

More than 1.2 million
positive impacts on lives

Annual Report 2022 - 2023



3sHealth
better together

Our corporate VALUES



Collaboration

We bring the right people together to achieve common goals for the benefit of the people of Saskatchewan through active participation, two-way communication, and mutual respect. We believe that the best outcomes happen when we share insights and build on each other's strengths.



Innovation

We are creative, strategic thinkers who are open to exploring all possibilities that will improve the quality of patient care and realize better value for the health system. We fearlessly take on new opportunities and work closely with our partners to implement and sustain positive transformational change.



Respect

We listen to one another and seek to understand the diverse needs of our communities and stakeholders. We demonstrate integrity and honesty in all that we do, and we take responsibility for our actions. We follow through on the commitments we make, build trust, and enable one another's successes.



Transparency

We foster a culture in which people feel empowered to discuss and address critical issues in a safe and supportive environment. We believe engagement and the sharing of information enables good decision-making and leads to better outcomes.



Bold and courageous leadership

We are brave and willing to try new things. We put patients and families first, inspire each other and show initiative, work with others to put innovative ideas into practice, and take thoughtful risks to advance the vision of better health care in Saskatchewan.



First Nations and Métis/Michif land acknowledgement

We acknowledge that 3sHealth works and meets on the territory covered by Treaties 2, 4, 5, 6, 7, 8, and 10, the traditional territories of the Cree, Saulteaux, Dakota, Lakota, Nakota, Stoney, and Dene, and the Homeland of the Métis/Michif. Recognizing this history and the Truth and Reconciliation Commission Calls to Action are important to our future and our efforts to close the gap in health outcomes between Indigenous and non-Indigenous peoples.

As treaty people, we pay respect to the traditional caretakers of this land.



2022-23 Annual Report

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3sHealth is a vital health system partner that supports health care across Saskatchewan. Utilizing innovative change and a patient- and family-centred focus, we provide shared services to all health system partners that help improve quality and ensure patient safety.

Our dedicated and diverse employees ensure high-quality payroll and scheduling, employee benefits, dictation and transcription, linen, contracting, application management, and transformational services work for the province's health system. Our continuous improvement methodology helps us find innovative solutions to the complex problems facing health care, driving the sector towards greater sustainability for generations to come.

Message from Brian Barber, Board of Directors Chair

The 2022-23 year ended with the culmination of a lengthy effort to transition 3sHealth to a new legislative framework.

Legislative and bylaw changes have now come fully into force, modernizing our governance, outlining the services we provide and how we interact with health system clients, and clarifying oversight of 3sHealth. As reported in last year's Annual Report, Bill No. 45 – *An Act respecting Health Shared Services Saskatchewan and making consequential amendments to other Acts* was before the Legislative Assembly of Saskatchewan in late 2021-22. The bill, which modernizes existing outdated legislation that dates back to 1959, was proclaimed by the Lieutenant Governor in Council towards the end of 2022-23 and took effect on April 1, 2023. Combined with the adoption of new bylaws and regulations that were approved in 2022, this suite of updates sets the table for 3sHealth's future and aligns us with our sector partners.

This year saw one of our Board of Directors members recognized for her contributions to health care, while we said goodbye to another. Long-time board member Karen Knelsen, who also chairs 3sHealth's Employee Benefit Plans Board of Trustees, was among several dozen recipients to receive the Queen Elizabeth II Platinum Jubilee Medal at a ceremony in Saskatoon on September



29, 2022. She was recognized for her extensive contributions to health care in Saskatchewan, spanning over 60 years. The Board was thrilled to celebrate Karen's achievements with her and the 3sHealth staff.

The Board also said goodbye to member Grant Kook, who stepped down in March 2023. Grant has been a board member since 3sHealth's inception, and we thank him for his service and expertise. 3sHealth will work with the Ministry of Health to help recruit a new member to join the board this year.

Work continues to transition 3sHealth's Employee Benefit Plans Board of Trustees to a jointly trusteeed Board. In the interim, 3sHealth has recruited five new independent trustees from the community at large. They were appointed in December 2022 and have begun attending meetings. This allowed the 10 employee benefit plan trusts to ensure Employee Life and Health Trust compliance. 3sHealth continues to work with our union and employer partners to ultimately achieve joint trusteeship.

I extend my thanks to my Board colleagues, the 3sHealth Senior Leadership Team, and the employees of 3sHealth for their hard work and dedication to improving health care in our province.

Message from Mark Anderson, 3sHealth CEO



The 2022-23 year proved to be a year of change for 3sHealth.

After reaching our 10th birthday in 2021-22, we are celebrating another significant achievement that focuses on change. One of our central goals is to continuously look for ways to improve processes, eliminate waste, and enhance customer service. Each 3sHealth team member is asked to implement, in collaboration with team members, a minimum of two improvements per month. These improvements can be big or small. After eight years, we have now implemented 30,000 of these improvements in our daily work.

One of our proudest accomplishments is our measurement of how we help change people's lives. Using a proven methodology and auditing results based on health system data, we tally the impact of improvements that make a demonstrated enhancement to quality of care in terms of safety, timeliness, effectiveness, efficiency, equity or reliability, or patient-centredness. This year, we are proud to announce we have reached our target of 1.2 million lives positively impacted by 2025.

We will also be changing where we do business. With the existing head office space's lease expiring in mid-2023, extensive work was carried out to assess 3sHealth's office needs now and into the future, and the board approved a recommendation to move to a new facility. While there are cost benefits to be gained, this relocation is an opportunity to comfortably house our entire work force, allow for additional expansion in the future, design purpose-built offices and meeting rooms that reflect the prevalence of virtual meeting environments, and address issues with noise and privacy in the existing open office space. These adjustments and the additional amenities included in the new building will help improve employee engagement and satisfaction.

Our efforts to change the way we do a significant portion of our work by implementing the new Administrative Information Management System (AIMS) continued in 2022-23. This system will modernize and integrate more than 82 systems used by 12 regional health authorities into one overall administrative system. This centralized system, serving 3sHealth, the Saskatchewan Health Authority, eHealth Saskatchewan, the Saskatchewan Cancer Agency, SAHO Inc., the Ministry of Health, and affiliated employers will integrate finance, supply chain, and human resource information. While the first attempt at integrating the system may have needed further improvements, I applaud our talented staff for their effort. It took a great deal of acumen and hard work to roll back AIMS and maintain our legacy systems without significant impacts. The AIMS team remains focused on making improvements and planning for a successful implementation.

One area in which we have not changed is our reputation as a leading employer. I am pleased to note that, for the seventh consecutive year, 3sHealth has been named a Saskatchewan Top Employer. This annual award acknowledges organizations that create exceptional places to work, and I am proud that we continue to be a leader in our industry.

3sHealth continued to focus on being a financially healthy organization during 2022-23 and ended the year with a \$1,307,424 budget surplus. 3sHealth will be rebating \$1,397,543 to the Saskatchewan Health Authority to put towards health system initiatives.

I encourage you to delve into the 2022-23 3sHealth annual report to learn more about these and many other achievements.

3sHealth Board of Directors



Brian Barber
Chair



Arnie Shaw
Vice-chair and Chair, Audit,
Finance, and Risk Committee



Marilyn Charlton
Chair, Governance and
Business Development
Committee



Andrew Cartmell



Donald Code



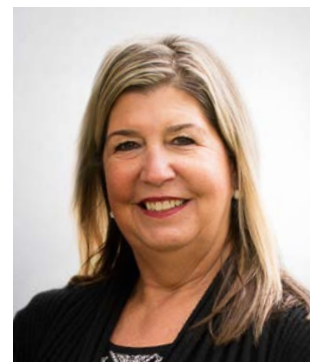
Karen Knelsen



Grant Kook



Timothy MacLeod



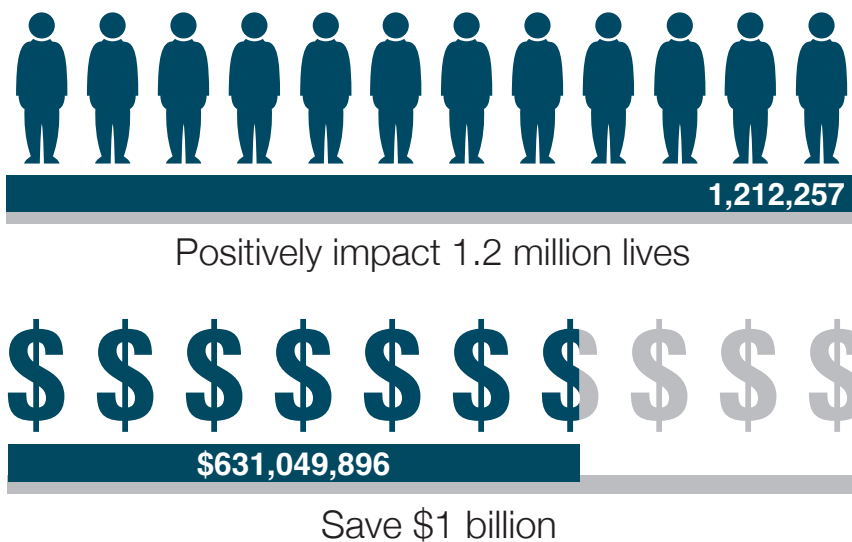
Twyla Meredith

Operating highlights

3sHealth prides itself on a strong culture of continuous improvement, patient focus, innovation, and teamwork amongst employees and together with health system partners.

Two key targets include positively impacting the lives of 1.2 million people and saving \$1 billion dollars by 2025.

- Lives positively impacted: For the year 2022-23, the positively impacted number for 3sHealth and its health system partners is 61,520 lives against the target of 85,000. Those positive impacts came from the following four major projects: the virtual triage 811 project (Transformational Services), long-term care bath towels (Linen Services), the implementation of self-edit dictation software (Transcription Services), and the reduction in Basic Group Life and Accidental Death and Dismemberment rates (Employee Benefits). The cumulative tally to the end of 2022-23 is 1,212,257, which exceeds our long-term target of 1.2 million by 2025.
- Health system savings: 3sHealth's work with system partners has so far generated cumulative system savings of \$631.05 million. Savings for the fiscal year 2022-23 are \$13.09 million, with the following breakdown:
 - \$3.02 million in contract savings;
 - \$7.33 million in contract rebates; and
 - \$2.73 million in operational savings.



These health system targets help 3sHealth strive towards its vision of, “Healthy People, Healthy Communities, Healthy Partnerships.”

Other highlights from 2022-23 include:

Annual

- Paid 53,000+ health system employees \$2.88 billion dollars in payroll
- \$162.5 million paid to Employee Benefit Plans members and their families
- Transcribed nearly 500,000 records
- Over 29 million pounds of linen processed
- \$54.5 million in contracts renewed
- Saved in excess of \$10 million in supply chain contracts

Partnerships

- Contributed to the successful deployment of open clinical documents for all Saskatchewan Cancer Agency patients, with the larger health system to follow
- Made a difficult but important decision to pause AIMS to ensure employees can be scheduled appropriately and are paid accurately and on-time
- Provided \$1.4 million in project management services

Customer service

- Consistently and regularly met service standards, meeting the needs of our Employee Benefit Plans customers
- Implemented a new linen product that positively impacted the care of seniors in Saskatchewan

Financial stewardship

- Successfully avoided approximately \$10 million in taxes by achieving Employee Life and Health Trust compliance
- Achieved a surplus of slightly over \$1.3 million

Workforce

- Named one of Saskatchewan's Top Employers for the seventh year in a row
- Advanced our commitment to truth and reconciliation
- Signed a new office lease that will meet our needs well into the future
- Exceeded the benchmark for employee engagement for the seventh year in a row
- Successfully moved IT services to eHealth Saskatchewan
- Created a new Information Management department and began to improve our cybersecurity and privacy programs

Our mission

Partnering to solve complex problems and improve health care across Saskatchewan.

3sHealth carries out its mission through the dedicated work of its service lines.

Employee Benefits



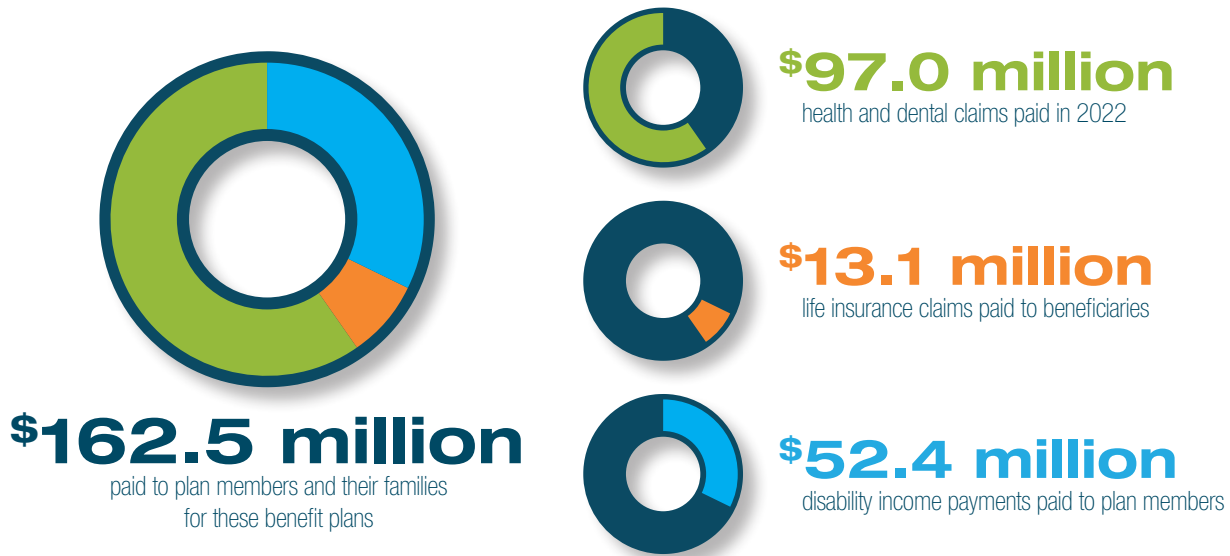
- Administered 10 health system employee benefit plan trusts, including disability income, extended health care, dental, and life insurance for over 46,000 active plan members and 20,000 retirees across 71 organizations.

