

# Partnering to solve complex problems

Annual Report 2021 - 2022



# 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.**



# 2021-22 Annual Report

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## Message from Brian Barber, Board of Directors Chair



A highlight from the 2021-22 year for 3sHealth was when the Board of Directors approved new mission, vision, and value statements for the organization. These new descriptions reflect 3sHealth's role in the Saskatchewan health system and the organization's vision for the people and the province it serves.

The new mission of 3sHealth is "Partnering to solve complex problems and improve health care across Saskatchewan."

The vision guiding 3sHealth's work is "Healthy People, Healthy Communities, Healthy Partnerships."

These statements align to the mission and vision statements of many Saskatchewan health-care partner organizations. This alignment signals to Saskatchewan residents that all partners are working tirelessly every day on solving complex problems to achieve a province of healthy people and healthy communities.

3sHealth's Board of Directors welcomed a new member during the past year. Timothy MacLeod was the General Counsel at SGI for over 10 years. He also undertook a wide variety of roles at SGI during his 35-year career at the Crown corporation. Before entering the insurance field, Mr. MacLeod practiced law. Over the course of his career, Mr. MacLeod represented his clients in all levels of court, including the Supreme Court of Canada, and in 2011, he was appointed as Queen's Counsel by the Saskatchewan Minister of Justice. In addition to having experience in the legal and insurance fields, Mr. MacLeod has direct experience with health care in Saskatchewan.

He served as a member of the Research Ethics Board for the former Regina Qu'Appelle Health Region for 13 years. He also brings board and governance experience to 3sHealth as both an advisor to and a member of the boards of numerous organizations.

Towards the end of 2021-22, *The Health Shared Services Saskatchewan (3sHealth) Act* was placed before the Legislative Assembly of Saskatchewan. The Saskatchewan Ministry of Health led a process to update 3sHealth's legislative framework, which dates back to 1959. *The 3sHealth Act* is intended to modernize the existing outdated legislation as well as to align it with the legislation that governs health-care system partners such as the Saskatchewan Health Authority and the Saskatchewan Cancer Agency. The changes were subject to health-system partner and stakeholder consultation from 3sHealth, the Saskatchewan Health Authority, the Saskatchewan Cancer Agency, and the Provincial Affiliate Resource Group. The new legislation:

- Improves upon the 1959 outdated legislation;
- Clarifies all the services currently provided by 3sHealth; and
- Adds the responsibility to create enhanced value for the health sector, to support sector alignment, and to improve the sector's safety, service quality, and cost effectiveness.

*The 3sHealth Act* is expected to undergo third reading and royal assent in 2022-23.



## Message from Mark Anderson, Chief Executive Officer



The end of the 2021-22 year marked a significant milestone for 3sHealth: the organization turned 10 years old. This anniversary came after a significant year in 3sHealth's short history.

One success from the year was that 3sHealth surpassed its yearly "lives positively impacted" target. In 2021-22, the organization exceeded its 85,000 target with 120,728 lives positively impacted. This brings 3sHealth's total close to its 1.2 million lives positively impacted by 2025 target. Through improvement initiatives and close collaboration with partners, 3sHealth is also working towards a 2025 target of saving the health system \$1 billion dollars.

The Employee Benefits service line also wrapped up a remarkable three-year project called "Path to Health." This project redesigned 3sHealth's approach to disability claims management. The project's vision was "to provide collaborative support with beneficiaries on their path to health." Now complete, the Path to Health project is the foundation Employee Benefits has created to continue delivering a world-class customer experience to plan members.

3sHealth was also named a Saskatchewan Top Employer in 2022, making this the sixth consecutive year the organization has received the award. The award recognizes Saskatchewan employers that lead their industries in offering exceptional places to work.

Each service line at 3sHealth takes pride in delivering world-class customer and partner service. The organization regularly measures customer and partner

committee satisfaction and strives for levels of 80 per cent or better. In 2021-22, 3sHealth exceeded its targets by achieving a provincial service line customer product and service satisfaction level of 87 per cent and partner committee effectiveness level of 100 per cent.

The Administrative Information Management System (AIMS) has experienced some delays towards implementation while also meeting many other important milestones. Overall, throughout 2021-22, the system was tested extensively to ensure that it will be ready for implementation. AIMS will be implemented once the project team is confident that this important provincial tool meets the benchmarks for a successful launch. A highlight from the year has been the perseverance displayed by every single member of the team to work towards implementing this significant project. Their efforts will help create an integrated business information system for finance, human resources, and supply chain management for the Saskatchewan health system. AIMS will modernize Saskatchewan health-care business operations, significantly benefitting patients, families, and health-care employees.

3sHealth continued to focus on being a financially healthy organization during 2021-22 and ended the year with a \$1.2 million surplus. A final point to emphasize is that 3sHealth will be rebating just over \$1 million to the Saskatchewan Health Authority to put towards health system initiatives.

Many more successes from the year are contained within these pages. I am proud to present the 2021-22 3sHealth annual report.

# 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**



## Introduction

3sHealth delivers innovative change and provides province-wide shared services to support Saskatchewan’s health system.

Working together with our health system partners, we find innovative solutions to complex problems so that health care will be sustainable for future generations. We place patients and their families at the centre of all that we do, working with our partners to improve quality and ensure patient safety. 3sHealth provides payroll and scheduling, employee benefits, dictation and transcription, linen, contracting, application management services, and transformational services to the Saskatchewan health system.

## Operating highlights

3sHealth prides itself on fostering a strong culture of continuous improvement, 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.



Positively impact 1.2 million lives



Save \$1 billion

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

## 3sHealth’s mission and vision

In 2021-22, the 3sHealth Board of Directors approved a new mission and vision for 3sHealth. These new statements reflect 3sHealth’s role in the Saskatchewan health system and the organization’s vision for the people and the province it serves.

The new mission of 3sHealth is “Partnering to solve complex problems and improve health care across Saskatchewan.”

The vision guiding 3sHealth’s work is “Healthy People, Healthy Communities, Healthy Partnerships.”

These statements align to the mission and vision statements of many health-care partner organizations. The new mission and vision also display 3sHealth’s maturing role in the Saskatchewan health system.

# 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.

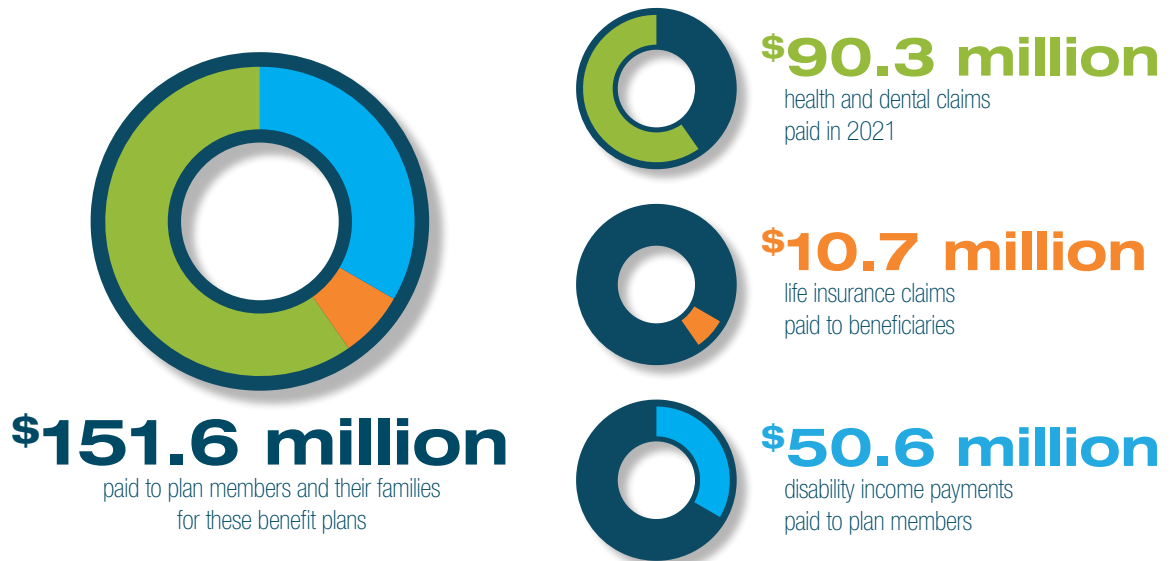
## Employee Benefits



- Administered 10 health system employee benefit plan trusts, including disability income, extended health care, dental, and life insurance for over 44,000 active plan members and 15,000 retirees across 75 organizations.

