Vision
Healthy people, healthy communities — for generations.

Mission
To achieve excellence in health, healing and learning through working together.

Values

Respect
underlies our interactions with each other and the people we serve. It insists on caring, compassion and understanding, and embraces our diversity and differences to foster a positive environment for good health.

Integrity
is at the heart of who we are and what we do. In a world that constantly challenges us, our integrity guides us to do what is honest and ethical.

Courage
strengthens our resolve to do what is right for the health and wellness of Nova Scotians. We must, as an organization and as individuals, listen to others, have open and honest conversations, and make difficult decisions.

Innovation
requires inquisitiveness, focused attention and creative solutions. We welcome and seize opportunities to create value. It is through our pursuit of excellence, individually and collectively, that new ideas and knowledge can emerge to advance health, healing and learning.

Accountability
is our individual and organizational duty to be answerable to the people we serve and each other. It means our decisions and actions are transparent, based on evidence and focused on positive outcomes. We manage ourselves and our finite resources to ensure an effective and sustainable health and wellness system in Nova Scotia.
LEADERSHIP MESSAGE

We are pleased to present Healthier Together: Our Journey Begins, Nova Scotia Health Authority's first annual report. This report provides an overview of activities for the year ending March 31, 2016.

Nova Scotia Health Authority is focused on what matters most – working with Nova Scotians and our partners to achieve our vision of healthy people, healthy communities — for generations. Together, we are re-thinking how we organize and deliver our programs and services across the province to improve health. We are working to increase access to services, enhance the safety and quality of our care and make the best use of resources. With the IWK Health Centre and the Department of Health and Wellness, we are planning provincially — based on evidence — to meet the needs of our population.

Our first year together has positioned us well to re-shape the health system in support of a healthier future for all. Compared with a year ago, fewer people are waiting for MRIs, home support services and long-term care. Strategies to help address a long-standing wait list for hip and knee replacement surgery resulted in the completion of more than 700 additional cases in fiscal year 2015-16. We continued to focus on developing a team approach to primary care. Our teams helped support the arrival of hundreds of refugees from Syria. Although our first year of operations was a year of transition and change, employees, physicians, learners and volunteers — with our partners — stayed focused on the health needs of individuals, families and communities.

Setting a solid foundation for learning and innovation was integral to our work. Researchers now have access to a single research ethics board and the Nova Scotia Health Authority Research Fund. We welcomed more than 5,500 learners and had more than 1,200 active research projects underway. Employees, physicians, learners and volunteers from Nova Scotia Health Authority and the IWK Health Centre, and staff from the Department of Health and Wellness, also shared and celebrated successes and best practices through forums like the Quality Summit.

Our first strategic plan, Healthier Together, clearly defines our goals and priorities. It is our road map to build, grow and improve access and quality of health services while engaging Nova Scotians in creating a healthier future together. To that end, we worked with partners to begin an important conversation through our Talk about health strategy. Hearing from Nova Scotians was a vital first step in helping us understand how we can together address the health challenges facing our province.

Across the province, we worked together to find efficiencies and share ideas, experience and resources. This allowed us to manage our resources more wisely and achieve a balanced budget.

Nova Scotia has a strong culture of volunteerism. This was evident in the time and talent contributed by the 7,000 volunteers who provided support in our facilities and programs, 41 foundations and 33 auxiliaries, and through our 37 community health boards.

The generosity of our communities continued to shine through donations to our foundations and auxiliaries. Collectively, our foundations and auxiliaries contributed millions of dollars in support of our mission to achieve excellence in health, healing and learning through working together.

We value the contributions and support of our employees, physicians, volunteers, board members, community health boards, foundations, auxiliaries and other partners in meeting our shared goals. Together, we are creating a strong foundation for achieving our vision. We are Healthier Together.

Sincerely,

Steve Parker, Chair, Board of Directors
Janet Knox, President & CEO

*Pour lire des extraits de ce rapport en français, veuillez visiter le site www.nshealth.ca/AnnualReport2016
Caring together

Choosing home first
By combining efforts across the province and strengthening a home-first philosophy, our employees and partners worked with clients to ensure they had the supports needed to stay at home, where most people prefer to be.

