry of Finance
T. Strunk, Chief Executive Officer, Saskatchewan Healthcare Recruitment Agency
C. Froehlich, Executive Director, Corporate Services, Saskatchewan Healthcare Recruitment Agency
R. Carter, Deputy Minister, Ministry of Health
R. Dobson, Director, Operations and Internal Audit, Ministry of Health
M. Ortman, Director, Finance, 3sHealth

Financial Statements of

Saskatchewan Healthcare Recruitment Agency

March 31, 2026



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, 2026, 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, 2026, and the results of its operations, changes in its net financial assets, and its cashflows 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 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 22, 2026

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

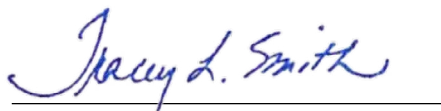
SASKATCHEWAN HEALTHCARE RECRUITMENT AGENCY**Statement of Financial Position****As at March 31****Statement 1**

	2026	2025
FINANCIAL ASSETS		
Cash (Note 3)	\$ 650,868	\$ 1,975,386
Accounts receivable (Note 3)	6,930	50,065
	657,798	2,025,451
LIABILITIES		
Accounts payable and accrued liabilities	332,601	700,243
	332,601	700,243
NET FINANCIAL ASSETS (Statement 3)	325,197	1,325,208
NON-FINANCIAL ASSETS		
Prepaid expenses	209,413	29,918
	209,413	29,918
ACCUMULATED SURPLUS (Statement 2)	\$ 534,610	\$ 1,355,126

Contractual Obligations and Commitments (Note 7)

See accompanying notes

Approved by the Board of Directors:


_____

SASKATCHEWAN HEALTHCARE RECRUITMENT AGENCY

Statement of Operations

For the year ended March 31

Statement 2

	Budget 2026	2026	2025
	(Note 6)		(Note 9)
REVENUES			
Ministry of Health funding	\$ 2,410,000	\$ 2,410,000	\$ 2,524,826
Other revenue	20,000	44,825	77,342
TOTAL REVENUE	2,430,000	2,454,825	2,602,168
EXPENSES			
Administration	1,458,083	1,337,195	1,080,521
Recruitment & Retention	1,328,014	1,269,762	1,096,854
Marketing and Communication	724,061	507,732	383,196
Community and Stakeholder Engagement	116,669	160,652	116,765
TOTAL EXPENSES (Schedule 1)	3,626,827	3,275,341	2,677,336
ANNUAL (DEFICIT) SURPLUS (Statement 3, 4)	(1,196,827)	(820,516)	(75,168)
ACCUMULATED SURPLUS, BEGINNING OF YEAR	1,355,126	1,355,126	1,430,294
ACCUMULATED SURPLUS, END OF YEAR (Statement 1)	\$ 158,299	\$ 534,610	\$ 1,355,126

See accompanying notes

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

	Budget 2026	2026	2025
	(Note 6)		
ANNUAL (DEFICIT) SURPLUS (Statement 2)	(\$1,196,827)	(\$820,516)	(\$ 75,168)
Net acquisition of prepaid expenses	-	(179,495)	(8,600)
	-	(179,495)	(8,600)
(Decrease) increase in Net Financial Assets	(1,196,827)	(1,000,011)	(83,768)
NET FINANCIAL ASSETS, BEGINNING OF YEAR	\$ 1,325,208	\$ 1,325,208	\$ 1,408,976
NET FINANCIAL ASSETS, END OF YEAR (Statement 1)	\$ 128,381	\$ 325,197	\$ 1,325,208

See accompanying notes

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

	2026	2025
OPERATING ACTIVITIES		
Annual (Deficit) Surplus (Statement 2)	(\$820,516)	(\$75,168)
Change in non-cash working capital items:		
Accounts receivable	43,135	(21,088)
Prepaid expenses	(179,495)	(8,600)
Accounts payable and accrued liabilities	(367,642)	534,675
Deferred revenue	-	(150,000)
Cash provided by operating activities	(1,324,518)	279,819
Increase in cash for the year	(1,324,518)	279,819
Cash, beginning of year	1,975,386	1,695,567
Cash, end of year (Statement 1)	\$ 650,868	\$ 1,975,386

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 4) 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, 2026, 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, 2026

3. FINANCIAL INSTRUMENTS (Continued)

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

	2026	2025
Cash	\$ 650,868	\$ 1,975,386
Accounts receivable	6,930	50,065
	\$ 657,798	\$ 2,025,451

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

Financial instruments are categorized as level 1 in the fair value hierarchy (based on observable inputs) and have not changed from the prior year.