In 2022, the Employee Benefit Plan (EBP) Trusts paid \$162,567,244 in Group Life insurance, disability income plan benefits, and health and dental claim reimbursements to eligible plan members. Plan members received \$51,181,958

in health claims reimbursement, representing over 1,200,354 extended health care claims. The Core and Enhanced Dental Plans paid over \$45,813,259 in reimbursements for plan members and their families in 2022. The group life insurance plans provided \$12,311,232 to loved ones when a plan member passed away, as well as an additional \$825,000 paid directly to plan members when their spouse or child passed away. A further \$51,654,756 million in disability income was issued, with an additional \$740,479 for treatment support provided to plan members on an approved claim.

All of this support came with the quick and efficient service 3sHealth's clients require. Over the course of 2022, nearly 96 per cent of benefits documents were processed within the standard time period of three days, and nearly 98 per cent of benefits and disability income plan claims were processed without errors.

Benefits paid in 2022



For the past four years, 3sHealth worked to redesign its approach to disability claims management. The vision of the Path to Health project was, “To provide collaborative support with beneficiaries on their path to health.” Path to Health began in 2019 and officially moved from project to business-as-usual status in September, 2022. The overall goal of the project was to make the disability claims management process easier, provide additional support during the claim, and communicate with plan members earlier and more often. This was done through the implementation of improvements outlined in the 2021 -22 Annual Report.

One final major component of the Path to Health work took place in the last year, as EBP implemented a new disability claims management system called CHIPS (or Claims Healthcare Information Program). This new digital technology has allowed EBP to gain significant efficiencies by moving all client file management into the digital space. The software proved so effective EBP was able to set and achieve its target to eliminate 80 per cent of all paper files by March 31, 2023. Eliminating a significant number of paper files and the storage needed to house them freed up more than 700 square feet of office space, allowing EBP to reintegrate its Partner Services Team, which had previously been moved to a different floor of the 3sHealth office due to lack of space.

Looking to the future, EBP began a two-year strategic project to advance its commitment to provide world-class customer service to plan members. A visioning session in November 2022 identified more than 30 areas of potential improvement. Some smaller improvements were carried out before the end of 2022-23, while larger initiatives are targeted for completion by March 31, 2025.

3sHealth also worked closely with its partners in 2022-23 on achieving joint trusteeship for the employee benefit plans. Joint trusteeship would see the Board of Trustees populated by 50 per cent employer-appointed trustees and 50 per cent union/employee-appointed trustees. We look forward to continued discussions in 2023-24.

Linen Services



- Managed the contract with K-Bro Linen Systems Inc. to supply more than 180 facilities and clinics with 29 million pounds of clean linen annually.
- Standardized and improved linen quality by implementing rigorous quality audits, ensuring the completion of independent quality testing, and implementing improvements to processes for maintaining the quality of linen.
- Facilitated product as well as process improvement and standardization across the province.

Linen usage throughout the health region dropped slightly throughout the year after seeing significant increases during the COVID-19 pandemic. The province saw a reduction of approximately 600,000 pounds of linens used in 2022-23, largely due to the closure of COVID-19 test centres and vaccination clinics throughout Saskatchewan and changes in PPE protocols throughout health-care facilities.

In May 2022, 3sHealth and K-Bro Linen Systems Inc. agreed to extend K-Bro's contract. K-Bro will now act as the linen provider for the Saskatchewan health system until May 31, 2031. This agreement includes the exploration of several potential service improvements.

A significant improvement implemented this year was the introduction of a larger, more absorbent, and softer towel for long-term care (LTC) facilities. Linen provider K-Bro Linen Systems Inc. provided access to a towel used by other Canadian customers for a trial at two LTC facilities in June 2022. Residents were excited about the change, reporting the new towel was superior to the old one and that it would provide a higher level of comfort. The trial indicated approximately 50 per cent fewer towels were being used due to their larger size and absorbency. While the new towel weighs more, the trial also suggested the cost to process would not rise due to the overall reduction in usage.

The new towel began rolling out to facilities after the Linen Partnership Committee voted to approve the transition, gradually replacing the old towel. Once the transition to the new towel is complete, a review will be undertaken to determine if facilities are seeing a cost savings due to using fewer towels.

Linen Services participated in a health system team dedicated to reducing the number of personal items or medical equipment left behind in bed linens. Foreign objects in linen (FOIL) have long been a concern in the health system. Picking up work that began during the COVID-19 pandemic, a FOIL education project was implemented at the Regina General Hospital. Face-to-face training was provided to over 600 employees, eventually resulting in a 72 per cent FOIL reduction. Events are scheduled for St. Paul's Hospital in Saskatoon and Pasqua Hospital in Regina to replicate the work in those facilities, and further FOIL work will eventually be done across the entire health system.

The provincial linen service contract continues to offer the province the benefit of capital cost avoidance and reduced operating costs within facilities. Consequently, more than 10 LTC and other health facilities that were not currently customers in the last year asked to receive linen services from K-Bro.

The Linen Services team implemented an improvement to increase engagement and generate valuable feedback from patients, residents, and family members about the linens they use throughout their health-care experience. A pilot project began in the fall, with the goal of increasing responses on the linen survey by 50 per cent. After implementing a new process in the fourth quarter, the team was on track to double its target measure.

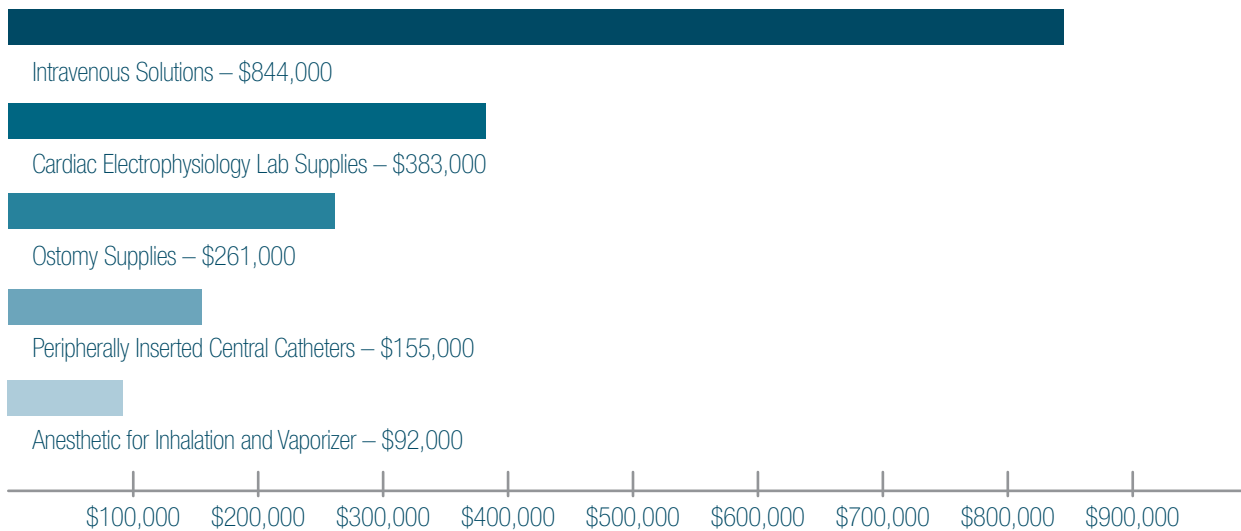
Contracting and Supply Chain

- Engaged clinicians, employees, and patients to procure high-quality products at the best price possible.
- Applied best practices and worked collaboratively with health system partners to support and lead supply chain initiatives and to implement national, provincial, and multi-provincial contracts for products, services, and supplies.
- Managed more than 2,700 Saskatchewan health system contracts for goods and services worth more than \$250 million annually.



Contracting has contributed the bulk of 3sHealth’s cumulative health system savings through shared services since 2010¹.

The top five types of contracts that generated the most in estimated savings* in 2022-23 are:



*Savings are calculated based on historic volumes and not future volumes.

Dictation and Transcription

- Transcribed approximately 1.74 million minutes of care providers’ dictations, equating to more than 497,000 patient care reports.
- Distributed 86 per cent of transcribed patient care reports to patients and physicians within 24 hours.



The flow of information to the patient along their health-care journey is critical to excellent care. The Dictation and Transcription service line ensures accurate patient care report information is flowing between health-care providers in a timely fashion so that patients continue to receive high-quality care. Medical transcriptionists strive to transcribe and distribute all reports within 24 hours and the service line transcription team continued improvement efforts in 2022-23 to meet this target.

¹ The health system savings measures referenced here began in 2010 through the Shared Services Office. 3sHealth was then formed in 2012 and continued the shared services savings efforts.

The transcription service significantly improves patient care by improving the availability of critical patient care information to care providers. Medical transcriptionists transcribe approximately 500,000 acute care reports annually, equaling approximately 1.7 million minutes of care providers' dictations in 2022-23. Service is provided to approximately 1,950 clinicians, with the turnaround time for clinician-dictated reports currently averaging 8.5 hours.

3sHealth also provides self-edit dictation software that enables clinicians to dictate into a microphone, edit the text immediately on the computer screen, approve the final report, and save it immediately to the patients' electronic medical record. This does not require a medical transcriptionist to edit the patient report, significantly reducing turnaround time to the patient's care team. For example, before self-edit, the average turnaround time for SHA radiology reports was 60 hours; after self-edit, 83 per cent of reports are available within 30 minutes or less.

3sHealth continued working with physicians across Saskatchewan to implement self-edit dictation software and workflows into their clinical practices in 2022-23. 3sHealth onboarded 241 physicians and clinicians working in the SHA, growing the number of physicians and clinicians currently using self-edit dictation technology in the provincial health-care system to 2,304. The introduction of self-edit dictation was the result of a partnership between 3sHealth, the Saskatchewan Medical Association, and the Saskatchewan Health Authority. The Saskatchewan Medical Association has funded this initiative through the electronic medical record program to extend the service to private clinics, with 550 physicians using self-edit dictation in their practices.

Use of the self-edit software continued to grow throughout the year. In partnership with eHealth, the SHA, and the Ministry of Health, 3sHealth has developed a deployment strategy for 2023-24 that will engage physician and clinical leaders to expand its use even further. Work continues with specific areas of need to improve dictation services, such as the SHA Pathology Labs.

Payroll and Scheduling



- Paid more than \$2.89 billion in compensation to approximately 53,800 health employees across 27 organizations.
- Supported the Saskatchewan health system by administering various applications that support employers and employees with scheduling, human resources, and payroll functions.

The Provincial Payroll and Scheduling Services (PPSS) team ensures that health system employees receive their pay accurately and on time. The team also administers the various scheduling systems that health system partners use. 3sHealth's goal is to ensure the right provider is working at the right time and in the right place to enable excellent patient care. In 2022-23, some additional work undertaken by PPSS included:

- Continuing to provide support to the Administrative Information Management System when and where needed (for more detail on the AIMS project, see page 16);
- Successfully running year-end payroll processes, including the processing and dissemination of 62,617 T4 forms;
- Supporting the health system's Information Technology Services staff as they transitioned to eHealth;
- Supported the transition of Extendicare long-term care centres to SHA ownership by ensuring payroll and information systems are configured correctly for this new group of employees; and
- Updating the payroll system and employee information portal to reflect changes to all three provider union contracts pertaining to how seniority of employees is displayed.

Transformational Services

- Worked collaboratively with health system partners, supporting them to successfully deliver on their initiatives.
- Provided consulting and project implementation services to health-care system partners, including eHealth Saskatchewan, the Saskatchewan Health Authority, the Saskatchewan Cancer Agency, the Ministry of Health, and the Health Quality Council.



The Transformational Services team uses the tools, techniques, and experience gained in previous health system projects to make quality improvements for patients, achieve cost savings, and help create a sustainable health system. This multidisciplinary team has contributed to many projects across the health system, ranging from the development of business cases to the implementation of projects.

Some of the initiatives worked on with our partners in 2022-23 included:

- Standardizing of the Community Oncology Program of Saskatchewan (COPS) processes;
- Developing a transportation strategy for the delivery of lab, pharmacy, and SCA materials;
- Procuring and beginning implementation of a Computerized Maintenance Management System (CMMS);
- Implementing pediatric small volume syringe pumps;
- Assessing pathology dictated reports and identifying business opportunities;
- Conducting a feasibility study exploring process improvements in linen delivery inside high-volume facilities;
- Conducting a surgical linen business case data review and preparation;
- Assisting with Service Desk standardization processes;
- Implementing Virtual Triage Physician and Emergency Medical Services Offload program;
- Developing research data request strategy document;
- Supporting MySaskHealthRecord enhancements;
- Conducting a linen utilization review;
- Supporting self-serve password reset and account automation;
- Assisting with Extencare back office systems transition; and
- Contributing to the Administrative Information Management System implementation.