In 2021, the employee benefit plan trusts paid \$151,676,772 in Group Life insurance, disability income plan benefits, and health and dental claim reimbursements to eligible plan members. Plan members received \$48,143,341 in claims reimbursement representing over 1,144,286 extended health care claims. The Core and Enhanced Dental Plans paid over \$42,204,880 in reimbursements for plan members and their families in 2021. The plans provided \$10,722,469 in life insurance to plan members' beneficiaries as well as \$50,606,082 million in disability income.

## Benefits paid in 2021



For the past three 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. The overall goal of the project was to make the disability claims management process easier for plan members, provide additional support during the claim, and communicate with plan members earlier and more often.

Here are just a few improvements for plan members that came about through Path to Health:

- Making forms and booklets easier to use;
- Creating the new case management checklist to ensure a clear, concise, consistent process for every plan member;
- Increasing the number of Adjudicators to ensure a more personalized service experience;
- Embedding Mental Health and Rehabilitation Advisors on the team;
- Proactively providing treatment funding to support recovery and return to work;
- Procuring a new rehabilitation services partner;
- Helping plan members through the CPP disability application process; and
- Implementing a new disability case management technology platform to build efficiency and eliminate paper files.

“We will always be focused on ways to continuously improve our processes for the benefit of plan members. These three years have yielded many new ways of supporting our plan members throughout the claim process. It's just the beginning. Path to Health is more than a project: it is the foundation we've created to deliver a world-class customer service experience at a time when plan members need us the most.”

- Alana Shearer-Kleefeld, 3sHealth's Vice-president of Employee Benefits.

To learn more about the employee benefit plans, see the “Employee Benefit Plans for Saskatchewan health-care employees 2021-22 Annual Report.”

## Linen Services

- Managed the contract with K-Bro Linen Systems Inc. to supply over 160 facilities with over 30 million pounds of clean linen annually.
- Standardized and improved linen quality by implementing more rigorous quality audits and ensuring independent quality testing is completed.
- Facilitated product and process improvement and standardization across the province.



In 2021-22, the Linen Services team developed and implemented process improvements to guide all health-care employees who handle soiled linen that has been or may have been contaminated with cytotoxic medication. This type of medication prevents cell function and is frequently used to treat cancer as part of a chemotherapy regime. Improvement efforts eliminated exposure or the risk of exposure to cytotoxic-contaminated linen. The team also developed a linen poundage database that can be used to track and compare linen usage across facilities throughout Saskatchewan. This tool will help track linen usage and identify cost savings opportunities.

The provincial linen service contract continues to offer the province the benefit of capital cost avoidance and reduced operating costs within facilities.

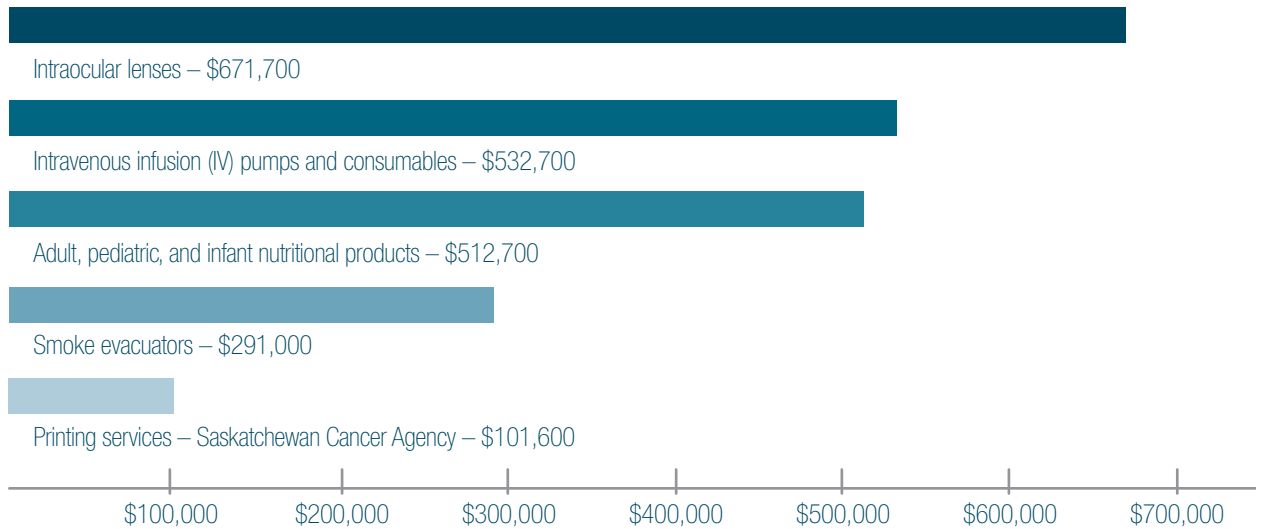
## Contracting and Supply Chain



- Engaged clinicians, employees, and patients to procure high-quality products at the best price possible.
- Managed more than 2,400 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 2010.<sup>1</sup> The team applies best practices and works collaboratively with health system partners to support and lead supply chain initiatives, standardizes products to best practice across the province, and implements national, provincial, and multi-provincial contracts for products, services, and supplies.

The top five types of contracts that generated the most in estimated savings\* in 2021-22 are:



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

## Dictation and Transcription



- Transcribed approximately 1.64 million minutes of care providers' dictations annually – equating to over 450,000 patient care reports.
- Transcribed 89.75 per cent of dictated patient care reports within 24 hours.

The flow of information with 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 reports they receive within 24 hours and the service line and the transcription team continued improvement efforts in 2021-22 to meet this target.

Using self-edit dictation software and technology, this service line enables physicians and clinicians in the province to dictate and self-edit patient care reports in one real-time step, immediately saving the report to the patients' electronic medical record. The use of self-edit dictation gives other health-care providers on the patient's care team access to electronic patient reports in much less time. This feature greatly benefits patients.

Throughout the year, 3sHealth continued working with physicians across Saskatchewan to implement self-edit dictation software and workflows into their clinical practices. In 2021-22, 3sHealth and the Saskatchewan Medical Association onboarded 384 physicians and clinicians to the program. There are approximately 1,970 clinicians currently using self-edit dictation technology in the provincial health-care system. The introduction of self-edit dictation is 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.

## Payroll and Scheduling

- Paid more than \$2.8 billion in compensation to approximately 55,201 health-care employees across 29 organizations.
- Supported the Saskatchewan health system by administering various applications that support employers and employees with scheduling, human resources, and payroll functions.



The Payroll and Scheduling Services team ensures that health-care system employees receive their pay correctly and on time. The team also administers the various scheduling systems that health system partners use. 3sHealth's goal is to ensure the right health-care employee is working at the right time and in the right place to enable excellent patient care.

## Transformational Services

- Partnered with eHealth Saskatchewan, the Saskatchewan Health Authority, the Saskatchewan Cancer Agency, and the Ministry of Health to assist them in meeting their priorities by providing consulting and project support.
- Used the *Playbook—A Framework for Delivering Innovative Change* together with health system partners to ensure the success of current and future health system projects.



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 from 2021-22 include:

- Supporting health system partners with COVID-19 initiatives;
- Standardizing the community oncology program;
- Developing a transportation strategy for the delivery of laboratory, pharmacy, and Saskatchewan Cancer Agency materials;
- Helping to implement pediatric small volume syringe pumps in partnership with the Saskatchewan Health Authority; and
- Providing support for the 3sHealth Employee Benefit Plans Path to Health claims redesign.

The Transformational Services team has also contributed to the Administrative Information Management System (AIMS) project.

## Our people

3sHealth 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 such as the AIMS project, and collaborate closely with partners across the province's health system.

3sHealth's "Going the Extra Mile" awards saw an historic first during 2021-22. These awards, also known as GEM awards, are given to 3sHealth employees who have demonstrated excellence and commitment in their interaction with coworkers, customers, partners, and patients based on 3sHealth's values. Traditionally, 3sHealth employees have nominated their coworkers for GEM awards, but in 2022, for the first time, a 3sHealth employee nominated an eHealth Saskatchewan employee. After this nomination, 3sHealth expanded the eligibility of the award to all Saskatchewan health system employees. 3sHealth employees responded by nominating more external partners for the award, including an emergency physician and the AIMS payroll reconciliation team. The expanded eligibility allows 3sHealth employees to recognize the valuable efforts of all health system employees.

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 26,519 improvements in their daily work and processes.