Our focused efforts are making a difference. In fiscal 2015-16, we saw:

• 38 per cent fewer Nova Scotians waiting to enter a long-term care facility
  • 2,296 people on March 31, 2015
  • 1,432 people on March 31, 2016
• 22 per cent fewer people waiting for home support services
  • 834 people on March 31, 2015
  • 648 people on March 31, 2016
• five per cent increase in long-term care placements
  • 2,961 placements in 2014-15
  • 3,117 placements in 2015-16
• six per cent decrease in wait times for long-term care placement

• 13 per cent fewer patients waiting in hospital for long-term care placement
• 216 patients waiting in hospital on March 31, 2015
• 187 patients waiting in hospital on March 31, 2016

Moving toward more collaborative primary care teams
It’s important that all Nova Scotians have access to a “health home” – a place they can access a team of primary care providers. This team could include family physicians, nurse practitioners, family practice nurses and others.

Over the past year, Nova Scotia Health Authority worked with others to set the foundation to strengthen Nova Scotia’s primary health care system. We did this by building on the collaborative care models already in place. While much work remains to improve access to primary care, this year’s efforts set the course for future success.

In 2015-16, the organization developed a geographic framework that clusters Nova Scotia communities together as part of larger community health networks. In the future, “health home” teams will support communities from birth to end of life, from wellness to frailty.

This geographic framework focuses on local needs in the context of a provincial health system. Health homes will be flexible to meet the needs of patients based on population profiles. They will also be responsive to community needs.

Nova Scotia Health Authority formed a department of family practice this year to support a collaborative approach to primary health care. The model, co-led by physician leaders and administrative leaders, was created to:

• strengthen relationships between family physicians and teams
• improve patient care and access
• provide a foundation for collaborative family practice in Nova Scotia

Collaborative practice teams, as a “health home” for patients, are an important element of ensuring the right services are available in the right places.
“When my family arrived in Nova Scotia, we had no family doctor. We had no means to care for our health. The refugee health clinic has been a great benefit to my family and fellow immigrants. It is a wonderful, life-changing initiative.”

— ALPHONSE MUTANGOMA
PATIENT, REFUGEE HEALTH CLINIC

To read more about how Nova Scotia Health Authority and partners are supporting the health of new Nova Scotians, visit www.nshealth.ca/AnnualReport2016

Improving access to MRI testing

New strategies and realigned resources in diagnostic imaging are allowing more MRI (magnetic resonance imaging) scans. This has helped to reduce the list of those waiting for these important diagnostic tests.

In 2015-16, an additional 745 patients received MRI scans compared with 2014-15. Using resources differently allowed for this growth in capacity with little to no added cost.

For example, a part-time technologist position at Cape Breton Regional Hospital in Sydney, created using existing resources, and scheduling changes at St. Martha’s Regional Hospital in Antigonish allowed Nova Scotia Health Authority to complete many more MRI tests in 2016 as compared with 2015 for that area of the province. Other changes have been implemented in Annapolis Valley and South West, Colchester-East Hants and Pictou County areas, to enable many more patients to be seen each month in these locations.

While waits for MRI tests have increased in the Halifax area, a new 3T MRI machine at the QEII Health Sciences Centre has increased capacity for both research and patient use. Plans call for changes in staffing and scheduling, which we expect will result in the ability to see an additional 200 patients a month.

Supporting the health of new Nova Scotians

Nova Scotia Health Authority, the IWK Health Centre, the Department of Health and Wellness and the Immigrant Settlement Association of Nova Scotia supported the arrival of hundreds of refugees from Syria in late 2015 and into 2016. Provincial planning began long before refugees started arriving. Nova Scotia Health Authority provided on-the-ground access to primary health care.

This included enhancing resources at the regular location of the Transitional Health Clinic for Refugees in Halifax and adding care resources via satellite clinics. Physicians provided initial assessments at a welcome centre where refugees stayed until they found permanent housing. The Transitional Health Clinic and individual physicians continue to provide ongoing primary care and help with integration into the health care system.

Our staff and partners also prepared a resource guide for health professionals in the province who are providing ongoing care to refugees.
Supporting innovation

When Kevin Crosby developed sepsis following injuries sustained during a fire, he was rushed to the QEII Health Sciences Centre for treatment. When Crosby’s blood began clotting abnormally in response to the infection, his family was approached to become part of a clinical trial to test a drug designed to reverse the condition and protect against organ failure.