Our people

Committed to truth and reconciliation

Truth and reconciliation is a strategic priority at 3sHealth. Led by 3sHealth employees, the Truth and Reconciliation Working Group has reviewed the Truth and Reconciliation Commission Calls to Action to start creating a response plan for 3sHealth. The team comprises both Indigenous and non-Indigenous volunteers from across the organization. The organization held an acknowledgement event honouring Canada's National Day for Truth and Reconciliation (Orange Shirt Day), which featured an educational presentation, a video presentation, a moment of silence, and additional resources for employees to deepen their understanding of the importance of truth and reconciliation to health care and the services that 3sHealth provides. Working in collaboration with the First Nations University of Canada and Reconciliation Education, 3sHealth introduced a three-hour multimedia training course for employees that will provide

a fundamental understanding of truth and reconciliation. Featuring interviews with Indigenous Elders, historians, Truth and Reconciliation Commissioner Justice Murray Sinclair, and many more, the course establishes a baseline of education that many Canadians did not receive in school. 3sHealth has set a goal of having 100 per cent of staff trained through this program.

Going the extra mile

Our employees are the foundation of 3sHealth's shared success. 3sHealth team members continued to go above and beyond to provide excellent customer service, contribute their talents to health system initiatives, and collaborate closely with partners across the province's health system.

3sHealth's "Going the Extra Mile" award has historically recognized these contributions through a formal nomination process. In 2021-22, 3sHealth expanded the eligibility of the award beyond our own organization to all Saskatchewan health system employees. 3sHealth employees responded by nominating more external partners for the award. The expanded eligibility enables 3sHealth employees to recognize the valuable efforts of all health system employees.

Putting patients first

Since 3sHealth formed, it has built a culture of continuous improvement that engages Patient Family Partners to put patients and customers at the centre of its work. 3sHealth uses the Saskatchewan Health-Care Management System to improve processes, manage daily work, develop teams, and achieve its mission. This systematic approach has created a nimble, responsive organization with strong daily processes for rapid decision-making, as well as improvements to health care for Saskatchewan patients and families.

3sHealth's goal is to continuously look for ways to improve processes, eliminate waste, and enhance customer service. Each 3sHealth team member is asked to implement, in collaboration with fellow team members, a minimum of two improvements per month. These improvements can be big or small. Since the initiative began seven years ago, 3sHealth employees have collectively implemented over 30,000 improvements in their daily work and processes.

On the move

With the end of its Regina head office space lease approaching, 3sHealth began work in 2022-23 to determine its future office space requirements. After conducting a thorough needs assessment, a request for proposals was issued. Several proposals were received and evaluated. Space tours were undertaken at a number of short-listed properties, followed by an analysis of the leading candidates. The selection committee endorsed moving to a new facility at the Delta Hotel in downtown Regina, with the Board approving the recommendation. The move will take place over the course of summer 2023.

This relocation is about much more than cost efficiencies or the expiration of a lease. In evaluating 3sHealth's office needs, the Collaborative Work Environment team and senior leadership team recognized the opportunity to better meet the needs and desires of employees and customers. Our work force grew during the COVID-19 years when the majority of our employees were working remotely, resulting in a shortage of available space when we returned to the office *en masse*. The new space will comfortably house our entire employee roster, as well as allow for expansion in the future. The opportunity to design the new work space from scratch also allows us to create purpose-built offices and meeting rooms that reflect the virtual meeting environment that has continued in our post-COVID-19 world, as well as addressing issues with noise and privacy in the existing open office space. These adjustments and the additional amenities included in the new building will better meet the needs of staff, improving employee engagement and satisfaction with their work space.

Professional development

3sHealth continued to provide support to formal leaders with the GROW (goals, results, ownership, work plan) performance management program, and to non-managerial employees with the EGD (employee growth and development plan) program. 3sHealth also continued to provide opportunities for employees to learn and grow, including:

- A welcome orientation package for new employees;
- Three levels of continuous improvement learning in the Saskatchewan Health-Care Management System;
- Safety training and education (including CPR, AED, and Level 1 Occupational Health and Safety training);
- Health Leadership Capabilities Framework – LEADS education to all formal leaders; and
- 360 Feedback – LEADS for all formal leaders.

Getting involved and giving back

Employees at 3sHealth have the opportunity to participate in 3sHealth's employee-driven corporate social responsibility program, 3sHealth Shares. Employees volunteer their time and contribute financially so 3sHealth can support several worthwhile causes that protect the health and well-being of Saskatchewan people. As a not-for-profit organization, 3sHealth is not in a position to make corporate donations. What distinguishes 3sHealth Shares from many other corporate social responsibility programs is that staff members give of their personal time, skills, and financial resources to support worthy causes that enhance the health and well-being of Saskatchewan residents. In this way, the program is fuelled at a grassroots level, depending upon the energy, enthusiasm, and generosity of its authors and engineers. Ongoing 3sHealth Shares activities include blood drives for Canadian Blood Services and fundraisers in support of the Canadian Mental Health Association - Saskatchewan Division.

Employees can also become involved in the life of the organization through 3sHealth's Employee Engagement Advisory Network, the Social Club, and the Occupational Health and Safety Committee.

Highly engaged staff

In the 2022 3sHealth employee engagement survey, 81.8 per cent of employees said they felt engaged at work. The survey was sent to 158 employees, and 97 per cent of employees responded. Senior leaders at 3sHealth use the engagement survey results to drive decision-making and continuous improvement throughout the organization. 3sHealth's results are frequently well above industry benchmarks.

3sHealth was named one of Saskatchewan's Top Employers for 2023. The 2023 award is the seventh consecutive Saskatchewan Top Employer award 3sHealth has won. The award recognizes Saskatchewan employers that lead their industries in offering exceptional places to work. The competition's judges evaluated all employers on categories such as performance management, community involvement, and work atmosphere.



**SASKATCHEWAN'S
TOP EMPLOYERS**

Our vision

Healthy People, Healthy Communities, Healthy Partnerships.

The following sections detail the health system efforts 3sHealth contributes to that help build a province of healthy people, healthy communities, and healthy partnerships.

Improving quality

In 2016-17, 3sHealth developed a methodology to track quality improvements that shared services have on patients and health-care providers. 3sHealth is proud to report that shared services initiatives with health-care system partners positively impacted an additional 61,520 lives this year.

Some of the Saskatchewan health-system initiatives that contributed to this total include:

- Larger, softer bath towels for long-term care residents;
- Physicians and other clinicians adopting self-edit dictation software in Primary Health Care settings to improve the quality and timeliness of their care reports; and
- Reduction in Basic Group Life and Accidental Death and Dismemberment rates for Saskatchewan health-care workers.

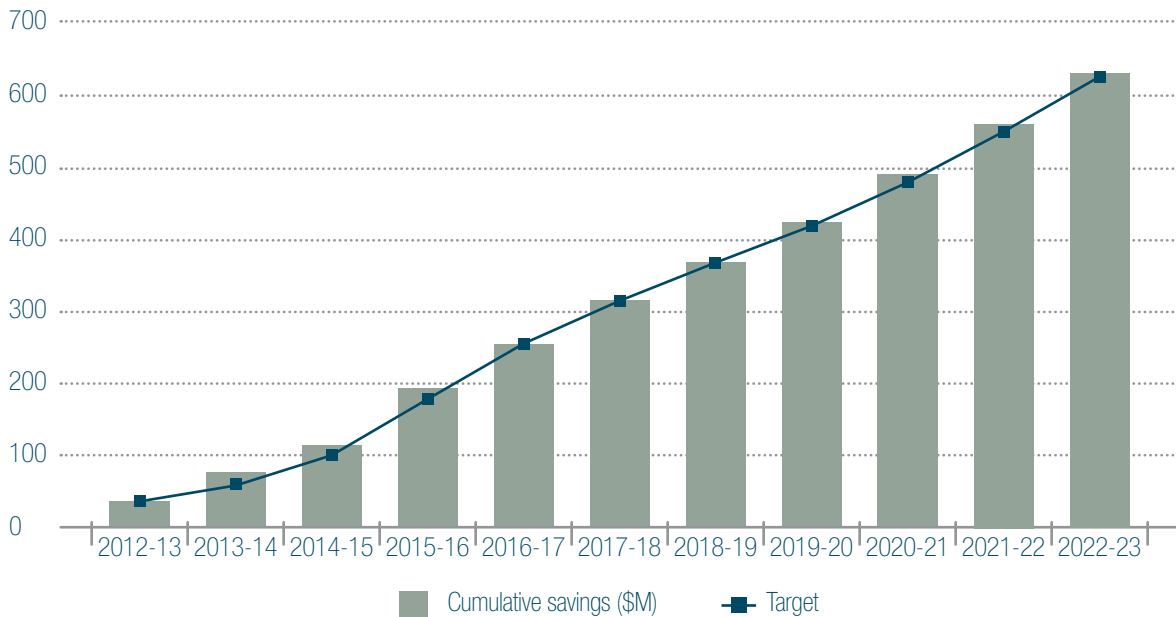
While the 61,520 lives impacted fell short of 3sHealth's 2022-23 target of 85,000 3sHealth has met its overall target of positively impacting 1.21 million lives by 2025 two years early. 3sHealth has positively impacted the lives of 1.21 million patients and health-care providers in Saskatchewan through 34 improvement initiatives with partners across the health system. This is a significant achievement that underscores the dedication and hard work of our employees and our partners throughout the health system, as well as our belief in creating patient-centred improvements.

In order for an improvement to be counted in 3sHealth's "lives positively impacted" total, it needs to make a demonstrated improvement to quality of care in terms of safety, timeliness, effectiveness, efficiency, equity or reliability, or patient-centredness.² 3sHealth then calculates the number of patient or health-care provider lives improved using health system data.

Generating cost savings

Through improvement initiatives and close collaboration with partners, 3sHealth also generated significant cost savings for the health system. Efforts from provincial procurement initiatives, contract rebates, linen services, and dictation and transcription services not only strengthened the quality of products and services, but also saved \$13.09 million in 2022-23. 3sHealth's shared services initiatives, which began in 2012, have resulted in cumulative savings of \$626.84 million as of March 31, 2022. These efforts not only benefit patients, but they also provide better value for Saskatchewan taxpayers.

Cumulative health system savings through shared services (\$M) YTD



Savings are largely the result of the following:

- Provincial contracting, which is a collaborative process with the health system that has reduced the cost of medical surgical supplies, drugs, and services while improving or maintaining quality and safety for patients, families, and staff. Running competitive processes and leveraging volume consolidation within the Saskatchewan health system are some key factors in obtaining the best value for the province, including financial savings;
- Implementation of the provincial linen service in 2015, which has produced health system savings of \$50 million in capital cost avoidance and an estimated operational savings of \$4.18 million annually; and
- Operational savings achieved through the provincial implementation of dictation and transcription services, which reached a “break-even” point in July 2018, at which point the initial project investment had been fully recovered. 3sHealth redirected all subsequent savings to health system partners and to the deployment of self-edit dictation software.

Since its formation, 3sHealth has generated \$626.84 million in cumulative shared service savings. This figure includes the following:

- \$54.51 million in cumulative recurring contract savings from prior years;
- \$559.23 million in prior year cumulative savings; and
- \$13.09 million in net new savings in 2022-23, consisting of:
 - \$3.02 million in contract savings;
 - \$7.33 million in contract rebates; and
 - \$2.74 million in operational savings, \$1.55 million from Provincial Dictation and Transcription Services and \$1.19 million from Provincial Linen Services.

Focus on patients and families

3sHealth strives to place patient care at the centre of its decision-making, improvement work, and service delivery. To do this, 3sHealth has an active group of eight patient and family partners and a senior physician consultant to help focus 3sHealth on creating improved experiences and outcomes for patients and health-care providers.

3sHealth continued to strengthen its customer focus in 2022-23 in several ways, including:

- Maintaining a strong Patient Family Partner Council to guide and support our patient engagement;
- Pairing service lines and projects with active patient and family partners;
- Involving patient family partners and our physician consultant in strategic planning;
- Finding ways to measure the lives positively impacted by our work;
- Systematically measuring and improving engagement of customers in decision-making, improvement, and daily service provision;
- Including the patient and provider perspective in provincial contracts;
- Engaging a patient and family partner lead to improve long-term care resident feedback on linen; and
- Assigning our physician consultant and two of our patient and family partners to work on a ground-breaking project with eHealth Saskatchewan to expand care reports made available to patients through MySaskHealthRecord.

3sHealth will continue to place patients and their families at the centre of all that it does, working with its partners to improve quality and ensure patient safety.

Partnership and integration

3sHealth believes that by partnering to solve complex problems and improve health care across Saskatchewan, it can achieve the vision of, “Healthy People, Healthy Communities, Healthy Partnerships.”