Truth and Reconciliation is a strategic priority at 3sHealth. Led by 3sHealth employees, the Truth and Reconciliation team has worked through the Truth and Reconciliation Commission Calls to Action to create a response plan for 3sHealth. The team comprises both Indigenous and non-Indigenous volunteers from across the organization. In consultation with Indigenous partners, 3sHealth developed a "First Nations and Métis/Michif land acknowledgement" that is used to pay respect to the traditional caretakers of the land on which 3sHealth employees work and live. The organization held an acknowledgement event honouring Canada's National Day for Truth and Reconciliation (Orange Shirt Day), which featured speakers, 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. The Truth and Reconciliation Working Group drafted a set of targets and a work plan for next fiscal year that will expand upon its truth and reconciliation efforts.

## 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 EGDP (employee growth and development plan). 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 in a Caring Environment; 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 wellbeing 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 2021 3sHealth employee engagement survey, 84.6 per cent of employees said that they felt engaged at work. Senior leaders at 3sHealth use the engagement survey results to drive decision-making and continuous improvement work throughout the organization. 3sHealth has an internal Employee Engagement Advisory Network that creates improvement opportunities from the results of the employee engagement survey. This network is one way that 3sHealth continues to strive to improve culture and employee engagement. 3sHealth's results are consistently well above industry benchmarks.

3sHealth was named one of Saskatchewan's Top Employers for 2022. The 2022 award is the sixth 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, work atmosphere, customer focus, culture of innovation, and more.



**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 effects that shared services have on patients, families, and health-care providers. 3sHealth is proud to report that shared services initiatives with health-care system partners positively impacted an additional 120,728 lives this year, surpassing 3sHealth's 2021-22 target of 85,000 lives positively impacted.

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

- The implementation of pediatric syringe pumps across Saskatchewan will positively impact the lives of 10,046 pediatric patients annually and will support the work of 2,665 health-care providers.
- A renewal of the nurse call system will lead to improved quality of care and safety through improved communication between nurses and patients. This initiative positively impacted 16,690 patients in acute care settings as well as long-term care residents.
- The implementation of remote monitoring for pacemakers saved trips for 7,712 patients and allowed them to monitor the functioning of their devices from home.
- The development and implementation of new processes will guide all health-care employees who handle soiled linen contaminated with cytotoxic medication, eliminating exposure or the risk of exposure to cytotoxic-contaminated linen. This project impacted 3,958 lives positively.
- The creation of a patient-first COVID-19 vaccine clinic design built the health-care experience for the patient and ensured that health-care providers could reliably carry out the most important patient-care tasks with ease. This work impacted 79,657 lives positively.

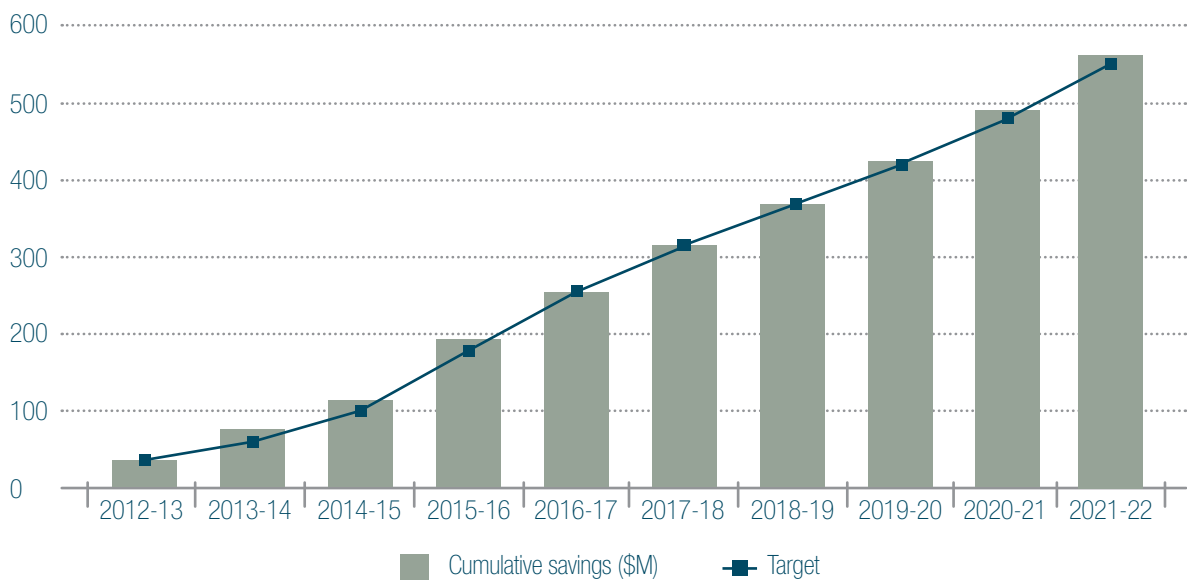
3sHealth has a target of positively impacting 1.2 million lives by 2025. To date, 3sHealth and its health system partners have positively impacted the lives of 1,150,737 patients and health-care providers in Saskatchewan through many system-wide improvements.

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.<sup>2</sup> 3sHealth then calculates the number of patient or health-care provider lives its initiatives positively impact 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 \$9.4 million in 2021-22. 3sHealth’s shared services initiatives, which began in 2012, have resulted in cumulative savings of \$559 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



<sup>2</sup> The Institute of Medicine defined these as the six aims for health-care improvement in their 2001 report *Crossing the Quality Chasm: A New Health System for the 21st Century*.

Savings are largely the result of the following:

- Contracting, which is a collaborative process with the health system, has reduced the cost of medical surgical supplies, drugs, and services while improving or maintaining quality and safety for patients, families, and employees. 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 initial project investment had been fully recovered. The health system redirected all subsequent savings to 3sHealth’s partners and to the deployment of self-edit dictation software for physicians.

3sHealth generated \$66.2 million in shared service savings in 2021-22. This figure includes the following:

- \$ 56.8 million in recurring savings from prior years;
- \$ 9.4 million in net new savings, consisting of:
  - \$1.8 million in contract savings;
  - \$5.2 million in contract rebates; and
  - \$2.4 million in operational savings from dictation and transcription services and from linen services.

During the year, 3sHealth identified unreported savings from previous years that were generated from a bulk natural gas purchase program. Consequently, a retroactive savings amount of \$5.6 million was added to the March 31, 2021, cumulative savings balance.

## **Patient- and family-centred care**

Patient Family Partners (PFPs) are instrumental in helping 3sHealth and all Saskatchewan health-care partners strive for a province of healthy people and healthy communities. 3sHealth collaborates with PFPs so that the organization’s work is always focused on the best outcomes for patients and families. The input that 3sHealth’s five PFPs provide to 3sHealth and its committees is invaluable.

3sHealth continued to strengthen its commitment to patient- and family-centred care in 2021-22 by immersing leaders and PFPs in the 3sHealth lives positively impacted process, involving PFPs in strategic planning and provincial partnership committees, and more. 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 on the formation of provincial committees created to establish new governance structures across the health system. The following committees focus on improving quality and generating savings within 3sHealth service lines:

- 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 Benefits Committee, comprising an equal number of union and employer representatives, and the Working Committee, comprising two representatives from each union, make recommendations to the Board of Trustees on benefit enhancements, policies, and investments.
- The Patient Family Partner Council collaboratively created the following vision for patient- and family-centred care: “By partnering with patients and families, we deliver exceptional health-care experiences and value for Saskatchewan citizens and communities.” A Patient Family Partner and 3sHealth’s Vice-president of Innovation, People and Culture co-chair the Patient Family Partner Council.
- The Dictation and Transcription service line has a series of structured monthly meetings from the governance to the operational level. The Provincial Dictation and Transcription Services Partnership Committee has a mandate of providing oversight and decision-making for the service line and it includes representation from 3sHealth, eHealth Saskatchewan, physicians, 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 Advisory Subcommittee, with an operational oversight mandate, and the Self-edit Dictation Technology Subcommittee, with a mandate focusing 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 Prevention and Control, Surgical Services, and Environmental Services teams, and includes representation 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 agreement was implemented in October 2020. The Supply Chain Partnership Committee 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 Board’s Governance and Business Development committee as well as the Partnership Oversight Committee. 3sHealth is working to create a community of practice with its health-care system partners. Transformational Services’ goal is to mature this practice, drive efficiency, and deliver value to the health-care system.
- 3sHealth’s Payroll and Scheduling service line facilitates two subcommittees. They are the Payroll Subcommittee and the Scheduling Subcommittee. These operational subcommittees meet regularly and bring together partners from across the province and many organizations to discuss payroll and scheduling issues.
- 3sHealth helped create the Application Management Services Partnership Committee to provide oversight and decision support in partnership with key stakeholders for the forthcoming Application Management Services department.
- The Administrative Information Management System (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 Saskatchewan, 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**

AIMS is a provincial health system initiative involving 3sHealth, the Saskatchewan Health Authority, eHealth Saskatchewan, the Saskatchewan Cancer Agency, SAHO Inc., the Ministry of Health, and affiliated employers. The project will integrate finance, supply chain, and human resource information, replacing 82 non-integrated systems with a single software solution. AIMS is integral to the transition from 12 former health regions to a single provincial health authority.