Read more about Crosby’s story, and other research advances, by visiting www.nshealth.ca/AnnualReport2016

New discoveries come from a spirit of inquiry and support for focused exploration. In its first year, Nova Scotia Health Authority established a provincial structure and put supports in place to enhance research and innovation across the organization:

- Staff and physician researchers gained access to one provincial research ethics board and the Nova Scotia Health Authority Research Fund, which supports original research projects
- 38 educational sessions were offered to a combined total of 812 attendees through the Research Education Program; 24 per cent of participants accessed sessions remotely
- The role of Health Outcomes Scientist was introduced to provide strategic and operational leadership in the development, management and evaluation of health outcomes projects across the organization

- Monthly innovation rounds were launched to bring employees, physicians and learners together to learn, support, encourage and discuss innovative ideas and solutions for health and the health care system
- Innovation in Health Care Forum provided a vehicle for presenters from Nova Scotia Health Authority, IWK and Dalhousie, Acadia and NSCAD universities, as well as a former patient of the Nova Scotia Rehabilitation Centre, to share examples of innovation in health

Sharing learning, celebrating quality improvement

The power of sharing experiences and best practices and growing networks throughout the province was evident in November 2015 when Nova Scotia Health Authority, the IWK Health Centre and the Department of Health and Wellness collaborated on a Quality Summit.

The successful event included 34 presentations and more than 100 posters on quality and safety initiatives from teams across Nova Scotia.

Developing and strengthening person-centred practice

Staff from across Nova Scotia Health Authority, the IWK Health Centre and the Dalhousie School of Nursing attended a Practice Development School in winter 2016. The session was led by Dr. Brendan McCormick, Queen Margaret University, Scotland, and a team of practice facilitators. Participants were introduced to principles, concepts and approaches designed to strengthen person-centred practice.

“Everything was happening so fast, it was hard to know what to do. The research co-ordinator carefully explained that not only might the drug save Kevin’s life but being in the study would mean extra sets of eyes monitoring (my husband’s) care. My daughter and I quickly decided it was the right thing to do.”

— LORRAINE RAWLINS, FALMOUTH, NS
“Focus on what you can do, not what you cannot!”
— TALK ABOUT HEALTH PARTICIPANT, SYDNEY

“Change/challenge our perceptions of healthy.”
— TALK ABOUT HEALTH PARTICIPANT, NEW GLASGOW

“Allow for community-based solutions.”
— TALK ABOUT HEALTH PARTICIPANT, WINDSOR

“Some people have to chose between using their money to heat their homes or buy their medication.”
— TALK ABOUT HEALTH PARTICIPANT, ARGYLE

Engaging our communities together

Listening to individuals and communities helps us better understand and address some challenges facing the health of Nova Scotians.

Between October 2015 and April 2016, Nova Scotians from communities across the province joined us online and in person to Talk about health. Thanks to help from Réseau Santé, we were also able to host some conversations in French.

We shared information about Nova Scotians’ health and asked people to share their thoughts about opportunities and responsibilities for creating a healthier future.

Our community health boards and many community partners and stakeholders worked together to make these conversations a success.

The feedback participants shared painted a picture of where Nova Scotians see the challenges for achieving good health. They also showed us opportunities for positive change and reflected a sense of hope for the future. What we heard can be grouped into five broad themes:

- live well
- co-operate, co-ordinate, collaborate
- encourage a healthy population
- build supportive systems
- build a healthy society

In year two of Nova Scotia Health Authority, we will move into the second phase of the conversation. It will focus on where we want to go and what our health status as a province could look like 20 years from now. What we hear next will inform the next phase of the conversation. We will determine together the choices we need to make to create a healthier future for our province.

To read the full report from phase one of Talk about health, please visit www.engage4health.ca
Partnering together

A community mural in Antigonish, created through a partnership of Nova Scotia Health Authority and the municipality, highlights the social determinants of health. A Halifax Transit bus brings fresh and affordable vegetables and fruits to five neighbourhoods with limited access to healthy food. Public libraries across Nova Scotia partner with Nova Scotia Health Authority to expand the reach of patient education resources.

Every day, we work with our community health boards and our partners – within the IWK Health Centre, government, academia, community organizations, foundations, auxiliaries, and more – to advance health. Our challenges are shared challenges; our successes, shared successes.

We bring you these stories of partnership and health throughout the year at www.nshealth.ca in addition to those highlighted at www.nshealth.ca/AnnualReport2016

Community health boards

Our 37 community health boards are made up of citizens who work to understand and represent the health needs of their communities.