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. RETIREMENT AND DISABILITY BENEFITS

a) Pension plan

SHEPP	2026	2025
Plan status	open	open
Member contribution rate (% of salary)	7.30-10.40%	7.30-10.40%
Number of active members	15	13
SHRA member contribution	\$ 103,277	\$ 106,143
SHRA employer contributions	\$ 116,570	\$ 118,901

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

4. RETIREMENT AND DISABILITY BENEFITS (Continued)

b) Disability income plans

General	2026	2025
Number of active members	12	13
SHRA contribution rate (% of salary)	1.41%	1.31%
SHRA contributions	\$ 16,338	\$14,357

5. 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.

6. BUDGET

The SHRA's Board approved the 2025-26 budget on May 23, 2025.

7. 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:

2026/27	\$ 157,240
2027/28	157,240
2028/29	157,240
2029/30	91,723

SASKATCHEWAN HEALTHCARE RECRUITMENT AGENCY

Notes to the Financial Statements

March 31, 2026

7. CONTRACTUAL OBLIGATIONS AND COMMITMENTS (Continued)

Other Commitments

SHRA has entered into an agreement with the British Medical Journal for advertising services. The agreement expires in February 2027. SHRA is responsible for charges applicable to the advertising package. The future contractual obligations, in each fiscal year, are as follows:

2026/27	\$ 111,701
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8. 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.

	Budget 2026	2026	2025
	(Note 6)		
REVENUE			
Other Revenue	\$ -	\$ 40,578	\$ 1,170
	-	40,578	1,170
EXPENSES			
Office Expense	-	40,578	1,170
	-	40,578	1,170
Net Excess (Deficiency) of Agent Transactions Revenue over Expenses	\$ -	\$ -	\$ -