AIMS will allow leaders to forecast and meet resourcing needs. The system will provide insights so that the right resources are available at the right time and place for optimal patient care. It will also support economies of scale, reduce integration issues, and provide a more consistent and positive experience for health-care professionals and patients.

Throughout 2021-22, AIMS was tested extensively to ensure the system was ready for implementation. For example, the payroll reconciliation team met important project targets that will ensure the new payroll applications will calculate pay accurately. Additional areas of focus included integrated testing cycles and the validation of the data being converted into the new system. The substantial testing will create a strong foundation supporting the system's implementation and continued operation. In turn, AIMS will give the Saskatchewan health-care system the tools it needs to respond to system needs in a unified manner. The advantages for employees will be significant as well because all Saskatchewan health-care system employees will benefit from improved system flexibility, modernized processes, and reduced administrative tasks.

The project met many milestones towards implementation during 2021-22 after experiencing delays due to COVID-19. The system will be implemented once the project team is confident that this important provincial tool meets the benchmarks for a successful implementation. To ensure organizations and employees are ready, a dedicated organization change management team continued to develop and implement a training plan for employees. The work on AIMS will continue into 2022-23. The implementation of the system will modernize business operations, significantly benefitting patients, families, and health-care employees.

## **Application Management Services**

3sHealth continued developing a new service line called Application Management Services during 2021-22. Application Management Services will support AIMS once it is implemented through a provincially co-ordinated approach. In partnership with stakeholders, Application Management Services will manage the support and continued evolution of AIMS.

Some highlights from 2021-22 include recruitment of employees to support the service line, mapping out operational processes of the system, and creating a partnership committee to provide oversight and decision support in partnership with key stakeholders. Partners also ratified a post-implementation AIMS funding model.

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

## **3sHealth's COVID-19 response**

Since the start of the pandemic in Saskatchewan, 3sHealth's service lines have supported health-care system partners to combat COVID-19. This support continued in 2021-22 with the following contributions:

- Members of 3sHealth's senior leadership team served on various emergency operations teams and provided other leadership support to the Saskatchewan health system;
- Team members from Employee Benefits ensured that benefit coverage was maintained for any health system employees who were restricted to working at one employer due to the public health order on cohorting;
- 3sHealth's Senior Physician Consultant contributed to health system efforts designing a patient-first approach to vaccine clinic design;

- The Employee Benefits team continued to see a significant increase in demand for services during 2021-22 and worked diligently to maintain service standards, such as answering 90 per cent of calls within 30 seconds;
- 3sHealth's Human Resources team led the development of the processes, procedures, and the creation of the vaccination policy for all 3sHealth employees in alignment with the Government of Saskatchewan's public health orders;
- Team members from Communications and Stakeholder Relations were redeployed to the Saskatchewan Health Authority's Community Engagement and Communications unit;
- Employee Benefits adapted their processes to continue paying disability claims when physician offices and other medical practitioner offices were closed or had limited access;
- A 3sHealth Human Resources Consultant was redeployed to the Saskatchewan Health Authority to assist with student nurse recruitment. The 3sHealth Human Resources team also provided assistance serving as a liaison on a database project to ensure accurate access to MyConnection;
- The Payroll and Scheduling service line, at the request of health-care partners, developed a new daily report that highlighted the shifts that needed to be filled across the province. This report was distributed to health-care system scheduling managers and directors and it helped to ensure that the right health-care employees were at the right place at the right time; and
- The Linen Services team worked with K-Bro Linen Systems Inc. to ensure that health-care employees working in facilities throughout the province, including COVID-19 testing and vaccination sites, had access to isolation gowns at all times.

3sHealth also continued to ensure the safety of its employees by following public health orders while pivoting work processes and supporting employees to ensure excellent service to customers and partners. A key component of 3sHealth's approach was the ongoing work of the COVID-19 Safety Task Force made up of 3sHealth employees.

### **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, 2022, 50,815 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, 2022, financial statements.

This section provides an overview of 3sHealth's financial activities for the fiscal year ended March 31, 2022. Since this information is intended to focus on the 2021-22 fiscal year's activities, resulting changes, and currently known facts, it should be read in conjunction with the audited financial statements beginning on page 28 of this annual report. All amounts in the tables below are expressed in thousands (\$000s) and are for the year ended March 31, 2022.

### Operating results (\$000s)

For the year ended March 31

	2021-22 budget	2021-22	2020-21
Revenue	\$ 68,373	\$ 71,263	\$ 67,327
Expenses	69,373	70,095	65,754
Excess of revenue over expenses	\$ (1,400)	\$ 1,168	\$ 1,573

For the year ended March 31, 2022, 3sHealth reported an excess of revenue over expenses ("surplus") of \$1,168,000 compared to a budgeted \$1.4 million deficit, and compared to a surplus of \$1,573,000 in 2020-21. Key items that allowed 3sHealth to end the year \$2.568 million ahead of budget were of savings in salaries and benefits expenses due to vacancies throughout the year, decreases in travel, training, and office expenses as the pandemic extended well into 2021-22, an increase in rebate revenue received, and an increase in payroll and scheduling revenue as the health system increased staff contingents to combat the COVID-19 pandemic. Other smaller items include decreases in building expenses as staff continued to primarily work from home and decreases in equipment and computer purchases during the year due to supply chain challenges.

In approving the budget for the fiscal year ended March 31, 2022, the 3sHealth Board of Directors ("Board") approved the use of \$1.4 million from the accumulated surplus for provincial shared services initiatives. Since this amount was not utilized during the fiscal year, this resolution was approved for use in the 2022-23 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)

	2021-22 budget	2021-22	2020-21
Service fees	\$ 62,776	\$ 64,123	\$ 60,336
Rebate revenue	3,714	5,007	3,961
Customer fee	360	360	348
Investment income	48	47	56
Other	1,475	1,726	2,625
Total revenue (Schedule 1)	\$ 68,373	\$ 71,263	\$ 67,326

Services revenue increased in 2021-22 over 2020-21 by \$3.8 million (6.3 per cent), primarily due to the Provincial Linen Service having a sharp increase in the total poundage of linen being used in the health system as well as increased cleaning procedures being followed in response to the COVID-19 pandemic. Also in services revenue, the Employee Benefits department saw an increase as a result of increasing reliance on benefits for health-care employees as the pandemic continued. Lastly, in 2021-22, the Provincial Transcription Service continued to increase to historical levels of elective surgeries and medical appointments utilizing transcription services. The service saw a decrease in prior years as many elective surgeries were put on hold while the health system focused on combatting the COVID-19 pandemic.

Additional revenue streams that were impacted year over year were “Rebate revenue” and “Other” revenue. Rebate revenue was \$1,293,000 (34.8 per cent) higher than budget and roughly \$1,046,000 (26.4 per cent) higher than the prior year amount. The current year had an increase in rebate payments as several rebates surged as a result of increased purchasing in the health system to combat the ongoing pandemic. Further, several rebates are tied to elective surgeries which rebounded from the prior fiscal year and returned to a level of normalcy. The “Other” revenue stream also saw an increase over budget of roughly \$251,000 (17.0 per cent) and a decrease from the prior year of \$899,000 (34.2 per cent). These changes were a result of 3sHealth assisting in the Staff Services Inquiry Centre project with the Saskatchewan Health Authority. While not being budgeted at the beginning of the year, the assistance 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)

	2021-22 budget	2021-22	2020-21
Provincial Linen Services	\$ 29,229	\$ 31,106	\$ 29,388
Employee Benefits Plans administration	13,886	14,054	11,750
Provincial Payroll and Scheduling Services	7,203	7,024	6,550
Provincial Contracting	2,439	2,224	2,951
Transformational Services	3,344	3,639	4,569
Application Management Services – Use of accumulated surplus	1,400	-	-
Provincial Transcription Services	8,612	8,024	7,633
Provincial Employee Family Assistance Program and LifeSpeak	2,142	2,059	1,911
Corporate services	1,431	898	924
Purchasing rebate distribution	-	1,007	-
Other	87	59	78
<b>Total expenses (Schedule 2)</b>	<b>\$ 69,773</b>	<b>\$ 70,094</b>	<b>\$ 65,754</b>

Employee Benefit Plans administration (“plans”) experienced a large budgeted increase year over year due to the Path to Health strategic initiative that focuses on improving experiences and support in the disability plans. This was the final year of the initiative, which focused on better processes, additional staff, and the inclusion of new positions, such as mental health specialists, within the plans. This initiative is highlighted on pages 5-6 in this annual report. The benefit plans saw an increase in staff during the year as well as the volumes of health system employees accessing their benefits increased. There were increases in a number of expense categories including professional services and computer support and development as the service line prepared to launch their new disability claims management system. Lastly, discretionary spending related to travel and training continued to be lower than budget as various team members and governance committees continued to operate primarily virtually due to the pandemic.