Part of their mandate includes developing community health plans every three to five years, which then feed into our planning. Community health boards also manage community wellness fund grants. These grants support projects by local groups and organizations designed to enhance health at the community level.

Foundations and auxiliaries

Our 41 foundations and 33 auxiliaries are integral to the care we provide and the research we undertake. Through the generous support of donors, foundations and auxiliaries help to fund important medical equipment, programs and research at the local level. This year, foundations and auxiliaries donated $13.7 million in capital equipment that benefits patients, clients and communities across the province.

Volunteers

Within Nova Scotia Health Authority, thousands of volunteers give generously of their time and talents in various capacities in our hospitals, community-based programs and services. They contribute hundreds of thousands of volunteer hours every year to support patients, clients and staff.

You can read more about our volunteers, and learn how volunteers at Cape Breton Regional Hospital are providing hugs for babies’ health, at www.nshealth.ca/AnnualReport2016
“At the end of the day, we all want the same thing. We want to keep patients moving and we want to keep everybody safe. The safe patient handling and mobility program is allowing us to do that.”

— LEE BOYLE, PHYSIOTHERAPIST, ST. MARTHA’S REGIONAL HOSPITAL

Building a healthy, safe workplace together

Our ability to deliver safe, high-quality care and service depends on the health and safety of our teams. Nova Scotia Health Authority is committed to providing safe work environments for the more than 30,000 employees, physicians, learners and volunteers who work in our facilities and communities.

Leading the way to healthier, safer workplaces in Nova Scotia

In October 2015, President & CEO Janet Knox joined other CEOs and senior leaders in the province from various sectors to sign the Nova Scotia Health & Safety Leadership Safety Charter. This charter outlines our commitment to continuous growth of a positive workplace safety culture. You can view the charter at www.nshealth.ca/AnnualReport2016

Protecting employee safety while supporting patient mobility

Nova Scotia Health Authority is focusing energy on the safety issues that are most affecting our employees. Musculoskeletal injuries make up a significant number of the time loss claims reported to Workers’ Compensation Board by the health and community services sectors. In health care, many of these claims are linked to employees manually lifting, transferring or repositioning patients.

The impact of this type of injury is far-reaching. The individual faces limitations to mobility, pain or discomfort, all of which affect those closest to them too. These injuries also result in lost time for the employee, increased workload for their team, and replacement costs.

Safe patient handling contributes to quality care for patients, helping to prevent patient falls, reducing pressure ulcers, and increasing patient satisfaction. Nova Scotia Health Authority, Workers’ Compensation Board, AwareNS, Department of Labour and Advanced Education, and the Health Sector Council, created the Safe Patient Handling and Mobility Program to help prevent musculoskeletal injury. The program is built on the principle that reducing employee injury also improves patient care.

Supporting strategic recruitment

With recent and projected retirements of registered nurses (RN), there is a need to recruit new RN graduates. Before consolidation, previous district health authorities competed for human resources. As one organization, Nova Scotia Health Authority takes a co-ordinated approach to recruiting these employees.

In 2015-16 the organization moved to a centralized application intake process, while still using local interviewing and candidate selection. Through the use of this co-ordinated process, applicants had the opportunity to rank their location preferences. A total of 267 new RN graduates were hired this year.

Building a more diverse workforce

Working to support greater diversity in the workplace is beneficial for both employees and those we serve.

An important element of creating a more diverse health workforce is encouraging youth from diverse communities to pursue careers in health.

In March 2016, Nova Scotia Health Authority, Native Council of Nova Scotia, Healing Our Nations, Dalhousie Indigenous Health Interest Group, Halifax Regional School Board and Nova Scotia Community College, with support from the IWK Health Centre, partnered to organize the second annual Indigenous Health Career Fair. The event aims to encourage Indigenous youth to pursue a career in health. Nearly 150 students from grades nine to 12 attended.

Two events, called Striving to Build African Nova Scotian Health Professionals for the Future, were held in November 2015. The events drew more than 250 students. They were organized though a partnership with Nova Scotia Health Authority, Dalhousie University, Nova Scotia Community College, Association of Black Social Workers and Halifax Regional School Board, and were supported by the IWK Health Centre. Plans are underway to host similar events across the province in the future.
Planning for the future together

Creating a healthier future for Nova Scotians requires us — with our partners — to create plans that consider not just our current reality but our future vision.