3sHealth’s service lines continuously strive to strengthen partnerships, as these bonds ensure 3sHealth’s efforts towards achieving provincial goals are harmonized. 3sHealth continued to work closely with its partners to strengthen shared decision-making and accountability across the health system. The following committees are all focused on working in-step with our partners to deliver quality services and strategic improvements in each service area:

- The Partnership Oversight Committee plays a leading role providing leadership and guidance for 3sHealth services. The committee comprises health system leaders from the Saskatchewan Health Authority, Saskatchewan Cancer Agency, eHealth Saskatchewan, 3sHealth, and the Provincial Affiliate Resource Group, as well as two Patient Family Partners.
- The Employee Benefit Plans Board of Trustees has fiduciary responsibility for the 10 employee benefit plan trusts that 3sHealth administers. The Employee Benefit Plans Committee, consisting of an equal number of union and employer representatives, and the Working Committee, consisting of two representatives from each union, make recommendations to the Board of Trustees on benefit enhancements, policies, and investments.
- The Patient Family Partner Council helps strengthen the voice of our customers in all aspects of the organization. It is co-chaired by a Patient and Family Partner and 3sHealth’s Vice-president of Innovation, People and Culture and also involves our Senior Physician Consultant.
- The Provincial Dictation and Transcription Services Partnership Committee has a mandate of providing oversight and decision-making for the service lines, and it includes representation from 3sHealth, eHealth Saskatchewan, physicians, Saskatchewan Medical Association, and the Saskatchewan Health Authority’s Health Information Services and Digital Health teams. Two subcommittees report to the Provincial Dictation and Transcription Services Partnership Committee: the Provincial Dictation and Transcription Services Operations Directors, which has an operational oversight mandate, and the Self-edit Dictation Technology Subcommittee, which has a mandate to focus on technology, system planning, and collaborative resolutions to ensure physicians and clinicians are able to self-edit dictate their patient-care reports successfully.

- Linen Services reports to two committees. The Provincial Linen Service Partnership Committee is made up of key decision makers connected to linen services, such as the Saskatchewan Health Authority's infection control, surgical services, and environmental services teams, as well as partners from the Saskatchewan Cancer Agency. This committee's mandate is to make overall decisions on financial and quality matters. Reporting to the partnership committee is the Provincial Linen Services Advisory Committee, which has a mandate to study topics and advise the partnership committee.
- The Supply Chain Partnership Committee is responsible for the administration of the Supply Chain Partnership Agreement. It provides decision support and oversight on supply chain matters and is accountable to the Partnership Oversight Committee. One of the valuable features of this partnership agreement is that it defines the roles and responsibilities for 3sHealth and the Saskatchewan Health Authority for leading procurement contracting initiatives. The partnership agreement includes appendices which define partner responsibilities by contract category, as well as a decision workflow to collaboratively assign contracts when the lead partner is experiencing resourcing limitations and requires assistance.
- Transformational Services reports to the 3sHealth Governance and Business Development committee and the Partnership Oversight Committee. They continue to collaborate and build relationships with health partners to deliver on health-care initiatives. Transformational Services' goal is to mature their practice, drive efficiency, and deliver value to the health-care system.
- 3sHealth's Payroll and Scheduling service line participates in two provincial subcommittees: the Payroll Subcommittee and the Scheduling Subcommittee. These operational subcommittees meet regularly and bring together partners from across the province to discuss payroll and scheduling issues.
- The Administrative Information Management System (AIMS) Support Partnership Committee provides oversight and decision support in partnership with key stakeholders for the forthcoming Application Management Services department and other AIMS-related support functions.
- The AIMS project is governed by an Executive Steering Committee consisting of representatives from the health-care system on behalf of the Saskatchewan Health Authority, 3sHealth, Saskatchewan Cancer Agency, eHealth, SAHO Inc., and affiliated employers throughout the province. Collaboration partners include Deloitte, Kronos, and Oracle to assist in guiding the project through to completion.

Each 3sHealth service line believes that strong partnerships in the Saskatchewan health-care system are key to achieving a province of healthy people and healthy communities.

Administrative Information Management System project

AIMS is a provincial system that will modernize and integrate more than 82 individual systems, previously used by 12 regional health authorities, into one administrative system. The project involves 3sHealth, the Saskatchewan Health Authority, eHealth Saskatchewan, the Saskatchewan Cancer Agency, SAHO Inc., the Ministry of Health, and affiliated employers. Deloitte is acting as the AIMS system integrator and lead consultant advising us on the project. Having a centralized system that integrates finance, supply chain, and human resource information supports the provincial health authority model of care and 3sHealth's mission, "Partnering to solve complex problems and improve health care across Saskatchewan."

Leading up to the launch of AIMS in November 2022, the project team worked to test the system, move data from old systems into AIMS, and prepare health system employees for launch. In the days after launch, the AIMS system experienced performance and usability challenges, and the project team worked hard to resolve those issues in real time. Despite the consultations and testing, employees identified concerns related to time entry and approval, system performance, and staff scheduling. The AIMS implementation was therefore paused to allow time for additional user engagement, redesign, and testing before a re-launch.

In the last quarter of the year, new structures were put in place to ensure a broader range of input into the system changes that were needed. These structures included front-line employees who will be using AIMS to support their work; they are identifying issues and providing valuable feedback to drive improvements. The AIMS project team listened closely to employee experiences from the initial launch in order to make improvements to the system. AIMS will not go live again until feedback has been assessed and system improvements have been incorporated and rigorously tested.

Application Management Services

3sHealth continued developing a new service line called Application Management Services during 2022-23. Application Management Services will support AIMS once it is implemented through a provincially coordinated approach.

Application Management Services is on track to be ready to support AIMS when it launches.

The Employee and Family Assistance Program

3sHealth is proud to offer health-care system employees and their immediate family members access to a formal Employee and Family Assistance Program, which provides confidential support and assistance for work, health, or life concerns. To join the Employee and Family Assistance Program, an organization needs to have either its payroll or benefits services administered by 3sHealth. As of March 31, 2023, 52,097 people are part of the employer-paid plan.

Financial highlights

3sHealth's financial statements have been prepared in accordance with Canadian public sector accounting standards (PSAS) issued by the Public Sector Accounting Board and published by the Chartered Professional Accountants of Canada. The financial highlights are intended to be read in conjunction with the March 31, 2023, financial statements.

This section provides an overview of 3sHealth's financial activities for the fiscal year ended March 31, 2023. Since this information is intended to focus on the 2022-23 fiscal year's activities, resulting changes, and currently known facts, it should be read in conjunction with the audited financial statements beginning on page 30 of this annual report. All amounts in the tables below are expressed in thousands of dollars (\$000s) and are for the year ended March 31, 2023.

Operating results (\$000s)

For the year ended March 31

	2022-23 budget	2022-23	2021-22
Revenue	\$ 72,368	\$ 72,546	\$ 71,263
Expenses	73,768	71,239	70,095
Annual (Deficit) Surplus	\$ (1,400)	\$ 1,307	\$ 1,168

For the year ended March 31, 2023, 3sHealth reported an excess of revenue over expenses ("surplus") of \$1.31 million compared to a budgeted \$1.4 million deficit, and compared to a surplus of \$1.17 million in 2021-22. Key items contributing to 3sHealth ending the year \$2.71 million ahead of budget were savings in salaries and benefits expenses due to vacancies throughout the year, decreases in discretionary spending such as travel, training, and office expenses, and decreased spending on professional services. Smaller items leading to this favorable budget variance were decreased spending on equipment and computers and increased investment income as bank interest rates increased significantly during the year.

While approving the budget for the fiscal year ended March 31, 2023, the 3sHealth Board of Directors ("Board") approved the use of \$1.4 million from the accumulated surplus for provincial shared services initiatives. As this amount was not utilized during the 2022-23 fiscal year, the resolution was approved for use in the 2023-24 fiscal year to support the implementation of the Administrative Information Management System (AIMS) project and its support through the Application Management Services service line.

Revenue (\$000s)

	2022-23 budget	2022-23	2021-22
Service fees	\$ 67,126	\$ 64,902	\$ 64,123
Rebate revenue	4,252	5,398	5,007
Customer fee	370	358	360
Investment income	42	522	47
Recoveries & Other	578	1,366	1,726
Total revenue (Schedule 1)	\$ 72,368	\$ 72,546	\$ 71,263

“Service fees” revenue increased in 2022-23 over 2021-22 by \$779 thousand (1.2 per cent), primarily due to the Employee Benefits department seeing a sharp increase in demand for benefits throughout the health system. The Provincial Linen Service also saw a modest increase year-over-year as a result of an increase in the total poundage of linen being used in the health system.

Additional revenue streams that experienced year-over-year changes were “Rebate revenue,” “Investment income,” and “Other” revenue. Rebate revenue was \$1.15 million (27.0 per cent) higher than budget and roughly \$391 thousand (7.8 per cent) higher than the prior year’s amount. In the current year, 3sHealth continued to experience higher rebates as a result of increased spending in the health system (refer to the rebates funding model explanation in the *Expenses by program* section below). “Investment income” was \$480 thousand (1,142.9 per cent) higher than the budgeted amount and \$475 thousand (1,010.6 per cent) ahead of the prior year, due to a combination of higher interest rates and higher investment balances throughout the fiscal year. With 3sHealth’s investments primarily in low-risk, short-term, liquid money market funds, this had a direct impact on their performance. Lastly, the “Other” revenue stream also saw an increase over budget of roughly \$788 thousand (136.3 per cent) due to significant expenses being recovered from other health care partners in joint health-care shared initiatives. However, there was a decrease over the prior year’s “Other” revenue of \$360 thousand (20.9 per cent); while there were several projects completed in 2022-23, the previous year saw increased joint project recoveries. The assistance on such projects was not budgeted at the beginning of the year and was similar to the prior year, where actual revenue was higher than budget. 3sHealth staff also continued to be seconded to the AIMS project for the entire fiscal year.

Expenses by program (\$000s)

	2022-23 budget	2022-23	2021-22
Provincial Linen Services	\$ 31,276	\$ 31,287	\$ 31,106
Employee Benefit Plans administration	15,576	14,560	14,054
Provincial Payroll and Scheduling Services	7,514	7,068	7,024
Provincial Contracting	2,441	2,244	2,224
Transformational Services	3,145	3,596	3,639
Application Management Services – use of accumulated surplus	1,400	-	-
Provincial Transcription Services	8,553	7,942	8,024
Provincial Employee Family Assistance Program and LifeSpeak	2,121	2,099	2,059
Corporate services	1,490	1,045	898
Purchasing rebate distribution	252	1,398	1,007
Other	-	-	60
Total expenses (Schedule 2)	\$ 73,768	\$ 71,239	\$ 70,095

“Employee Benefit Plans administration” (“plans”) experienced a large budgeted increase year-over-year due to significant increased demand for their services post-pandemic. This was evident over the last few fiscal years and continued in 2022-23. The plans had a year-over-year increase in costs of \$506 thousand (3.6 per cent), primarily due to an increase in staff during the year and the volumes of health system employees accessing their benefits increasing significantly. Key expense categories within the department, including professional services, fund manager services, and software costs, were all budgeted at a much higher rate than previous years; this accounted for the increase in budgeted expenses during the year.

“Provincial Linen Services” accounted for 43.9 per cent of 3sHealth’s 2022-23 program expenses, with the linen service supplier costs being passed on to 3sHealth customers. Increases in the 2022-23 costs were primarily around a modest increase to the poundage of linen utilized in the health system during the fiscal year. There was also an annual increase of rates in accordance with the Provincial Linen Services contract of 2.89 per cent.

3sHealth saw a decrease in “Corporate services” costs compared to a budget of \$445 thousand (29.9 per cent) due to anticipated professional services and software costs that ultimately weren’t required during the year. However, “Corporate services” did see an increase in year-over-year expenditures of \$147 thousand (16.4 per cent) as staff primarily worked in the office during the fiscal year as pandemic restrictions were lifted (the prior year saw staff working from home for partial periods, which pushed down staff training, travel, and other office expenses). Lastly, 3sHealth exceeded budget by \$1.15 million for rebates that were paid out to the Saskatchewan Health Authority during the year. In accordance with the funding model established, 3sHealth retains the first \$4 million in rebate revenue for operations. The remainder is expensed to the Saskatchewan Health Authority to put towards health system initiatives. For the current year, 3sHealth received \$5.39 million, which resulted in \$1.40 million being paid out to the Saskatchewan Health Authority; the prior year \$1.01 million was paid out to the Saskatchewan Health Authority.

Expenses by object (\$000s)

	2022-23 budget	2022-23	2021-22
Purchased services – linen	\$ 30,553	\$ 30,635	\$ 30,375
Salaries and related benefits	17,484	17,797	16,124
Purchased services – transcription	3,999	3,580	3,698
Equipment and computers	3,689	3,232	3,008
Professional services	3,460	2,301	2,293
Professional services – Employee Benefit Plans	2,177	2,218	2,595
Professional services – EFAP and LifeSpeak	1,997	1,977	1,975
Fund managers – Employee Benefit Plans	2,362	1,747	1,963
Administrative service contracts – Employee Benefit Plans	1,683	1,715	1,511
Purchasing rebate distribution	252	1,398	1,007
System support and development	820	1,084	2,263
Building expenses	918	1,049	833
Legal	590	760	791
Training and travel	867	462	288
Amortization	385	436	501
Purchased Services – MyConnection	240	275	260
Project implementation – use of accumulated surplus	1,400	-	-
All other (<\$500k ea.)	892	573	610
Total expenses (Schedule 2)	\$ 73,768	\$ 71,239	\$ 70,095

Consistent with the above, linen supplier costs are 3sHealth’s largest expense (43.0 per cent), followed by “Salaries and related benefits” expenses (25.0 per cent). Total 3sHealth expenses for 2022-23 were below the 2022-23 budget, primarily due to lower professional fees and software costs related to the AIMS project, which moved the timing of its go-live beyond the 2022-23 fiscal year. 3sHealth total costs did see an increase over the 2021-22 fiscal year of \$1.14 million (1.63 per cent) that was driven by staffing increases, primarily in the Employee Benefit Plans department where more employees were needed to manage the increase in health-care workers accessing benefits during the year. 3sHealth also saw an increase in staffing due to the project management support required in various projects throughout the health system. There were also areas where savings were realized that helped offset the year-over-year increases, including lower “Purchased services – transcription” costs due to decreased transcribed minutes and lower “Professional services – Employee Benefit Plans” expenses due to decreases in both legal and professional consulting costs. Lastly, staff took part in increased training during the year as pandemic-related restrictions eased and staff development returned to pre-pandemic budget levels.