Provincial Linen Services accounts for 44.4 per cent of 3sHealth’s 2021-22 program expenses, with the linen service supplier costs being passed on to 3sHealth customers. Increases in the 2021-22 costs included an increase in linen volumes as the health system continued to utilize increased poundage across the Saskatchewan health system. Further, increased cleaning procedures that were introduced as part of the pandemic response continued through this fiscal year. There was also an annual increase of rates in accordance with the Provincial Linen Services contract of 1.48 per cent.

Transformational Services had a year over year decrease of \$930,000 (20.4 per cent) as the key focus for the health system continued to be on the COVID-19 pandemic response. 3sHealth continued to lead the project management of the Staff Services Inquiry Centre and worked collaboratively with its health system partners to implement this new project.

Provincial Transcription Services had a year over year increase of \$391,000 (5.1 per cent) and a decrease of \$588,000 (6.8 per cent) compared to the budget due to elective surgeries and medical appointments requiring the use of transcriptionists to be paused during the early stages of the pandemic and remaining at decreased levels for much of the fiscal year. Although there were increases in the number of transcriptionists used over the prior year, the budget assumed the pandemic would taper off earlier in the fiscal year than it actually did.

3sHealth saw a decline in “Corporate services” costs both year over year as well as compared to budget. Consistent with the prior year, staff continued working from home for much of the year. This resulted in decreased costs related to the building, staff travel and training, office expenses, and other discretionary costs related to decreased staff on site. Lastly, 3sHealth had an increase in rebates that were paid out to the Saskatchewan Health Authority during the year. In accordance with the funding model established in the prior year, 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 \$5.01 million, which resulted in \$1.01 million being paid out to the Saskatchewan Health Authority, whereas the prior year did not reach the \$4 million threshold.

## Expenses by object (\$000s)

	2021-22 budget	2021-22	2020-21
Purchased services – linen	\$ 28,462	\$ 30,375	\$ 28,675
Salaries and related benefits	16,589	16,124	14,839
Purchased services – transcription	4,080	3,698	3,644
Equipment and computers	3,252	3,008	2,863
Professional services – Employee Benefit Plans	2,143	2,595	1,482
Professional services	2,135	2,293	2,221
System support and development	2,154	2,263	2,066
Professional services – EFAP and LifeSpeak	2,090	1,975	1,861
Fund managers – Employee Benefit Plans	2,148	1,963	1,909
Administrative service contracts – Employee Benefit Plans	1,546	1,511	1,321
Building expenses	981	831	774
Legal	532	791	533
Amortization	528	501	551
Staff Services Inquiry Centre project initiative	240	260	1,517
Subscriptions and publications	140	74	731
Project implementation – use of accumulated surplus	1,400	-	-
All other (<\$500k ea.)	1,353	1,833	767
<b>Total expenses (Schedule 2)</b>	<b>\$ 69,773</b>	<b>\$ 70,095</b>	<b>\$ 65,754</b>

Consistent with the above, linen supplier costs are 3sHealth’s largest expense (43.3 per cent), followed by “Salaries and related benefits” expenses (23.0 per cent). Total 3sHealth expenses for 2021-22 were above the 2021-22 budget, primarily due to increased linen supplier costs and an increase in “Professional services – Employee Benefit Plans.” This was due to the introduction of the new claims management disability system. There were also some areas where savings were realized that helped offset these increases, including vacancy savings in the “Salaries and related benefits,” decreased transcribed minutes in “Purchased services – transcription”, and discretionary office expenses. Staff continued to primarily work from home during the year, which resulted in office expenses, travel, training, and building expenses to be lower than the budgeted amounts.

## Selected financial position amounts:

As at March 31 (\$000s)

	2021-22	2020-21
Cash	\$ 1,991	\$ 2,567
Short-term investments	9,808	9,507
Capital assets	1,146	1,634
Accounts payable and accrued liabilities	8,039	8,545
Deferred revenue	132	126
Unearned revenue	1,194	883

“Short-term investments” increased during 2021-22. This was due to the current and prior years having surpluses from operations during the year. The current and prior year surpluses will be utilized in future fiscal years to assist in Application Management Services operations. The primary focus of Application Management Services will be to support AIMS.

“Capital assets” continued to decrease during 2021-22, primarily due to current year amortization and no significant capital assets purchased during the year.

“Accounts payable and accrued liabilities” were lower in 2021-22 as 3sHealth paid several vendors prior to March 31, which were outstanding in the prior year. Key vendor payments included investment managers and software developers that were outstanding beyond the prior year end.

“Unearned revenue” increased in 2021-22 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 28 of this annual report.

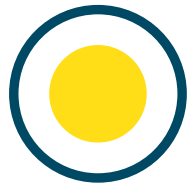
# Balanced scorecard

2021-22 priorities and corporate targets

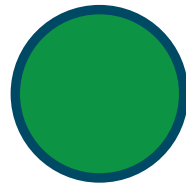




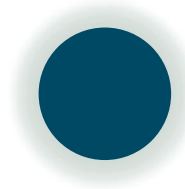
Target not met



Target partially met




Target achieved


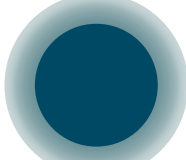
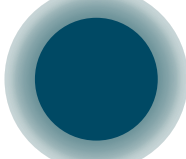


Target exceeded

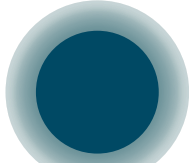

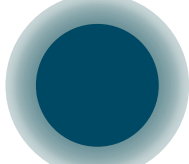
## Better together

Target	Final status	Comments
Average committee effectiveness score of 80 per cent or greater for all 3sHealth provincial services.	 Target exceeded	This target was exceeded with an average score of 100 per cent.



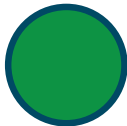
## Continuously improving our service

Target	Final status	Comments
Average customer satisfaction score of 80 per cent or greater for all 3sHealth services.	 Target exceeded	The average customer satisfaction score for all 3sHealth services was 92 per cent.
Average delivery score of 90 per cent or greater for all 3sHealth services.	 Target exceeded	This target was exceeded with an average score of 92.5 per cent. In 2021-22, 3sHealth increased its target to 90 per cent from 80 per cent.
Two improvements implemented per employee per month.	 Target exceeded	This target was exceeded. The 2021-22 target of two employee improvements per month was 3,129. 3sHealth employees implemented 3,706 improvement ideas in 2021-22.


## Improving quality and generating cost savings through innovation

Target	Final status	Comments
85,000 lives positively impacted.	 Target exceeded	This target was exceeded. The total number of lives positively impacted was 120,728 through five provincial improvement initiatives. See the “Improving quality” section on page 10 for more information.
Balanced operating budget for the 2021-22 fiscal year.	 Target exceeded	This target was exceeded, and year-end financial statements show a net surplus of \$1.2 million.
\$7 million in system savings (\$1.6 million contract savings, \$4.6 million contract rebates, and \$0.8 million in operational savings).	 Target exceeded	This target was exceeded. The total savings figure for the full year ending March 31, 2022, is \$9.4 million.


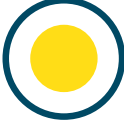
## Investing in our people

Target	Final status	Comments
Engagement score at or above McLean benchmark.	 Target exceeded	This target was exceeded. 97 per cent of employees completed the employee engagement survey. The 3sHealth engagement score was 84.6 per cent. This score is higher than the benchmark of 79.3 per cent.
Saskatchewan Top Employer status retained for 2021-22.	 Target achieved	This target was achieved. 2021-22 was the sixth consecutive year 3sHealth has received the award.
Zero incidents as defined by no time loss claims for any employees.	 Target achieved	This target was achieved. There were zero incidents with no loss of work time.