9. 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

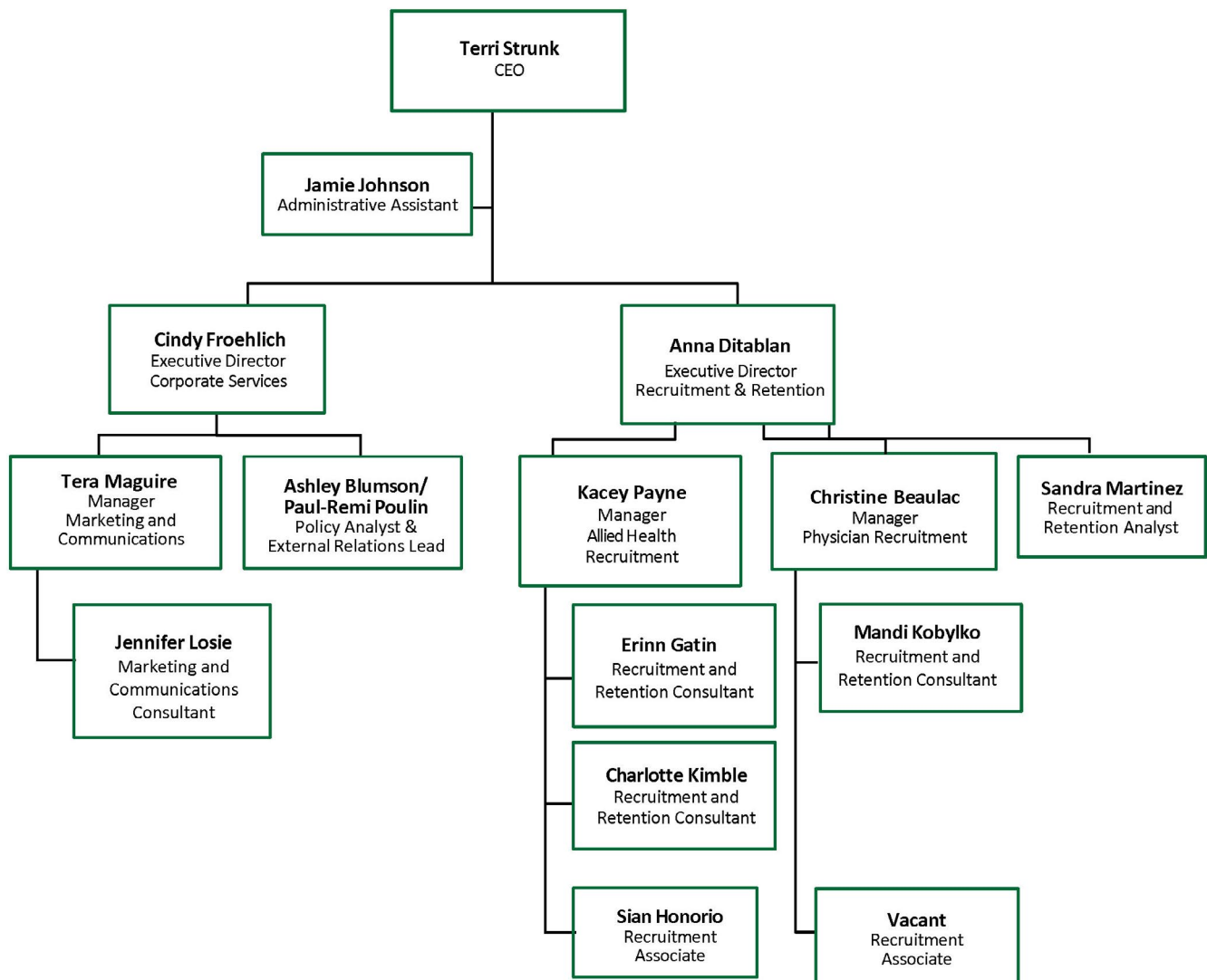
	Budget 2026	2026	2025
	(Note 6)		
Amortization	\$ 15,000	\$ -	\$ -
Bank charges	-	3,073	3,237
Building expenses	185,000	166,605	175,206
Equipment and computers	106,500	74,504	128,048
Insurance	7,000	7,920	6,294
Legal	5,000	18,796	500
Membership Fees	5,000	20	1,499
Office expenses	290,860	225,981	92,193
Professional services	575,450	420,833	433,210
Registration Fees	185,650	117,286	107,716
Salaries and related benefits	2,080,667	1,985,866	1,611,579
Subscriptions and publications	-	-	1,227
Telephone	14,400	14,612	14,889
Travel and training	156,300	239,845	101,738
TOTAL EXPENSES (Statement 2)	\$ 3,626,827	\$ 3,275,341	\$ 2,677,336

See accompanying notes



Appendices

Appendix A: Organizational Chart



Appendix B:

2025-26 Recruitment Events

Event Type	Event Name	Location	Date
Health	Healthcare Job Fair - Toronto	Toronto	April 5, 2025
Health	Secondary Event - Toronto	Toronto	April 6, 2025
Physician	Pathways to Practice - Internationally Trained Family Physicians	Virtual	April 8, 2025
Physician	Pathways to Practice - Internationally Trained Specialists	Virtual	April 10, 2025
Community	Saskatchewan Urban Municipalities Association (SUMA)	Saskatoon	April 13, 2025
Physician	Society of Rural Physicians of Canada (SRPC) Rural & Remote Medicine Conference	Winnipeg	April 24, 2025
Health	British Columbia Institute of Technology (BCIT) Health Sciences Hiring Fair	Burnaby	April 30, 2025
Health	Canadian Association of Medical Radiation Technologists (CAMRT) Conference	Jasper	May 5, 2025
Health	Southern Alberta Institute of Technology (SAIT) Diagnostic Career Fair	Calgary	May 6, 2025
Physician	Pri-Med 2025 Conference	Toronto	May 7, 2025
Physician	Pathways to Practice - Internationally Trained Family Physicians	Virtual	May 13, 2025
Physician	Pathways to Practice - Internationally Trained Specialists	Virtual	May 15, 2025
Health	American Association of Physician Assistants (AAPA)	Denver	May 17, 2025
Physician	Pathways to Practice - Internationally Trained Family Physicians	Virtual	June 10, 2025
Physician	Pathways to Practice - Internationally Trained Specialists	Virtual	June 12, 2025
Health	Royal College (RC) Psych International Congress 2025	Wales	June 23, 2025
Physician	American College of Emergency Physicians Scientific Assembly (ACEP)	Salt Lake City	September 7, 2025
Physician	Family Medicine Retreat Career Fair	Saskatoon	September 8, 2025
Health	Healthcare Nursing Job Fair - Toronto	Toronto	September 20, 2025
Physician	Mini Rural & Remote Medicine Conference	Regina	September 20, 2025
Health	American Society of Radiologic Technologist (ASRT) Conference	San Francisco	September 28, 2025
Physician	American Academy of Family Physicians Family Medicine Experience (FMX)	Anaheim	October 5, 2025
Physician	American Society of Anesthesiologists' (ASA) Annual Conference	San Antonio	October 11, 2025
All	Halifax Recruitment Trip	Halifax	October 15, 2025
Health	CAMRT - BC Summit	Burnaby	October 18, 2025
Health	Secondary Event - BC	Burnaby	October 19, 2025
Health	CAMRT - Atlantic Summit	Charlottetown	October 25, 2025
Health	Secondary Event - PEI	Charlottetown	October 26, 2025