Selected financial position amounts:

As at March 31 (\$000s)

	2022-23	2021-22
Cash	\$ 1,624	\$ 1,991
Short-term investments	11,829	9,808
Capital assets	1,112	1,146
Accounts payable and accrued liabilities	8,887	8,039
Unearned revenue	1,616	1,194

“Short-term investments” increased during 2022-23. This was due to the current and prior years having surpluses from operations. The current and prior year surpluses will be utilized in future fiscal years to assist in Application Management Services operations and provincial shared services initiatives. The primary focus of Application Management Services will be to support AIMS.

“Capital assets” continued to decrease during 2022-23, primarily due to current year amortization and no significant capital assets being purchased during the year.

“Accounts payable and accrued liabilities” were higher in 2022-23 as 3sHealth paid several vendors after fiscal year end. There were a number of recurring payments made early in April 2023 which were processed before March 31, 2022 in the prior year. This includes investment managers, professional services, and software fees.

“Unearned revenue” increased in 2022-23 as 3sHealth received contributions related to the legacy payroll system to assist in developing the payroll functions of AIMS. As the implementation date of AIMS was deferred, the balance of this fund had a full year of contributions received with minimal associated costs.

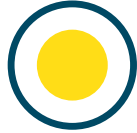
Further details related to 3sHealth’s finances, including the audited financial statements, can be found beginning on page 30 of this annual report.

Balanced scorecard

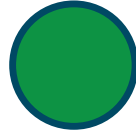
2022-23 priorities and corporate targets



Target not met








Target partially met
















Target achieved











Target exceeded

Partnerships that Deliver Innovation and Excellence	Status	Notes
<p>AIMS: By June 30, 2022, implement AIMS for whole health sector.</p>	 Target not met	<p>In November 2022, the AIMS project implementation was paused because of issues with system performance and usability. The project team gathered extensive feedback from users, identified improvements, and analyzed a path forward.</p>
<p>AIMS INTERNAL: Within 12 months of AIMS go-live, stabilize AIMS at 3sHealth, as defined by the project plan, including finance, supply chain, HR, EBP, and PPSS.</p>	 Target partially met	<p>The 3sHealth business streams were ready for an October 23, 2022 go-live date. Due to the pause in the implementation of AIMS, teams will wait to understand the new plans and improvements for the next go-live date.</p>
<p>TRANSFORMATIONAL INITIATIVE: By March 31, 2023, 3sHealth, with engagement from health system partners, will have a list of potential initiatives to undertake.</p>	 Target partially met	<p>Transformational Services has identified a draft list of potential next initiatives. Finalization with system partners will occur when the AIMS project is complete.</p>
<p>TRANSFORMATIONAL SERVICES PARTNERSHIP: By March 31, 2023, 3sHealth will formalize a partnership with health system organizations (Saskatchewan Health Authority, Saskatchewan Cancer Agency, Ministry of Health, and eHealth Saskatchewan) to learn from each other and identify opportunities to collaborate.</p>	 Target achieved	<p>Transformational Services continues to collaborate and build relationships with health partners to deliver on health care initiatives.</p>
<p>TRANSFORMATIONAL SERVICES GROWTH: By March 31, 2023, 3sHealth will have achieved budgeted revenue of \$386,000 through the provision of transformational services to our health system partners.</p>	 Target achieved	<p>Transformational Services facilitated \$1.4 million worth of project management, change management, and business analysis to support health care transformation.</p>

Partnerships that Deliver Innovation and Excellence - continued	Status	Notes
<p>JOINT TRUSTEESHIP: By December 31, 2022, we will achieve Employee Life Health Trust (ELHT) compliance for the 10 Employee Benefit Plan Trusts. By September 30, 2022, we will develop an employer trustee recruitment process and succession plan.</p>	 Target partially met	<p>Employee Benefit Plan Trusts achieved ELHT compliance on time. A recruitment process and succession plan were developed on time. Board members were appointed. Work will continue to achieve joint governance between employers and unions.</p>
<p>3sHealth IT TRANSITION: By September 30, 2022, 3sHealth will have transitioned IT services to eHealth, implement an IT Service Agreement, and have a new 3sHealth Information Management manager in place. Regular cyber roadmap reporting and cybersecurity risk reporting to the 3sHealth Board will also occur.</p>	 Target partially met	<p>3sHealth Information Management Manager role and staff transition was completed. Board reporting standards for cybersecurity and privacy were put in place. The service level agreement is being finalized.</p>
<p>HEALTH SYSTEM IT TRANSITION SUPPORT: 3sHealth will participate in 80 per cent of IT transition steering committee and subcommittees for broader IT health system transition.</p>	 Target achieved	<p>The active participation goal was met and work is ongoing.</p>
<p>IT GOVERNANCE SUPPORT: 3sHealth will participate in 80 per cent of health system IT service governance committees (e.g., Integrated Advisory Committee).</p>	 Target achieved	<p>The active participation goal was met and work is ongoing.</p>
<p>DOMESTIC SUPPLY ASSURANCE: By March 31, 2023, Provincial Contracting will have worked with its health partners to identify the critical categories where the health-care network requires supply assurance. For the top two to three categories, we will have defined the key strategies, opportunities, and action plans (including timeframes) to mitigate supply assurance risks.</p>	 Target achieved	<p>The target for 2023 shifted to developing a framework that could be utilized across any category. This was completed and will be used in 2023-24 for the key identified categories: IV solutions and chest drainage.</p>
<p>HEALTH SYSTEM INTEGRATION: 3sHealth will participate in 90 per cent of partner meetings on provincial health system governance, digital health, data analytics, strategic planning, performance reporting, patient- and family-centred care, the Saskatchewan Health Care Management System, and the provincial learning framework.</p>	 Target exceeded	<p>Participation was above 90 per cent in all areas.</p>

Continuous Quality Improvement in Service Delivery	Status	Notes
<p>APPLICATION MANAGEMENT SERVICES (AMS) STABILIZED: By March 31, 2023, service level targets will be achieved as defined within the AMS partnership agreement.</p>	 <p>Target partially met</p>	<p>Progress was made toward service level targets and partnership agreement. Planning to support new AIMS go-live approach is underway.</p>
<p>AMS FUNDING MODEL: By March 31, 2023, the Application Management Services for AIMS funding model will be fully implemented with effective financial processes in place between 3sHealth and AIMS customers.</p>	 <p>Target partially met</p>	<p>A funding model approach and structure was approved. Work is now on hold due to the AIMS pause.</p>
<p>AIMS LEGACY DECOMMISSION: By March 31, 2023, Application Management Services for AIMS decommission plans are either complete or well understood, and support the capture of \$6.4 million in future year savings.</p>	 <p>Target partially met</p>	<p>Draft decommission plans are in place for some systems. Plans will continue to evolve in alignment with AIMS and legacy stabilization plans.</p>
<p>EBP USING AIMS: Within three months of AIMS implementation, EBP is delivering service within established service standards.</p>	 <p>Target partially met</p>	<p>Significant preparation for AIMS has been completed.</p>
<p>EBP DISABILITY INCOME PLAN TECHNOLOGY: By July 31, 2022, EBP is achieving Service Level Agreement standards using the new disability income claims management system.</p>	 <p>Target achieved</p>	<p>The CHIPS system is fully implemented and the team is adjudicating new claims within our service standard. We will continue to invest to improve our system but this work will move into business as usual.</p>
<p>EBP DISABILITY INCOME PLAN TECHNOLOGY: By March 31, 2023, we will have eliminated the use of paper files for 80 per cent of disability claims.</p>	 <p>Target achieved</p>	<p>The team achieved the target ahead of schedule.</p>
<p>CUSTOMER EXPERIENCE MATURITY: By March 31, 2023, 80 per cent of 3sHealth provincial service lines will have improved their Customer Experience Maturity score and the remaining service lines (internal and AMS) will have a baseline score.</p>	 <p>Target exceeded</p>	<p>All applicable service lines have completed the assessment and identified an improvement for the year. One hundred per cent of those who did the assessment last year made measured improvements.</p>

Continuous Quality Improvement in Service Delivery - continued	Status	Notes
<p>PHYSICIAN SELF EDIT GROWTH: By March 31, 2023, the number of self-edit dictation users will increase by 20 per cent from 1,485 users (March 31, 2022) to 1,782 users through a strengthened Self-Edit Dictation (Technology) Subcommittee with integration and alignment of eHealth (IT), Digital Health (clinical systems), and self-edit dictation roadmaps.</p>	 Target partially met	<p>In 2022-23, 241 new users adopted the system for a total of 1,726 (17 per cent increase). Work will continue on optimization of IT dependencies and an updated self-edit dictation software package.</p>
<p>CARE REPORTS IN MYSASKHEALTHRECORD: By March 31, 2023, the top 10 prioritized dictated care reports appear in MySaskHealthRecord with no delay. *eHealth is lead.</p>	 Target partially met	<p>We participated in significant work this year with system partners, achieved new governance structure, created a strong plan for implementation next year, and completed physician and patient engagement.</p>
People and Culture	Status	Notes
<p>WORK SPACE UPDATE: Complete market assessment for 3sHealth office space, submit board recommendation by January 2023, and have a new lease in place by July 31, 2023.</p>	 Target achieved	<p>On January 26, 2023, the 3sHealth Board of Directors approved a decision to lease office space in the Delta Hotel complex, commencing August 1, 2023. The Lease Agreement will be complete in May 2023.</p>
<p>TRANSFORMATIONAL WORKFORCE: By March 31, 2023, 3sHealth will have a plan for a comprehensive corporate orientation program in alignment with our vision, mission, values, and strategic plan.</p>	 Target achieved	<p>A two-part orientation program is being delivered to all new employees within two weeks of starting.</p>
<p>COLLABORATIVE CULTURE: We will monitor and continuously improve employee satisfaction with our work space and collaborative culture in 3sHealth's new post-COVID flexible work arrangement.</p>	 Target achieved	<p>Employees returned to the office with flexible options in September 2022. Work has now shifted to office update planning.</p>

People and Culture - continued	Status	Notes
<p>TRUTH AND RECONCILIATION: By March 31, 2023, 100 per cent of 3sHealth employees will have participated in cultural awareness learning opportunities and 100 per cent of service lines will have identified opportunities to begin to address the Truth and Reconciliation Commission's Calls to Action.</p>	 <p>Target partially met</p>	<p>In 2022-23, 100 per cent of employees participated in one or more teaching and celebration events held to recognize Indigenous History month, National Indigenous People's Day, National Day for Truth and Reconciliation, Indigenous Veterans Day, and Winter Solstice. An event calendar was shared with all employees. Some teams have yet to identify opportunities for future action that can be added to their work plans.</p>
<p>BOARD SUCCESSION PLAN: By September 30, 2022, we will implement a 3sHealth Board Member Renewal/Succession Plan.</p>	 <p>Target achieved</p>	<p>The plan was approved by the Ministry of Health and updated processes are in place to align with 3sHealth's new legislation.</p>
<p>SUCCESSION PLAN: By March 31, 2023 each formal 3sHealth leader will have a succession plan.</p>	 <p>Target achieved</p>	<p>In 2022-23, 100 per cent of formal leaders completed a one-page succession plan.</p>

Management's Responsibility for Financial Statements

The Employee Benefit Plans are administered by Health Shared Services Saskatchewan (3sHealth). The summary of financial information and all other information contained in the Annual Report is the responsibility of 3sHealth management and has been approved by the Board of Trustees.

Management prepared the nine sets of financial statements in accordance with Canadian public sector accounting standards. Copies of the audited financial statements are available online at XX or upon request. Key financial information from the audited financial statements has been summarized for the purpose of this Annual Report. Management is responsible for the reliability and integrity of the financial summaries and other information contained in the Annual Report. All financial information presented in this Annual Report is consistent with that in the audited financial statements.

Management maintains a comprehensive system of internal controls to ensure that transactions are accurately recorded on a timely basis, are properly approved and result in reliable financial statements. The adequacy and operation of the control systems are monitored on an ongoing basis by the internal audit department.



Mark Anderson
CEO



Tim Frass
Vice-president, Supply Chain Services
and Chief Financial Officer

Financial statements of
Health Shared Services
Saskatchewan

March 31, 2023

INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

Opinion

We have audited the financial statements of Health Shared Services Saskatchewan (3sHealth), which comprise the statement of financial position as at March 31, 2023, 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 3sHealth as at March 31, 2023, and the results of its operations, changes in net financial assets, and 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 3sHealth 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, 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 3sHealth'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 3sHealth or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing 3sHealth'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 3sHealth'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 3sHealth'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 3sHealth 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 22, 2023

A handwritten signature in black ink that reads "T. Clemett".