## Investing in our people - continued

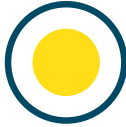
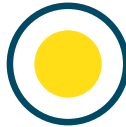
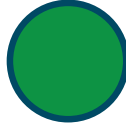

Priority project	Final status	Comments
Service lines achieve a corporate 5S average of 3 out of 5.	 <p>Target exceeded</p>	This target was exceeded. The average 5S score of provincial service lines and internal service lines was 3.4 out of 5. 3sHealth service lines run a 5S process every week and score their areas. 5S stands for “sort, simplify, sweep, standardize, and self-discipline.”

## Priority projects

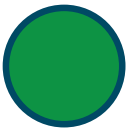
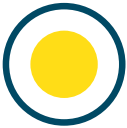
Priority project	Final status	Comments
<b>Administrative Information Management System (AIMS) implementation</b>  By October 31, 2021, AIMS will be implemented.	 <p>Target not met</p>	This target was not met.  The project met many milestones towards implementation during 2021-22 after experiencing delays due to COVID-19. The system will be implemented once the project team is confident that this important provincial tool meets the benchmarks for implementation. AIMS was tested extensively in 2021-22 to ensure the system was ready for implementation.
<b>Application Management Services for AIMS</b>  By December 31, 2021, Application Management Services for AIMS will be operational.	 <p>Target partially met</p>	This target was partially met.  Application Management Services is on track to be ready to support AIMS when it launches.

Priority projects - continued on page 25

## Priority projects - continued

Priority project	Final status	Comments
<p><b>AIMS implementation within 3sHealth</b></p> <p>By December 31, 2021, the first version of AIMS will be implemented in the 3sHealth Finance, Supply Chain, Payroll, Employee Benefits, and Human Resources areas.</p>	 <p>Target partially met</p>	<p>This target was partially met.</p> <p>3sHealth continued this project internally throughout the year to update its processes to align with the forthcoming system and to prepare 3sHealth service lines and employees for the change.</p> <p>3sHealth will complete this work when AIMS is implemented.</p>
<p><b>Path to Health Disability Claims Management Redesign: Phase 3</b></p> <p>By March 31, 2022, 100 per cent of the core functions of the new disability claims management technology will be implemented to enable electronic document management and enhance information flow.</p>	 <p>Target partially met</p>	<p>This target was partially met.</p> <p>The implementation of the new disability case management technology platform is in progress with a revised go-live date of May 9, 2022. A final report out on Path to Health project results will be completed by June 30, 2022.</p>
<p><b>Collaborative Work Environment 2.0</b></p> <p>By March 31, 2022, 100 per cent of employees will have an individual post-COVID-19 work arrangement with the right equipment and space in order to meet the service line deliverables while collaborating with others.</p>	 <p>Target achieved</p>	<p>A new Flexible Work Arrangement policy was introduced to all employees in September. All employees had a post-COVID-19 work arrangement in place by December 2021, and all space and equipment was in place by March 31, 2022.</p>
<p><b>Future vision for 3sHealth</b></p> <p>By October 31, 2021, there is a shared vision, mission, and strategy for 3sHealth supported by the Ministry of Health, Saskatchewan Health Authority, Saskatchewan Cancer Agency, eHealth, affiliates, and 3sHealth which enables 3sHealth to positively impact 1.2 million lives and save \$1 billion dollars.</p>	 <p>Target achieved</p>	<p>This target was achieved.</p> <p>3sHealth's new mission, vision, and three-year plan were approved.</p>

## Priority projects - continued

Priority project	Final status	Comments
<p><b>3sHealth Governance</b></p> <p>By March 31, 2022, work with the Ministry of Health to update governing legislation and bylaws.</p>	 <p><b>Target achieved</b></p>	<p>This target was achieved.</p> <p>3sHealth's updated legislation was placed before the Legislative Assembly of Saskatchewan. <i>The 3sHealth Act</i> is expected to undergo third reading and royal assent in 2022-23.</p> <p>Updated bylaws are ready for Ministry of Health approval.</p>
<p><b>Joint Trusteeship</b></p> <p>Achieve Employee Life Health Trust compliance by December 31, 2022.</p>	 <p><b>Target partially met</b></p>	<p>This target was partially met. Negotiations are ongoing and may be completed by December 31, 2022, after the 2021-22 year.</p> <p>Stakeholder engagement will continue into the fall to work toward this target.</p>

## Management's Responsibility for Financial Statements

The Health Shared Services Saskatchewan (3sHealth) financial statements and all the information in the Annual Report are the responsibility of management and have been approved by the Board of Directors.

Management has prepared the financial statements in accordance with Canadian public sector accounting standards. Management is responsible for the reliability and integrity of the financial statements and other information contained in the Annual Report. The financial information presented elsewhere in this Annual Report is consistent with that in the 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.

Provincial Auditor Saskatchewan, the external auditor appointed by the Board of Directors, has audited the financial statements. The Auditor's Report outlines the scope of her examination and her opinion. The external auditor has unrestricted access to management and the Board of Directors to discuss results of the audit work and her opinion on the adequacy of internal financial controls and the quality of financial reporting.



Mark Anderson  
CEO



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



Financial statements of  
Health Shared Services  
Saskatchewan

March 31, 2022



## 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, 2022, 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, 2022, 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 30, 2022

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**

	<b>2022</b>	<b>2021</b>
<b>FINANCIAL ASSETS</b>		
Cash (Note 3)	\$ 1,990,558	\$ 2,566,587
Short-term investments (Note 3, 4)	9,807,772	9,506,814
Accounts receivable (Note 3, 6, 9)	7,941,931	6,551,598
	<u>19,740,261</u>	<u>18,624,999</u>
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities	8,039,274	8,545,223
Unearned revenue (Note 7)	1,194,268	883,308
Capital lease obligations (Note 15)	156,547	440,560
Deferred revenue (Note 6)	132,005	145,933
	<u>9,522,094</u>	<u>10,015,024</u>
<b>NET FINANCIAL ASSETS</b> (Statement 3)	<u>10,218,167</u>	<u>8,609,975</u>
<b>NON-FINANCIAL ASSETS</b>		
Capital assets (Note 5)	1,145,946	1,634,031
Prepaid expenses	522,423	473,947
	<u>1,668,369</u>	<u>2,107,978</u>
<b>ACCUMULATED SURPLUS</b> (Statement 2) (Note 8)	<b>\$11,886,536</b>	<b>\$10,717,953</b>

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**

	2022	2022	2021
	Budget (Note 16)	Actual	Actual (Note 17)
<b>REVENUES</b>			
Service fees	\$62,776,305	\$64,123,404	\$60,335,977
Customer fees	359,758	359,806	348,400
Rebate revenue	3,713,500	5,007,053	3,961,122
Recoveries	1,397,833	1,635,002	2,539,395
Other	78,000	90,765	86,168
Investment income	48,000	47,336	55,928
<b>TOTAL REVENUE</b> (Schedule 1)	68,373,396	71,263,366	67,326,990
<b>EXPENSES</b>			
Provincial Linen Services	29,229,593	31,105,889	29,387,517
Employee Benefits Administration	13,886,298	14,053,574	11,749,625
Provincial Payroll & Staff Scheduling	7,202,584	7,024,246	6,550,561
Provincial Contracting	2,438,496	2,224,315	2,950,987
Transformational Services	3,344,280	3,639,281	4,568,766
Project implementation – use of accumulated surplus	1,400,000	-	-
Provincial Transcription Services	8,611,698	8,023,903	7,633,384
Provincial LifeSpeak & Employee Family Assistance Program	2,142,262	2,059,258	1,910,878
Corporate Services	1,431,185	897,776	924,555
Purchasing rebate distribution	-	1,007,053	-
Other expenses	87,000	59,488	78,067
<b>TOTAL EXPENSES</b> (Schedule 2)	69,773,396	70,094,783	65,754,340
<b>ANNUAL (DEFICIT) SURPLUS</b> (Statement 3, 4)	(1,400,000)	1,168,583	1,572,650
<b>ACCUMULATED SURPLUS, BEGINNING OF YEAR</b>	10,717,953	10,717,953	9,145,303
<b>ACCUMULATED SURPLUS, END OF YEAR</b> (Statement 1) (Note 8)	<b>\$ 9,317,953</b>	<b>\$11,886,536</b>	<b>\$10,717,953</b>