Appendix B:

2025-26 Recruitment Events

Event Type	Event Name	Location	Date
All	Ireland/United Kingdom Initiative	Virtual	October 30, 2025
Health	University of Alberta (U of A) Healthcare Industry Career Fair	Edmonton	November 3, 2025
All	Secondary Event - Edmonton	Edmonton	November 3, 2025
Physician	Family Medicine Forum	Winnipeg	November 5, 2025
Physician	Doctors Job Fair	Dublin	November 8, 2025
Health	Michener Institute Career Fair	Toronto	November 12, 2025
All	Secondary Event - Toronto	Toronto	November 13, 2025
Physician	Doctors Job Fair	London	November 15, 2025
Health	Canadian Nursing Students Association (CNSA)	Saskatoon	January 28, 2026
All	Healthcare Job Fair - Calgary	Calgary	February 28, 2026
All	Calgary Meet & Greet and SAIT visit	Calgary	March 1, 2026
All	Healthcare Job Fair - Toronto	Toronto	March 7, 2026
All	Toronto Meet & Greet	Toronto	March 8, 2026
Health	Michener Institute Career Fair	Toronto	March 11, 2025
Health	University of Manitoba (U of M) Health Science Career Fair	Winnipeg	March 16, 2026
All	Winnipeg Meet & Greet	Winnipeg	March 16, 2026

Appendix C: Payee Lists

FOR THE YEAR ENDED MARCH 31, 2026

Personal Services

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

SURNAME	FIRST NAME	2025-26 EARNINGS
Strunk	Terri	\$225,867.88
Froehlich	Cindy	\$113,547.92
Payne	Kacey	\$109,037.46
Beaulac	Christine	\$108,691.19
Maguire	Tera	\$105,573.92
Ditablan	Anna	\$97,080.39
Martinez Gaona	Sandra	\$90,345.20
Kimble	Charlotte	\$79,907.22
Poulin	Paul-Remi	\$66,059.64
Del Valle Hernandez	Monica	\$64,564.18
Honorio	Sian	\$64,468.86
Gatin	Erinn	\$64,094.60
Losie	Jennifer	\$60,600.00

FOR THE YEAR ENDED MARCH 31, 2026

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	2025-26
Saskatchewan Healthcare Employee Pension Plan	\$220,735.50
McKercher LLP	\$183,600.87
3sHealth	\$158,358.00
Canwest Commercial & Land Corporation	\$155,934.25
BMJ Publishing Group LTD	\$123,223.85
eHealth Saskatchewan	\$112,046.08
Brown Communications Group	\$106,541.50
Health Sector Talent Limited	\$96,620.00
Amplify Digital Marketing Group	\$70,964.99
Saskatchewan Workers' Compensation Board	\$50,528.74



**Saskatchewan
Healthcare
Recruitment Agency** 

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saskhealthrecruitment.ca