Developing our first strategic plan

Healthier Together is our plan to help Nova Scotians be healthy and stay healthy. It is our road map for the next three years.

Our plan describes our purpose and direction — who we are, where we want to go and how we will work together to achieve results — with respect, integrity, courage, innovation and accountability. It puts into action our commitment to three key directions:

- Person-centred, high-quality, safe and sustainable health and wellness for Nova Scotians.
- A healthy, high-performing workforce.
- Engagement with Nova Scotians to create a healthier future together.

To learn more about our strategic plan and how we will measure success, visit www.nshealth.ca/healthier-together

Planning provincially, implementing locally

The creation of Nova Scotia Health Authority is more than just redefining geographical boundaries and building a new organizational structure. Together with the IWK Health Centre and the Department of Health and Wellness, we are working as one system to develop long-term plans for delivering quality health services using our collective strengths and resources.

A provincial approach to planning health services for Nova Scotians allows us to understand the provincial and local needs of our populations. It also enables us to make the most of our talents, expertise and resources, and to implement best practices across the province.

This new framework requires reshaping many structures and working with other stakeholders. We look forward to co-ordinating with our partners in the health, education, justice and community service sectors and those in municipal and provincial government as we plan services provincially.

Planning for the future: QEII Redevelopment Project

QEII Health Sciences Centre is a leading research and teaching centre that provides highly specialized medical and surgical services. The centre serves a million patients a year. Approximately 40 per cent of these patients are from outside Halifax or other parts of Atlantic Canada. Today, some of the most complicated, specialized services are delivered in the aging buildings at the Victoria General site of the QEII.

The QEII Redevelopment is a multi-year project that includes expansion and renovation of the Halifax Infirmary, Dartmouth General Hospital and Hants Community Hospital, enhancement of the Nova Scotia Cancer Care Centre and development of new community and specialized outpatient centres. In moving services out of the aging spaces, we have the opportunity to ensure safe, quality environments for patients, families, physicians and employees — for generations.

To learn more, visit https://qe2redevelopment.novascotia.ca/
As one system, we are better able to share best practices across the organization and make the most efficient, effective use of finite resources.

Managing our resources together

Mitigating a $70-million deficit to balance the budget

The health system balanced its budget for the first time in recent history. This meant mitigating a $70-million deficit. The organization carried $29 million in existing deficits from the former district health authorities and faced $41 million in new pressures and inflation. The achievement is more than financial: it supported the organization's focus on delivering sustainable, quality care and services.

To address the $70-million pressure, the organization:

- identified many pockets of best practice and rolled them out province-wide
- looked at activities that enabled the organization to better plan and deliver services across the province
- enhanced purchasing practices that spanned the full organization and were more consistent; that allowed Nova Scotia Health Authority to take advantage of bulk purchasing and better pricing
- planned services and activities as a system — co-ordinated slowdowns; ensured greater consistency of tests, drugs and staffing patterns; took a co-ordinated approach to overtime, sick time and management of job vacancies
- standardized rates for uninsured services, such as semi-private and private rooms and rates for out-of-country patients
- streamlined administration

Responding to challenges as one system

Being one provincial health authority has allowed us to be more responsive and effective when faced with challenges. For instance, after sterilizers caused debris to appear on operating equipment at the QEII Health Sciences Centre, Colchester East Hants Health Centre pitched in to supply OR trays, allowing surgeries in Halifax to resume quickly.

For more details please visit www.nshealth.ca/AnnualReport2016

FINANCIAL HIGHLIGHTS

NOVA SCOTIA HEALTH AUTHORITY EXPENSE ALLOCATION 2015–16
Total Annual Expenditures: $2.074 billion

COMPENSATION: includes all salaries and benefits. Also includes funds allocated for temporary staff.

UTILITIES and PLANT MAINTENANCE: includes utilities such as fuel, electricity and natural gas, telephone, minor equipment purchases, rentals, various building and equipment maintenance and maintenance supplies.

MEDICAL and SURGICAL SUPPLIES: includes a variety of medical and surgical supplies such as prosthetics, defibrillators, pacemakers, instruments, needles/gloves/dressings and supplies.

DRUGS: includes general drugs, anti-infectives and anesthetic gases.

CLINICAL RESEARCH: includes health innovation, research education and other designated programs.

OTHER: includes patient care supporting costs such as general office supplies, food, IT, lab supplies, insurance, equipment depreciation, etc.