See accompanying notes

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

**Statement 3**

	<b>2022</b>	<b>2022</b>	<b>2021</b>
	<b>Budget</b> (Note 16)	<b>Actual</b>	<b>Actual</b>
<b>ANNUAL (DEFICIT) SURPLUS</b> (Statement 2)	\$ (1,400,000)	\$ 1,168,583	\$ 1,572,650
Acquisition of tangible capital assets	(150,000)	(13,596)	(30,434)
Gain on sale of capital assets	-	(665)	-
Proceeds on sale of capital assets	-	957	-
Amortization of tangible capital assets	527,781	501,389	551,538
	377,781	488,085	521,104
Net acquisition of prepaid expenses	-	(48,476)	(80,335)
	-	(48,476)	(80,335)
(Decrease) increase in Net Financial Assets	(1,022,219)	1,608,192	2,013,419
<b>NET FINANCIAL ASSETS, BEGINNING OF YEAR</b>	8,609,975	8,609,975	6,596,556
<b>NET FINANCIAL ASSETS, END OF YEAR</b> (Statement 1)	<b>\$ 7,587,756</b>	<b>\$10,218,167</b>	<b>\$ 8,609,975</b>

*See accompanying notes*

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

**Statement 4**

	<b>2022</b>	<b>2021</b>
<b>OPERATING ACTIVITIES</b>		
Annual Surplus (Statement 2)	\$ 1,168,583	\$ 1,572,650
Items not involving cash:		
Amortization	501,389	551,538
Gain on sale of capital assets	(665)	-
Change in non-cash working capital items:		
(Increase) decrease in accounts receivable	(1,390,333)	757,563
Increase in prepaid expenses	(48,476)	(80,335)
Decrease in accounts payable and accrued liabilities	(505,949)	(870,438)
Increase in unearned revenue	310,960	430,458
Decrease in deferred revenue	(13,928)	(167,021)
Cash provided by operating activities	21,581	2,194,415
<b>CAPITAL AND FINANCING ACTIVITIES</b>		
Purchase of capital assets	(13,596)	(30,434)
Proceeds from sale of capital assets	957	-
Repayment of capital lease obligation	(284,013)	(256,008)
Cash used in capital activities	(296,652)	(286,442)
<b>INVESTING ACTIVITIES</b>		
Purchase of investments	(66,188,600)	(65,758,574)
Disposal of investments	65,887,642	63,452,964
Cash used in investing activities	(300,958)	(2,305,610)
Decrease in cash for the year	(576,029)	(397,637)
Cash, beginning of year	2,566,587	2,964,224
<b>Cash, end of year</b> (Statement 1)	<b>\$ 1,990,558</b>	<b>\$ 2,566,587</b>

*See accompanying notes*



**HEALTH SHARED SERVICES SASKATCHEWAN**  
**Notes to the Financial Statements**  
**March 31, 2022**

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**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 19)

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, 2022, 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 is expected to change prior to March 31, 2023 (Note 19).

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, 2022, 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:

	2022	2021
Cash	\$ 1,990,558	\$ 2,566,587
Short-term investments	9,807,772	9,506,814
Accounts receivable	7,941,931	6,551,598
	<u>\$ 19,740,261</u>	<u>\$ 18,624,999</u>

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, 2022, 3sHealth has a cash balance of \$1,990,558 (2021 - \$2,566,587).

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	2022		2021	
		Cost	Market Yield (%)	Cost	Market Yield (%)
Short-term funds	R1 High to R1 Low	\$ 9,807,772	0.24-0.48	\$ 9,506,814	0.12-1.33
		<b>2022</b>		<b>2021</b>	
Total investment income earned in the year		\$ 47,661		\$ 56,427	
Less: amount allocated to deferred revenue accounts (Note 6)		(325)		(499)	
Total investment income recognized as revenue		\$ 47,336		\$ 55,928	

**HEALTH SHARED SERVICES SASKATCHEWAN**  
**Notes to the Financial Statements**  
**March 31, 2022**

**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, 2022, there is no unrealized gain/loss on the value of this investment as the unit cost value equals the unit market value (2021 - \$nil).

**5. CAPITAL ASSETS**

	2022					2021
	Leasehold improvements	Furniture & equipment	Computer equipment	Software/ application systems	Total	Total
Opening Cost	\$ 626,345	\$ 700,279	\$ 252,524	\$ 2,959,496	\$ 4,538,644	\$ 4,933,071
Additions	3,003	6,549	4,044	-	13,596	30,434
Disposals	-	(835)	(41,861)	-	(42,696)	(424,861)
Closing Costs	629,348	705,993	214,707	2,959,496	4,509,544	4,538,644
Opening Accumulated Amortization	567,325	566,549	197,137	1,573,602	2,904,613	2,777,936
Annual Amortization	24,362	34,687	22,559	419,781	501,389	551,538
Disposals	-	(543)	(41,861)	-	(42,404)	(424,861)
Closing Accumulated Amortization	591,687	600,693	177,835	1,993,383	3,363,598	2,904,613
<b>Total Capital Assets</b>	<b>\$ 37,661</b>	<b>\$ 105,300</b>	<b>\$ 36,872</b>	<b>\$ 966,113</b>	<b>\$ 1,145,946</b>	<b>\$ 1,634,031</b>



**HEALTH SHARED SERVICES SASKATCHEWAN**  
**Notes to the Financial Statements**  
**March 31, 2022**

**6. DEFERRED REVENUE**

	Balance, beginning of year	Recognized during the year	Amount received	Restricted investment income	Transfers	Balance, end of year
<b>Non-Government:</b>						
Service:						
Employee Benefits Administration (Note 9) <sup>(1)</sup>	\$ 12,619	\$ (139,930)	\$ 123,863	\$ -	\$ -	\$ (3,448) <sup>(1)</sup>
Custodial:						
CUPE Rehabilitation	133,314	(1,634)	-	325	-	132,005
Net Deferred Revenue	\$ 145,933	\$ (141,564)	\$ 123,863	\$ 325	\$ -	\$ 128,557
<sup>(1)</sup> Amount reported in accounts receivable	-					<sup>(1)</sup> 3,448
Total Deferred Revenue	\$ 145,933					\$ 132,005

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.

**HEALTH SHARED SERVICES SASKATCHEWAN**  
**Notes to the Financial Statements**  
**March 31, 2022**

**7. UNEARNED REVENUE**

	Balance, beginning of year	Recognized as revenue	Amount received/ receivable	Transfers	Balance, end of year
<b>Saskatchewan Health Authority:</b>					
GHX Subscription Revenue	\$ 60,531	\$ (60,531)	\$ -	\$ -	\$ -
Natural Gas Membership	36,873	(59,487)	22,614	-	-
Provincial Payroll and Staff Scheduling	691,066	(6,660)	418,352	-	1,102,758
Provincial LifeSpeak Program	23,886	(286,633)	286,633	-	23,886
	812,356	(413,311)	727,599	-	1,126,644
<b>Other Government:</b>					
Community Oncology Project	70,952	(3,328)	-	-	67,624
	70,952	(3,328)	-	-	67,624
<b>Total Unearned Revenue</b>	<b>\$ 883,308</b>	<b>\$ (416,639)</b>	<b>\$ 727,599</b>	<b>\$ -</b>	<b>\$ 1,194,268</b>

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 Initiative. These internally restricted amounts are included in the accumulated surplus presented in the statement of financial position.

On May 26, 2022, the Board approved to internally restrict \$1,100,000 of the 2021-22 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, 2022.

**HEALTH SHARED SERVICES SASKATCHEWAN**  
**Notes to the Financial Statements**  
**March 31, 2022**

**8. ACCUMULATED SURPLUS (continued)**

Details of accumulated surplus are as follows (March 31, 2022):

	Balance, beginning of year	Transferred	Additions	Used during the year in Operations	Capital	Balance, end of year
<b>Invested in Tangible Capital Assets</b>	\$ 1,634,031	\$ -	\$ 13,596	\$ (501,681)	\$ -	\$ 1,145,946
<b>Internally Restricted Surplus:</b>						
AIMS, Supply Chain and/or other Provincial Shared Services Initiatives	3,769,724	1,100,000	-	-	-	4,869,724
<b>Unrestricted Surplus</b>	5,314,198	(1,100,000)	1,168,583	-	488,085	5,870,866
<b>Total Accumulated Surplus</b>	\$ 10,717,953	-	\$ 1,182,179	\$ (501,681)	\$ 488,085	\$ 11,886,536

**9. EMPLOYEE BENEFIT PLANS TRANSACTIONS AND ASSETS UNDER ADMINISTRATION**

Included in these financial statements are expenses of \$14,053,574 (2021 – \$11,749,625) relating to the operation of the employee benefit plans (EBP's). Accounts receivable includes \$1,527,680 (2021 – \$1,270,755) due from EBP's while accounts payable is Nil (2021 – \$72,265) 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:

	2021		2020	
	Fair Value	Surplus	Fair Value	Surplus
Disability Income Plan – CUPE	\$ 85,940,279	\$ 51,235,443	\$ 83,373,835	\$ 49,392,062
Disability Income Plan – General	65,557,527	26,126,599	62,829,718	25,004,610
Disability Income Plan – SEIU West	60,547,009	28,838,277	58,304,671	29,255,994
Disability Income Plan – SUN	94,043,730	42,602,087	88,703,732	39,990,948
Core Dental Plan	25,813,647	6,837,070	24,012,943	21,144,833
In-Scope Extended Health / Enhanced Dental Plan	214,793,655	150,381,040	210,713,515	156,165,904
Out-of-Scope Extended Health / Enhanced Dental Plan	6,381,068	1,954,018	7,203,397	3,563,637
Group Life Insurance Plan	97,854,896	43,865,495	85,835,144	35,772,054
Out-of-Scope Flexible Spending Plan	1,375,424	1,105,409	1,269,611	803,486
	\$ 652,307,235	\$ 352,945,438	\$ 622,246,566	\$ 361,093,528

**HEALTH SHARED SERVICES SASKATCHEWAN**  
**Notes to the Financial Statements**  
**March 31, 2022**

**10. CORPORATE OVERHEAD ALLOCATED**

Corporate overhead allocated to business functions and service lines totalled \$4,817,213 (2021 - \$4,581,863). Budgeted amounts are charged directly to business functions and service lines.