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

HEALTH SHARED SERVICES SASKATCHEWAN
Statement of Financial Position
As at March 31

Statement 1

	2023	2022
FINANCIAL ASSETS		
Cash (Note 3)	\$ 1,623,522	\$ 1,990,558
Short-term investments (Note 3, 4)	11,829,187	9,807,772
Accounts receivable (Note 3, 6, 9)	8,649,105	7,941,931
	22,101,814	19,740,261
LIABILITIES		
Accounts payable and accrued liabilities	8,887,091	8,039,274
Unearned revenue (Note 7)	1,616,239	1,194,268
Capital lease obligations (Note 15)	9,501	156,547
Deferred revenue (Note 6)	163,510	132,005
	10,676,341	9,522,094
NET FINANCIAL ASSETS (Statement 3)	11,425,473	10,218,167
NON-FINANCIAL ASSETS		
Capital assets (Note 5)	1,111,506	1,145,946
Prepaid expenses	656,754	522,423
	1,768,260	1,668,369
ACCUMULATED SURPLUS (Statement 2) (Note 8)	\$ 13,193,733	\$ 11,886,536

Contingencies (Note 14)

Contractual Obligations and Commitments (Note 15)

See accompanying notes

Approved by the Board of Directors:

Chair, 3sHealth Board of Directors

Vice Chair, 3sHealth Board of Directors

HEALTH SHARED SERVICES SASKATCHEWAN
Statement of Operations
For the year ended March 31

Statement 2

	2023	2023	2022
	Budget (Note 16)	Actual	Actual
REVENUES			
Service Fees	\$ 67,125,896	\$ 64,901,766	\$ 64,123,404
Customer Fees	370,000	358,345	359,806
Rebate Revenue	4,252,100	5,397,543	5,007,053
Recoveries	500,000	1,273,516	1,635,002
Other	78,000	92,605	90,765
Investment Income	42,000	521,956	47,336
TOTAL REVENUE (Schedule 1)	72,367,996	72,545,731	71,263,366
EXPENSES			
Provincial Linen Services	31,276,280	31,287,345	31,105,889
Employee Benefits Administration	15,576,237	14,560,715	14,053,574
Provincial Payroll and Staff Scheduling	7,514,368	7,067,702	7,024,246
Provincial Contracting	2,439,525	2,243,877	2,224,315
Transformational Services	3,144,610	3,596,059	3,639,281
Project Implementation – use of accumulated surplus	1,400,000	-	-
Provincial Transcription Services	8,553,153	7,941,582	8,023,903
Provincial Lifespeak & Employee Family Assistance Program	2,121,539	2,098,743	2,059,258
Corporate Services	1,490,184	1,044,968	897,776
Purchasing Rebate Distribution	252,100	1,397,543	1,007,053
Other Expenses	-	-	59,488
TOTAL EXPENSES (Schedule 2)	73,767,996	71,238,534	70,094,783
ANNUAL (DEFICIT) SURPLUS (Statement 3, 4)	(1,400,000)	1,307,197	1,168,583
ACCUMULATED SURPLUS, BEGINNING OF YEAR	11,886,536	11,886,536	10,717,953
ACCUMULATED SURPLUS, END OF YEAR (Statement 1) (Note 8)	\$ 10,486,536	\$ 13,193,733	\$ 11,886,536

See accompanying notes

HEALTH SHARED SERVICES SASKATCHEWAN
Statement of Changes in Net Financial Assets
For the year ended March 31

Statement 3

	2023	2023	2022
	Budget (Note 16)	Actual	Actual
ANNUAL (DEFICIT) SURPLUS (Statement 2)	\$ (1,400,000)	\$ 1,307,197	\$ 1,168,583
Acquisition of tangible capital assets	(150,000)	(401,318)	(13,596)
Gain on sale of capital assets	-	-	(665)
Proceeds on sale of capital assets	-	-	957
Amortization of tangible capital assets	384,982	435,758	501,389
	234,982	34,440	488,085
Net acquisition of prepaid expenses	-	(134,331)	(48,476)
	-	(134,331)	(48,476)
(Decrease) increase in Net Financial Assets	(1,165,018)	1,207,306	1,608,192
NET FINANCIAL ASSETS, BEGINNING OF YEAR	10,218,167	10,218,167	8,609,975
NET FINANCIAL ASSETS, END OF YEAR (Statement 1)	\$ 9,053,149	\$ 11,425,473	\$ 10,218,167

See accompanying notes

HEALTH SHARED SERVICES SASKATCHEWAN
Statement of Cash Flows
For the year ended March 31

Statement 4

	2023	2022
OPERATING ACTIVITIES		
Annual Surplus (Statement 2)	\$ 1,307,197	\$ 1,168,583
Items not involving cash:		
Amortization	435,758	501,389
Gain on sale of capital assets	-	(665)
Change in non-cash working capital items:		
Increase in accounts receivable	(707,174)	(1,390,333)
Increase in prepaid expenses	(134,331)	(48,476)
Increase (decrease) in accounts payable and accrued liabilities	847,817	(505,949)
Increase in unearned revenue	421,971	310,960
Increase (decrease) in deferred revenue	31,505	(13,928)
Cash provided by operating activities	2,202,743	21,581
CAPITAL AND FINANCING ACTIVITIES		
Purchase of capital assets	(401,318)	(13,596)
Proceeds from sale of capital assets	-	957
Repayment of capital lease obligation	(147,046)	(284,013)
Cash used in capital activities	(548,364)	(296,652)
INVESTING ACTIVITIES		
Purchase of investments	(69,810,418)	(66,188,600)
Disposal of investments	67,789,003	65,887,642
Cash used in investing activities	(2,021,415)	(300,958)
Decrease in cash for the year	(367,036)	(576,029)
Cash, beginning of year	1,990,558	2,566,587
Cash, end of year (Statement 1)	\$ 1,623,522	\$ 1,990,558

See accompanying notes

1. NATURE OF OPERATIONS

The Saskatchewan Health-Care Association (SHCA) was incorporated pursuant to an Act to Incorporate SHCA on January 28, 1976. On April 17, 2012, the SHCA adopted the operating name of Health Shared Services Saskatchewan (3sHealth). (Note 17)

The purpose of 3sHealth is to provide province-wide shared services to support a high performing, sustainable, patient and family centred health system in Saskatchewan. 3sHealth also provides administrative services to the employee benefit plans (Note 9).

3sHealth is governed by a nine member board of directors. For the year ending March 31, 2023, the board members were appointed by the health system's Governing Council. The Governing Council consists of representatives from the Saskatchewan Health Authority (SHA), the Saskatchewan Cancer Agency and affiliated members. The SHA has control of 3sHealth through the SHA having 96% of the member votes on the Governing Council. The process for appointing the members of 3sHealth's board of directors has changed subsequent to March 31, 2023 (Note 17).

3sHealth is a government not-for-profit organization, is not subject to income taxes, and is a registered charity under the *Income Tax Act of Canada*.

2. SIGNIFICANT ACCOUNTING POLICIES

Basis of Presentation

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) 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

b) Revenue recognition

Revenue is recognized in the period in which the transactions or events that give rise to the revenue as described below occur. All revenue is recorded on an accrual basis, except when the accrual cannot be determined within a reasonable degree of certainty or when estimation is impracticable.

i) Government transfers

Non-exchange transfers from government entities are referred to as government transfers. Government transfers are recognized as revenue when the transfer is authorized, all eligibility criteria have been met, the amount can be estimated and collection is reasonably assured except when, and to the extent, stipulations by the transferor give rise to an obligation that meets the definition of a liability. Transfers meeting the definition of a liability are recognized as revenue as the liability is settled (Note 6).

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

ii) Fees and services

Revenues from exchange transactions are recognized in the Statement of Operations in the period that goods are delivered or services are provided. Amounts received for which goods or services have not been provided by year-end are recorded as unearned revenue (Note 7).

iii) Interest income

Income earned on investments held for certain deferred contributions is added to deferred contributions when required by external restrictions. All other earned investment income is recorded as income on the Statement of Operations.

iv) Other (non-government transfer) contributions

Unrestricted non-exchange transfers are recognized as revenue in the Statement of Operations in the period that 3sHealth has the authority to retain the funding, amounts can be estimated and are reasonably assured. Externally restricted non-exchange transfers are deferred until the resources are used for the purpose specified, at which time the funds are recognized as revenue in the Statement of Operations (Note 6).

c) Capital assets

Capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, development, improvement, or betterment of the assets. Normal maintenance and repairs are expensed as incurred. Capital assets with a life exceeding one year are amortized on a straight-line basis over their estimated useful lives as follows:

Leasehold improvements	Term of lease
Furniture and equipment	4 – 10 years
Computer equipment	2 years
Software/application systems	License Term

d) Impairment of capital assets

Capital assets are written down when conditions indicate that they no longer contribute to 3sHealth's ability to provide goods and services or when the value of future economic benefits associated with the capital assets are less than their net book value. Net write-downs are accounted for as expenses in the Statement of Operations.

e) Employee future benefits

i) Pension plans

Eligible 3sHealth employees participate in the Saskatchewan Healthcare Employees' Pension Plan (SHEPP), a multi-employer defined benefit pension plan. 3sHealth'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 3sHealth employees. Pension expense (Note 13) is included in salaries and related benefits in Schedule 2.

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

ii) Disability income plan

Employees of 3sHealth participate in a disability income plan to provide wage-loss insurance due to disability. 3sHealth follows post-employment benefits accounting for its participation in the plans. Accordingly, 3sHealth expenses all contributions it is required to make in the year.

f) 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. Items requiring the use of significant estimates include:

- useful life of capital assets and related amortization

Estimates are based on best information available at the time of preparation of financial statements and are reviewed annually to reflect new information as it becomes available. 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.

g) Financial instruments

3sHealth 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 obligation to act.

Cash is classified as held-for-trading and is recorded at fair value.

The following financial instruments are subsequently measured at cost or amortized cost:

- accounts receivable;
- short-term investments; and
- accounts payable and accrued liabilities

As at March 31, 2023, 3sHealth 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 in value is determined to be other than temporary, a loss is reported in the Statement of Operations.

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

h) Allocation of expenses

3sHealth incurs a number of general support expenses related to the administration of the organization. These support costs (Note 10) are allocated to each business function and service line to determine the cost of delivering services.

The corporate overhead allocation includes costs from departments such as administration, finance, internal audit, information services, etc. They include building lease and operating costs, salaries, postage, courier, telephone, and printing costs. The method of distributing corporate overhead costs is based on the percentage of budgeted expense and is applied each year.

Schedule 2 discloses the breakdown of 3sHealth's Expense by object while Note 10 provides details of the allocated expenses.

i) Foreign currencies

Foreign currency transactions are translated into Canadian dollars using the transaction date exchange rate. Monetary assets and liabilities denominated in foreign currencies are adjusted to reflect exchange rates at the balance sheet date. Exchange gains or losses arising on the translation of monetary assets and liabilities or sale of investments are

included in the Statement of Operations in the year incurred.

j) Deferred revenue

Deferred revenue may include the following types of funds:

- payments from non-government entities for which an external party has placed restrictions on the use of the resources; and
- payments from government entities for which stipulations imposed by the transferor give rise to an obligation that meets the definition of a liability

Revenue will be recognized in the fiscal year in which the resources are used for the purpose specified by the contributor and/or as the liability is settled.

k) Unearned revenue

Unearned revenue includes payments received in advance in exchange for a promise of future goods or services from 3sHealth. Revenue will be recognized as goods are delivered or services are provided.

l) Statement of Remeasurement Gains and Losses

3sHealth 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.

3. FINANCIAL INSTRUMENTS

a) *Significant terms and conditions*

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

b) *Financial risk management*

3sHealth has exposure to the following risk from its use of financial instruments: credit risk, market risk and liquidity risk.

i) *Credit risk*

Credit risk is the risk of loss arising from the failure of a counterparty to fully honour its contractual obligations. 3sHealth is exposed to credit risk from the potential non-payment of accounts receivable. The majority of 3sHealth's receivables are from the SHA, the Ministry of Health – General Revenue Fund, or other Saskatchewan Crown agencies. 3sHealth is also exposed to credit risk from cash and short-term investments.

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

	2023	2022
Cash	\$ 1,623,522	\$ 1,990,558
Short-term investments	11,829,187	9,807,772
Accounts receivable	8,649,105	7,941,931
	\$ 22,101,814	\$ 19,740,261

3sHealth manages its credit risk surrounding cash and short-term investments by dealing solely with reputable banks and financial institutions, and utilizing an investment policy to guide investment decisions. 3sHealth invests surplus funds to earn investment income with the objective of maintaining safety of principal and providing adequate liquidity to meet cash flow requirements.

ii) *Market risk*

Market risk is the risk that changes in market prices, such as foreign exchange rates or interest rates, will affect 3sHealth's income or the value of its holdings of financial instruments. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing return on investment.

iii) *Interest rate risk*

Interest rate risk is the risk that the fair value of future cash flows or a financial instrument will fluctuate because of changes in the market interest rates.

3sHealth is exposed to minimal interest rate risk on its cash and short-term investments.

3. FINANCIAL INSTRUMENTS (continued)

iv) *Foreign currency risk*

3sHealth operates within Canada, but in the normal course of operations is party to transactions denominated in foreign currencies. Foreign exchange risk arises from transactions denominated in a currency other than the Canadian dollar, which is the functional currency of 3sHealth. 3sHealth believes that it is not subject to significant foreign exchange risk from its financial instruments.

v) *Liquidity risk*

Liquidity risk is the risk that 3sHealth will not be able to meet all cash outflow obligations as they come due. The following policies and procedures are in place to mitigate this risk:

- 3sHealth maintains sufficient cash and short-term investments to discharge future obligations as they come due; and
- Customer fees are used as base operational funding for the upcoming year.

The estimated contractual maturities of 3sHealth's financial liabilities are:

- up to two months for accounts payable; and
- one to twelve months for unearned revenues.

At March 31, 2023, 3sHealth has a cash balance of \$1,623,522 (2022 - \$1,990,558).

c) *Fair value*

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

- short-term investments;
- accounts receivable; and
- accounts payable and accrued liabilities.