STATEMENT OF OPERATING REVENUE AND EXPENSES
As of March 31, 2016 (in thousands)

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating revenue</td>
<td>2,074,562</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>2,074,489</td>
</tr>
<tr>
<td>Net operating revenue over expenses</td>
<td>73</td>
</tr>
</tbody>
</table>

- Compensation ($1.514 billion)
- Utilities and Plant Maintenance ($143 million)
- Medical and Surgical Supplies ($120 million)
- Drugs ($91 million)
- Clinical Research ($53 million)
- Other ($153 million)
NOVA SCOTIA HEALTH AUTHORITY: BY THE NUMBERS 2015-16

Nova Scotia Health Authority provides health services for the population of Nova Scotia and some specialized services to residents of Atlantic Canada. We work alongside the IWK Health Centre, which provides care to women, children, youth and families in the Maritime provinces and beyond. The following numbers will give you a sense of the breadth and scope of Nova Scotia Health Authority’s work, which we do in service of healthy people, healthy communities – for generations.

Employees (unionized and non-unionized) ................................................................. 23,400+
Licensed physicians in Nova Scotia* ................................................................. 3,204
  Physicians with a registered specialty (not family medicine) ....................................... 1,430
  Physicians whose registered specialty is family medicine ........................................... 794
  Physicians without a registered specialty .................................................................. 464
Medical residents in a training program ..................................................................... 516
Learners .................................................................................................................. 5,500+
Volunteers .............................................................................................................. 7,000
Annual budget ........................................................................................................ $2.07 billion
Specialty hospital ................................................................................................. 1
Regional hospitals .................................................................................................. 9
Community and other locations (clinical, support and administrative) ....................... approx. 135
Collaborative Emergency Centres ........................................................................... 8
Foundations ............................................................................................................ 41
Auxiliaries ............................................................................................................... 33
Community health boards ..................................................................................... 37
Beds ......................................................................................................................... 3,198
Inpatient days ......................................................................................................... 1,033,227
Patients referred from out of province .................................................................... 62,116
Emergency visits .................................................................................................... 561,516
Operating room surgeries ...................................................................................... 70,696
Births (at NSHA facilities) ...................................................................................... 3,754
Average length of stay in hospital (acute) ................................................................ 8.3 days
Outpatient visits ..................................................................................................... 3,593,615
Diagnostic imaging exams ...................................................................................... 1,018,735
Lab tests .................................................................................................................. 18,484,194
Hours of home support delivered to Continuing Care clients ................................ 3,170,907
People placed in long-term care facilities ................................................................ 3,106
Births screened by Public Health to determine if additional support needed ........... 7,137
Active research projects ........................................................................................ 1,231
Number of wellness funds supported through community health boards ............... 436

*College of Physicians and Surgeons of Nova Scotia
Board of Directors (2015-16)
Steve Parker, Chair
George Unsworth, Vice-Chair
David Dow
Wadih Fares (retired)
Vicki Harnish
Wayne MacDonald
Marie McCully Collier
John Rogers
Jaime Smith
Anna-Marie Stuart
Bob Winters (retired)
John Young

The following members joined the board in June 2016:
Colin Copp
Dianne Hamilton
Doug Shatford

To view photos and biographies for our volunteer board members, please visit
www.nshealth.ca/about-us/board-of-directors

Executive Leadership Team
Janet Knox, President & CEO
Paula Bond, Vice-President
Integrated Health Services (Program Care 1)
Tricia Cochrane, Vice-President
Integrated Health Services
(Primary Health Care and Population Health)
Carmelle d'Entremont, Vice-President
People and Organizational Development
Catherine Gaulton, Vice-President
Quality and System Performance & Chief Legal Officer
Tim Guest, Vice-President
Integrated Health Services (Program Care 2)
& Chief Nursing Officer
Dr. Lynne Harrigan, Vice-President
Medicine & Integrated Health Services
Allan Horsburgh, Vice-President
Stewardship and Accountability & Chief Financial Officer
Dr. Pat McGrath, Vice-President
Research, Innovation and Knowledge Translation
(shared position with the IWK Health Centre)
Lindsay Peach, Vice-President
Integrated Health Services
(Community Support and Management)
Colin Stevenson, Transformational Executive Lead
Cathy Lumden, Executive Assistant to the President & CEO

To view photos and biographies for our executive leadership team members, please visit
http://www.nshealth.ca/about-us/executive-team