4. SHORT-TERM INVESTMENTS

Investment Type	Credit Rating	2023		2022	
		Cost	Market Yield (%)	Cost	Market Yield (%)
Short-term funds	R1 High to R1 Low	\$11,829,187	0.72-5.03	\$9,807,772	0.24-0.48
		2023		2022	
Total investment income earned in the year		\$ 525,925		\$ 47,661	
Less: amount allocated to deferred revenue accounts (Note 6)		(4,019)		(325)	
Total investment income recognized as revenue		\$ 521,956		\$ 47,336	

HEALTH SHARED SERVICES SASKATCHEWAN
Notes to the Financial Statements
March 31, 2023

4. SHORT-TERM INVESTMENTS (continued)

3sHealth invests its excess cash in a fund that invests in high quality money market securities that mature in one year or less. The securities are primarily denominated in Canadian dollars but may be issued by Canadian or foreign entities. The net asset value of the units of the fund is calculated daily. At March 31, 2023, there is no unrealized gain/loss on the value of this investment as the unit cost value equals the unit market value (2022 - \$nil).

5. CAPITAL ASSETS

	2023					2022
	Leasehold improvements	Furniture & equipment	Computer equipment	Software/ application systems	Total	Total
Opening Cost	\$ 629,348	\$ 705,993	\$ 214,707	\$ 2,959,496	\$ 4,509,544	\$ 4,538,644
Additions	-	21,097	38,758	341,463	401,318	13,596
Disposals	-	(6,550)	-	-	(6,550)	(42,696)
Closing Costs	629,348	720,540	253,465	3,300,959	4,904,312	4,509,544
Opening Accumulated Amortization	591,687	600,693	177,835	1,993,383	3,363,598	2,904,613
Annual Amortization	25,112	36,670	32,653	341,323	435,758	501,389
Disposals	-	(6,550)	-	-	(6,550)	(42,404)
Closing Accumulated Amortization	616,799	630,813	210,488	2,334,706	3,792,806	3,363,598
Total Capital Assets	\$ 12,549	\$ 89,727	\$ 42,977	\$ 966,253	\$ 1,111,506	\$ 1,145,946

HEALTH SHARED SERVICES SASKATCHEWAN
Notes to the Financial Statements
March 31, 2023

6. DEFERRED REVENUE

Details of the significant deferred revenue included in the table are as follows:

a) Employee Benefits Administration

The Employee Benefit Administration includes the 3sHealth Retiree Benefits Plan (Plan). This Plan is administered by Group Medical Services (GMS) and 3sHealth acts as the Policy Holder on behalf of the eligible retired members. The funds received by 3sHealth and held for the Plan must be used for administrative expenses that are incurred by 3sHealth on the Plan's behalf. Upon wind-up of the Plan, any unused funds must be returned to GMS to be used for the benefit of the individual members. The Plan is an insured health, dental and travel benefit plan for retirees of 3sHealth or its member organizations.

	Balance, beginning of year	Recognized during the year	Amount received	Restricted investment income	Transfers	Balance, end of year
Non-Government:						
Service:						
Employee Benefits Administration (Note 9) ⁽¹⁾	\$ (3,448) ⁽¹⁾	\$ (108,118)	\$ 143,496	\$ -	\$ -	\$ 31,930
Custodial:						
CUPE Rehabilitation	132,005	(4,444)	-	4,019	-	131,580
Net Deferred Revenue	\$ 128,557	\$ (112,562)	\$ 143,496	\$ 4,019	\$ -	\$ 163,510
⁽¹⁾ Amount reported in accounts receivable	⁽¹⁾ 3,448					-
Total Deferred Revenue	\$ 132,005					\$ 163,510

HEALTH SHARED SERVICES SASKATCHEWAN
Notes to the Financial Statements
March 31, 2023

7. UNEARNED REVENUE

	Balance, beginning of year	Recognized as revenue	Amount received/ receivable	Transfers	Balance, end of year
Saskatchewan Health Authority:					
Provincial Payroll and Staff Scheduling	\$ 1,102,758	\$ (1,665)	\$ 428,956	\$ -	\$ 1,530,049
Provincial LifeSpeak Program	23,886	(286,633)	286,633	-	23,886
	1,126,644	(288,298)	715,589	-	1,553,935
Other Government:					
Community Oncology Project	67,624	(5,320)	-	-	62,304
	67,624	(5,320)	-	-	62,304
Total Unearned Revenue	\$ 1,194,268	\$ (293,618)	\$ 715,589	\$ -	\$ 1,616,239

Details of the significant unearned revenue included in the table are as follows:

a) Provincial Payroll and Staff Scheduling

The Provincial Payroll and Staff Scheduling unearned revenue represents enhancement fees charged to employers who subscribe to these 3sHealth services. The enhancement fees are specifically charged and deferred for enhancements and acquisition/development of improvements to the payroll and staff scheduling systems. The use of these enhancement fees is governed by the Partnership Oversight Committee which is made up of representatives from the health system.

8. ACCUMULATED SURPLUS

Accumulated surplus represents the financial assets and non-financial assets of 3sHealth less liabilities. This represents the accumulated balance of net surplus arising from 3sHealth's operations.

Certain amounts of the accumulated surplus, as approved by the Board of Directors, have been designated as internally restricted for specific future purposes such as Administrative Information Management System (AIMS), Supply Chain and/or other Provincial Shared Services Initiatives. These internally restricted amounts are included in the accumulated surplus presented in the statement of financial position.

On May 25, 2023, the Board approved to internally restrict \$1,300,000 of the 2022-23 excess of revenue over expenses for the AIMS, Supply Chains and/or other Provincial Shared Services Initiatives. This transfer is reflected as at March 31, 2023.

HEALTH SHARED SERVICES SASKATCHEWAN
Notes to the Financial Statements
March 31, 2023

8. ACCUMULATED SURPLUS (continued)

Details of accumulated surplus are as follows (March 31, 2023):

	Balance, beginning of year	Transferred	Additions	Used during the year in Operations	Used during the year in Capital	Balance, end of year
Invested in Tangible Capital Assets	\$ 1,145,946	\$ -	\$ 401,318	\$ (435,758)	\$ -	\$ 1,111,506
Internally Restricted Surplus:						
AIMS, Supply Chain and/or other Provincial Shared Services Initiatives	4,869,724	1,300,000	-	-	-	6,169,724
Unrestricted Surplus	5,870,866	(1,300,000)	1,307,197	-	34,440	5,912,503
Total Accumulated Surplus	\$11,886,536	\$ -	\$ 1,708,515	\$ (435,758)	\$ 34,440	\$13,193,733

9. EMPLOYEE BENEFIT PLANS TRANSACTIONS AND ASSETS UNDER ADMINISTRATION

Included in these financial statements are expenses of \$14,560,715 (2022 – \$14,053,574) relating to the operation of the employee benefit plans (EBP's). Accounts receivable includes \$2,614,357 (2022 – \$1,527,680) due from EBP's while accounts payable is \$37,434 (2022 – Nil) related to expenses for the EBP's.

The fair value of total assets and surplus net assets of the EBP's under 3sHealth's administration at December 31 are:

	2022		2021	
	Fair Value	Surplus (Deficit)	Fair Value	Surplus
Disability Income Plan – CUPE	\$ 79,500,120	\$ 45,493,170	\$ 85,940,279	\$ 51,235,443
Disability Income Plan – General	60,047,836	19,376,089	65,557,527	26,126,599
Disability Income Plan – SEIU West	54,930,831	22,055,094	60,547,009	28,838,277
Disability Income Plan – SUN	88,397,794	37,084,840	94,043,730	42,602,087
Core Dental Plan	23,187,956	2,538,633	25,813,647	6,837,070
In-Scope Extended Health / Enhanced Dental Plan	201,249,945	132,012,008	214,793,655	150,381,040
Out-of-Scope Extended Health / Enhanced Dental Plan	4,691,277	(400,537)	6,381,068	1,954,018
Group Life Insurance Plan	93,067,573	41,092,414	97,854,896	43,865,495
Out-of-Scope Flexible Spending Plan	1,488,863	1,254,672	1,375,424	1,105,409
	\$ 606,562,195	\$ 300,506,383	\$ 652,307,235	\$ 352,945,438

HEALTH SHARED SERVICES SASKATCHEWAN
Notes to the Financial Statements
March 31, 2023

10. CORPORATE OVERHEAD ALLOCATED

Corporate overhead allocated to business functions and service lines totalled \$4,933,713 (2022 - \$4,817,213). Budgeted amounts are charged directly to business functions and service lines.

	Budget 2023	2023	2022
	(Note 16)		
Provincial Linen Services	\$ 127,693	\$ 127,693	\$ 131,647
Employee Benefits Administration	2,458,503	2,458,503	2,065,357
Provincial Payroll and Staff Scheduling	943,907	943,907	1,251,719
Provincial Contracting	430,597	430,597	395,694
Transformational Services	494,698	494,698	458,338
Provincial Transcription Services	456,333	456,333	476,827
Corporate Services	-	-	37,631
Provincial Lifespeak & Employee Family Assistance Program	21,982	21,982	-
Total Corporate Overhead Allocation	\$ 4,933,713	\$ 4,933,713	\$ 4,817,213

11. BOARD EXPENSES

3sHealth Board Members incurred the following travel and per diem expenses for the year ended March 31, 2023. Amounts reimbursed by 3sHealth, which are recorded in Corporate Services in the Statement of Operations, are as follows:

	Board Travel	Per Diems	2023 Total	2022 Total
Barber, Brian (Chair)	\$ 401	\$ 21,542	\$ 21,943	\$ 24,211
Knelsen, Karen	890	12,819	13,709	10,060
Kook, Grant	247	9,562	9,809	9,213
Meredith, Twyla	299	9,662	9,961	9,962
Shaw, Arnie	1,760	15,081	16,841	12,060
Cartmell, Andrew	904	10,453	11,357	4,000
Code, Donald	2,282	14,375	16,657	12,360
Charlton, Marilyn	1,098	12,600	13,698	11,935
MacLeod, Timothy	71	9,600	9,671	6,748
Total Board Expenses	\$ 7,952	\$ 115,694	\$ 123,646	\$ 100,549

12. RELATED PARTY TRANSACTIONS

These financial statements include transactions with related parties. 3sHealth 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, 3sHealth 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. Amounts due to or from and the recorded amounts of transactions resulting from these transactions are included in the financial statements and the table below. They are recorded at the agreed upon exchange rates charged by those organizations and are settled on normal trade terms.

HEALTH SHARED SERVICES SASKATCHEWAN
Notes to the Financial Statements
March 31, 2023

12. RELATED PARTY TRANSACTIONS (continued)

	2023	2022
Revenue		
Saskatchewan Health Authority	\$ 48,855,269	\$ 49,250,525
Saskatchewan Healthcare Employees' Pension Plan	87,378	86,752
Saskatchewan Cancer Agency	546,293	550,607
SAHO Inc.	336,035	325,702
eHealth Saskatchewan	206,196	139,631
Health Quality Council	7,737	762
	\$ 50,038,908	\$ 50,353,979
Expenses		
Saskatchewan Health Authority	\$ 5,105,230	\$ 4,945,986
Saskatchewan Healthcare Employees' Pension Plan	1,270,657	1,161,103
Saskatchewan Cancer Agency	1,270	1,610
SAHO Inc.	-	45
Saskatchewan Workers Compensation Board	30,322	27,077
SaskTel	82,458	77,358
eHealth Saskatchewan	244,144	237,628
Ministry of Health	327	47,721
Ministry of Finance	33	-
Ministry of SaskBuilds and Procurement	10,626	10,254
	\$ 6,745,067	\$ 6,508,782
Accounts Receivable		
Saskatchewan Health Authority	\$ 4,264,869	\$ 5,635,449
Saskatchewan Healthcare Employees' Pension Plan	-	481
Saskatchewan Cancer Agency	26,881	28,008
SAHO Inc.	31,435	21,699
eHealth Saskatchewan	25,147	10,021
Health Quality Council	6,960	-
	\$ 4,355,292	\$ 5,695,658
Accounts Payable		
Saskatchewan Health Authority	\$ 1,960,514	\$ 1,021,411
Saskatchewan Healthcare Employees' Pension Plan	185,842	160,985
Saskatchewan Cancer Agency	75	164
SAHO Inc.	3,894	-
SaskTel	14,155	5,797
eHealth Saskatchewan	166,856	163,802
Ministry of Health	16	15
Ministry of SaskBuilds and Procurement	865	858
Ministry of Finance	33	210
	\$ 2,332,250	\$ 1,353,242

3sHealth pays Saskatchewan Provincial Sales Tax to the Saskatchewan Ministry of Finance on all of its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

13. RETIREMENT AND DISABILITY BENEFITS

a) *Pension plan*

SHEPP	2023	2022
Plan status	open	open
Member contribution rate (% of salary)	8.10-10.70%	8.10-10.70%
Number of active members	154	142
3sHealth member contribution	\$ 1,128,793	\$ 1,023,041
3sHealth employer contributions	1,264,188	1,145,805

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

b) *Disability income plans*

General	2023	2022
Number of active members	151	140
3sHealth contribution rate (% of salary)	1.13%	1.13%
3sHealth contributions	\$ 146,158	\$ 131,310

14. CONTINGENCIES

3sHealth is named as a defendant in certain lawsuits. Although the outcomes of such lawsuits are not determinable as of the date of these financial statements, in the opinion of management, they will not materially impact 3sHealth's operations, and no provision has been made for them in the accounts.

15. CONTRACTUAL OBLIGATIONS AND COMMITMENTS

a) *Office Leases*

3sHealth has entered into agreements to lease office space in Regina and Saskatoon. The current Regina lease expires in July 2023. The current Saskatoon lease expires in June 2023. A new building lease has been entered into that will expire in July 2033. 3sHealth is also responsible for its proportionate share of operating costs of the building and property taxes under this lease. The future minimum lease payments, in each fiscal year, are as follows:

2023/24	\$ 913,179
2024/25	\$ 753,505
2025/26	\$ 1,036,513
2026/27	\$ 1,178,018
2027/28	\$ 1,178,018
2028/29 and subsequent	\$ 5,890,090

HEALTH SHARED SERVICES SASKATCHEWAN
Notes to the Financial Statements
March 31, 2023

15. CONTRACTUAL OBLIGATIONS AND COMMITMENTS (continued)

b) Capital Lease Obligations

3sHealth has financed equipment and software / application systems by entering into capital leasing agreements

	Cost	Accumulated amortization	Net Book Value	
			2023	2022
Furniture & equipment under capital lease	\$ 19,958	\$ 10,323	\$ 9,635	\$ 13,631
Software/Application Systems under capital lease	1,347,988	1,347,988	-	90,373
Total assets under capital lease	\$ 1,367,946	\$ 1,358,311	\$ 9,635	\$ 104,004

Minimum annual payments under capital leases on the asset categories over the full lease terms are as follows:

	Furniture & equipment
Interest rate	5.24%
Expiry date	31-Aug-2025
Year ending March 31,	
2024	\$ 4,504
2025	4,504
2026	1,128
Total minimum lease payments	10,136
Less amount representing interest	(635)
Present value of net minimum capital lease payments	9,501
Current portion of obligation under capital lease	4,085
	\$ 5,416

Interest of \$1,812 (2022 - \$9,197) relating to capital lease obligations has been included in bank charges and interest.

16. BUDGET

The 3sHealth Board approved the 2022-23 budget on March 31, 2022.

17. SUBSEQUENT EVENTS

On March 29, 2023, an Order in Council was approved and ordered with an effective date of April 1, 2023 on which day *The Health Shared Services Saskatchewan (3sHealth) Act* shall come into force. Under the new legislation, all nine board members will be appointed by the Lieutenant Governor in Council and will be accountable to the Ministry of Health. As a result of this change, the Governing Council will no longer be responsible for appointing the board of directors and the SHA will no longer have control of 3sHealth.

HEALTH SHARED SERVICES SASKATCHEWAN
Schedule 1- Revenue by Source
March 31, 2023

REVENUE	2023				2022 Total	
	Budget 2023 (Note 16)	Operating revenue	Unearned revenue (Note 7)	Deferred revenue (Note 6)		Total
Services:						
- Provincial Linen Services Services	\$ 31,288,388	\$ 31,372,784	\$ -	\$ -	\$ 31,372,784	\$ 31,108,243
- Employee Benefits Administration	15,576,237	14,299,444	-	108,118	14,407,562	13,898,810
- Provincial Payroll and Staff Scheduling	7,231,000	7,028,478	-	-	7,028,478	7,049,264
- Provincial Contracting	1,578,437	1,578,437	-	-	1,578,437	1,608,019
- Client Administration Fees	392,700	389,281	-	-	389,281	338,413
- Provincial Transcription Services	8,553,153	7,941,582	-	-	7,941,582	8,023,903
- Provincial Lifespeak and Employee Family Assistance Program	2,119,981	1,804,280	286,633	-	2,090,913	2,055,043
- Other Services	386,000	87,409	5,320	-	92,729	41,709
Total Services	67,125,896	64,501,695	291,953	108,118	64,901,766	64,123,404
Customer fees	370,000	358,345	-	-	358,345	359,806
Rebate revenue	4,252,100	5,397,543	-	-	5,397,543	5,007,053
Recoveries	500,000	1,271,851	1,665	-	1,273,516	1,635,002
Other	78,000	92,605	-	-	92,605	90,765
Investment income	42,000	521,956	-	-	521,956	47,336
TOTAL REVENUE (Statement 2)	\$ 72,367,996	\$ 72,143,995	\$ 293,618	\$ 108,118	\$ 72,545,731	\$ 71,263,366

See accompanying notes

HEALTH SHARED SERVICES SASKATCHEWAN
Schedule 2 - Expense by Object
March 31, 2023

	Budget 2023	2023	2022
	(Note 16)		
Administrative Service Contracts – Employee Benefit Plans	\$ 1,683,055	\$ 1,715,494	\$ 1,510,816
Amortization	384,982	435,758	501,389
Bad debt expense	2,500	9	2
Bank charges and interest	42,396	44,652	46,148
Building expenses	918,124	1,048,695	832,830
Equipment and computers	3,689,513	3,232,449	3,007,594
AIMS Project	-	(264,069)	(139,308)
Fund managers – Employee Benefit Plans	2,361,896	1,747,024	1,963,447
Insurance	116,764	127,883	107,567
Legal	590,340	760,283	790,677
Membership fees	92,372	84,685	81,844
Office expenses	271,725	226,224	145,641
Postage and courier	193,767	218,659	207,324
Printing	47,900	20,925	9,667
Professional services	3,460,000	2,300,737	2,293,246
Professional services – Employee Benefit Plans	2,177,277	2,217,973	2,594,917
Professional services – LifeSpeak and Employee Family Assistance Program	1,997,000	1,977,205	1,975,189
Purchased services – Linen	30,552,839	30,635,250	30,374,615
Purchased services – Transcription	3,999,000	3,580,487	3,698,175
Purchased services – MyConnection	240,000	275,356	259,513
Project Implementation – use of accumulated surplus	1,400,000	-	-
Purchasing rebate disbursement	252,100	1,397,543	1,007,053
Salaries and related benefits	17,483,795	17,796,710	16,124,009
Subscriptions and publications	19,130	30,610	73,553
System support and development	819,996	1,083,563	2,262,637
Telephone	104,580	82,362	78,030
Training and travel	866,945	462,067	288,208
TOTAL EXPENSES (Statement 2)	\$ 73,767,996	\$ 71,238,534	\$ 70,094,783

See accompanying notes

Payee disclosure

Fiscal year: 2022-23

Salaries and benefits

Listed are payees who received \$50,000 or more for salaries, wages, honorariums, car allowances, performance pay, lump sum payments, etc.

Salaries

Acoose, Lisa	80,662	Dvernichuk, Rhonda	97,808	Loyns, Nicole	79,890
Adejoh, Elizabeth	61,931	Dyck, Stuart	90,556	MacDougall, Shawna	67,399
Adetogun, Adeboye	57,308	Eberle, Jordan	58,658	MacNevin, Lalanina	90,113
Ahire, Seema	84,802	Edwards, Jacqueline	100,225	Malach, Luke	112,564
Ambroz, Dave	90,113	Eggerman, Jessie	73,443	Manz, Dallas	99,052
Anderson, Mark	298,805	Eze, Nneka	87,251	McKillop, Steven	100,874
Anderson, Lisa	72,653	Ezeji, Victoria	62,771	Milanovski, Mario	103,257
Arends, Jennifer	119,975	Fetch, Jennifer	114,294	Moens, Amanda	82,721
Arndt, Kendall	215,273	Fitzpatrick, Jennifer	70,201	Montanini, Linda	65,189
Arrojado, Vanessa	94,426	Forrester, Gillian	129,699	Morse, Shawn	81,424
Asmundson, Kimberley	95,805	Frank, Jessica	81,920	Mrazek-Fanning, Fran	80,565
Avenido, Richard	57,730	Frass, Tim	214,596	Mundreon, Andrea	73,529
Barabash, Deborah	103,057	Gamracy, Tanya	93,478	Nguyen, Hoa	92,362
Bastakoti, Sarojani	58,896	Goodtrack, Rhonda	100,013	Noble, Aziqa	50,701
Becker, Jennifer	81,083	Guckert, Kyla	80,864	Nyland, Shelley	71,520
Binkley, Ashley	77,532	Gudbranson, Sandra	70,204	Ortman, Matthew	128,954
Boateng, Eric	63,732	Gunther, Todd	87,606	Palma, Tithi	57,002
Bodnarchuk, Taylor	51,012	Halkyard, Christine	72,433	Paraiso, Maria	67,919
Boyle, Evan	55,952	Hallett, Sarah	90,113	Pauli, Greg	100,874
Brazeau, Michelle	100,993	Harrison, Natasha	106,271	Peters, Stanley	107,140
Britton, John	140,391	Haye, Sheree	66,503	Phelps, Keith	241,547
Buckshaw, Shiona	108,999	Haynes, Devona	84,340	Phillips, Richard	206,455
Catchuk, Vicky	84,961	Hill, Stephen	92,675	Pituley, Kendra	114,583
Chawla, Ajay	65,125	Il'chenko, Anna	79,983	Pockrandt, Cheryl	101,977
Chekay, Ryan	102,412	Jaworski, Joe	90,974	Ponace, Amanda	54,677
Chhajlani, Shweta	103,436	Jenson, Alison	70,112	Potetz, Lesley	83,735
Chmielewski, Michael	85,553	Jibro, Emmanuel	104,175	Power, Tara	58,157
Cluett, Jay	139,705	Johnson, Julie	146,857	Prettyshield, Shyla	77,625
Collum, JoAnn	161,766	Joice, Robert	100,013	Rattray, Holly	75,652
Cutler, Shelley	100,874	Kallstrom, Susan	62,011	Reed, Thomas	86,116
Dasika, Sam	117,208	Keck, Chantelle	56,928	Reeves, Janice	63,114
Daver, Rosemary	70,201	Kincaid, Robert	62,165	Reimer, Amanda	94,209
de Jong, Shauna	93,842	Kozakewycz, Diane	56,814	Richardson, Dana	91,438
Dedman, Sarah	98,183	Kraft, Kent	159,137	Richter, Lindsay	66,581
Deibert, Karen	79,670	Kwan, Eva	98,027	Rodgers, Janice	80,565
Demmert, Beverly	103,372	Lea-Wilson, Jade	103,483	Ryan, Timothy	90,862
Deringer, Blain	114,744	Leibel, RONALDA	62,596	Rybchynski, Jaida	61,103
Desalisa, Emariel	57,730	Leighton, Michelle	50,178	Sandbeck, Dyan	100,874
Dishko, Carla	76,364	Levesque, Marc	102,385	Sawcyn, Kali	68,220
Dobranski, Sherry	58,374	Litzenberger, Lori-Ann	100,013	Schwan, Brendan	63,103

Selinger, Lorna	127,585	Truong, Mary	77,486	Welsh, Sherri	69,937
Sentes, Troy	74,232	Tyminski, Rachael	61,215	Wiest, Roberta	91,371
Shabatura, Wendy	104,343	Ulmer, Michelle	87,711	Will, Amanda	58,655
Shearer-Kleefeld, Alana	193,085	Vaisman, Jennifer	93,504	Williams, Timothy	100,013
Shiplack, Lorne	125,217	Vilson, Diana	72,503	Wolfe, Lesley	76,853
Sisodiya, Ajaypalsinh	72,347	Walker, Spencer	53,199	Wowchuk, Christine	80,996
Stremick, Karri	82,253	Warawa, Ted	116,006	Wright, Andrea	111,314
Switzer, Shelda	127,586	Wasmuth, Kerry	123,583	Xiong, Xin	100,095
Thompson, Kelly	101,413	Weber, Ryan	105,362		

Goods and services

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

2002 Victoria Avenue Holdings Ltd.	1,088,431	Joy Dobson Medical Prof. Corp	67,671
3M Canada/AQuity Solutions	2,466,106	K-Bro Linen Systems Inc.	30,635,250
Accenture Inc. (formerly Solvera Solutions)	680,934	Kelly Services Ltd.	141,956
Adecco	54,248	LifeSpeak	286,633
AON	63,119	LifeWorks	1,690,572
ARC Business Solutions Inc.	261,777	Mawer Investment Management	149,014
Arcas Group Inc.	64,457	Medaca Health Group Inc.	57,800
Athena Healthcare Services Inc.	60,584	MFS Investment Management	327,577
BPM LAXMI Medical Professional Corporation	143,638	Miller Thomson LLP	77,250
Canada Life Assurance Company	1,795,284	MLT Aikins LLP	363,729
Canada Post	123,067	MNP LLP	164,434
CBI Health Group	346,162	Oracle Corporation Canada Inc.	416,584
CDW Canada	73,569	Paradigm Consulting Group Inc.	250,735
Cerner Canada ULC	176,853	Penad Pension Services Limited	844,316
CIBC Mellon Global	69,705	PH&N Investment Services	592,784
Dentons Canada LLP	329,663	Quadient Canada Ltd. (formerly NeoPost Leasing Services Canada)	90,000
Eckler Ltd.	57,750	Saskatchewan Health Authority	5,105,230
eHealth Saskatchewan	244,144	Saskatchewan Polytechnic	50,000
Evcalaro Application Solutions (formerly Hubbub Lab Ltd.)	312,236	SaskTel	102,409
Franklin Templeton Investments	85,678	Schuler Bros. Holdings Inc.	127,994
George & Bell Consulting Inc.	355,073	SHEPP	1,270,657
Grand & Toy	54,491	TD Greystone Asset Management	301,485
HealthPRO Procurement Services	52,500	Unigestion Asset Management	263,819
Healthcare Insurance Reciprocal of Canada (HIROC)	73,508	Venture Rehabilitation Sciences Group	67,002
ITM Computer Services	96,614	VIBE HCM Inc.	697,286
		Vista Disability Management Inc.	57,271
		WBM Technologies Inc.	174,706



3sHealth
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