	<b>Budget 2022</b>	<b>2022</b>	<b>2021</b>
	(Note 16)		
Provincial Linen Services	\$ 131,647	\$ 131,647	\$ 108,579
Employee Benefits Administration	2,065,357	2,065,357	1,958,503
Provincial Payroll and Staff Scheduling	1,251,719	1,251,719	1,171,401
Provincial Contracting	395,694	395,694	440,435
Transformational Services	458,338	458,338	373,436
Provincial Transcription Services	476,827	476,827	489,779
Corporate Services	37,631	37,631	39,730
<b>Total Corporate Overhead Allocation</b>	<b>\$ 4,817,213</b>	<b>\$ 4,817,213</b>	<b>\$ 4,581,863</b>

**11. BOARD EXPENSES**

3sHealth Board Members incurred the following travel and per diem expenses for the year ended March 31, 2022. Amounts reimbursed by 3sHealth, which are recorded in Corporate Services in the Statement of Operations, are as follows:

			<b>2022</b>	<b>2021</b>
	<b>Board Travel</b>	<b>Per Diems</b>	<b>Total</b>	<b>Total</b>
Barber, Brian (Chair)	\$ 186	\$ 24,025	\$ 24,211	\$ 23,232
Harper, Rennie	-	-	-	9,047
Knelsen, Karen	273	9,787	10,060	10,965
Kook, Grant	38	9,175	9,213	10,920
Meredith, Twyla	125	9,837	9,962	9,486
Shaw, Arnie	273	11,787	12,060	11,937
Cartmell, Andrew	-	4,000	4,000	4,000
Code, Donald	560	11,800	12,360	11,764
Charlton, Marilyn	498	11,437	11,935	11,114
MacLeod, Timothy	290	6,458	6,748	-
<b>Total Board Expenses</b>	<b>\$ 2,243</b>	<b>\$ 98,306</b>	<b>\$ 100,549</b>	<b>\$ 102,465</b>

## **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, 2022**

**12. RELATED PARTY TRANSACTIONS (continued)**

	2022	2021
<b>Revenue</b>		
Saskatchewan Health Authority	\$ 49,250,525	\$ 48,309,930
Saskatchewan Healthcare Employees' Pension Plan	86,752	85,386
Saskatchewan Cancer Agency	550,607	533,561
SAHO Inc.	325,702	325,213
eHealth Saskatchewan	139,631	398,844
Ministry of Health	-	20,206
	<b>\$ 50,353,217</b>	<b>\$ 49,673,140</b>
<b>Expenses</b>		
Saskatchewan Health Authority	\$ 4,945,986	\$ 3,863,667
Saskatchewan Healthcare Employees' Pension Plan	1,161,103	1,067,002
Saskatchewan Cancer Agency	1,610	1,305
SAHO Inc.	45	112
Saskatchewan Workers Compensation Board	27,077	26,310
SaskTel	77,358	118,334
eHealth Saskatchewan	237,628	288,649
Ministry of Health	47,721	358
Ministry of SaskBuilds and Procurement	10,254	10,476
	<b>\$ 6,508,782</b>	<b>\$ 5,376,213</b>
<b>Accounts Receivable</b>		
Saskatchewan Health Authority	\$ 5,635,449	\$ 4,246,112
Saskatchewan Healthcare Employees' Pension Plan	481	6,914
Saskatchewan Cancer Agency	28,008	33,277
SAHO Inc.	21,699	75,105
eHealth Saskatchewan	10,021	200,616
	<b>\$ 5,695,658</b>	<b>\$ 4,562,024</b>
<b>Accounts Payable</b>		
Saskatchewan Health Authority	\$ 1,021,411	\$ 980,733
Saskatchewan Healthcare Employees' Pension Plan	160,985	139,206
Saskatchewan Cancer Agency	164	75
SaskTel	5,797	5,709
eHealth Saskatchewan	163,802	155,955
Ministry of Health	15	193,504
Ministry of SaskBuilds and Procurement	858	829
Ministry of Finance	210	78
	<b>\$ 1,353,242</b>	<b>\$ 1,476,089</b>

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.

**HEALTH SHARED SERVICES SASKATCHEWAN**  
**Notes to the Financial Statements**  
**March 31, 2022**

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**13. RETIREMENT AND DISABILITY BENEFITS**

*a) Pension plan*

SHEPP	2022	2021
Plan status	open	open
Member contribution rate (% of salary)	8.10-10.70%	8.10-10.70%
Number of active members	142	117
3sHealth member contribution	\$ 1,023,041	\$ 949,799
3sHealth employer contributions	1,145,805	1,063,774

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

*b) Disability income plans*

General	2022	2021
Number of active members	140	121
3sHealth contribution rate (% of salary)	1.13%	1.13%
3sHealth contributions	\$ 131,310	\$ 123,152

**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. The Regina lease expires in July 2023. 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:

2022/23	\$ 1,072,071
2023/24	\$ 357,357



**HEALTH SHARED SERVICES SASKATCHEWAN**  
**Notes to the Financial Statements**  
**March 31, 2022**

**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	
			2022	2021
Furniture & equipment under capital lease	\$ 19,958	\$ 6,327	\$ 13,631	\$ 17,627
Software/Application Systems under capital lease	1,347,988	1,257,615	90,373	315,545
<b>Total assets under capital lease</b>	<b>\$ 1,367,946</b>	<b>\$ 1,263,942</b>	<b>\$ 104,004</b>	<b>\$ 333,172</b>

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

	Furniture & equipment	Software / application systems	Total
Interest rate	5.24%	3.15%	
Expiry date	31-Aug-2025	30-Sep-2022	
Year ending March 31,			
2023	\$ 4,504	\$ 144,352	\$ 148,856
2024	4,504	-	4,504
2025	4,504	-	4,504
2026	1,128	-	1,128
Total minimum lease payments	14,640	144,352	158,992
Less amount representing interest	(1,259)	(1,186)	(2,445)
Present value of net minimum capital lease payments	13,381	143,166	156,547
Current portion of obligation under capital lease	3,878	128,861	132,739
	<b>\$ 9,503</b>	<b>\$ 14,305</b>	<b>\$ 23,808</b>

Interest of \$9,197 (2021 - \$16,652) relating to capital lease obligations has been included in bank charges and interest.

## **16. BUDGET**

The 3sHealth Board approved the 2021-22 budget on March 25, 2021.

## **17. COMPARATIVE FIGURES**

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

## **18. SIGNIFICANT EVENT**

On March 12, 2020 the World Health Organization characterized the outbreak of a strain of the novel coronavirus ("COVID-19") as a pandemic which has resulted in a series of public health and emergency measures that have been put in place to combat the spread of the virus. These public health measures have resulted in economic uncertainty around the world, which has translated into unprecedented volatility in investment markets and an overall economic slowdown. Any impact experienced by 3sHealth during the year as a result of these public health measures, are reflected in the Financial Statements. Overall, as the response to the pandemic is ongoing, the full financial and operational impacts of the pandemic cannot be reliably estimated at this time.

## **19. IMPENDING CHANGES TO LEGISLATIVE FRAMEWORK**

The Ministry of Health is currently in the process of updating 3sHealth's legislative framework creating a new Act titled *The Health Shared Services Saskatchewan (3sHealth) Act*. 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. The draft legislation received Royal Assent on May 18, 2022 and proclamation is expected to be received prior to March 31, 2023.

**HEALTH SHARED SERVICES SASKATCHEWAN**  
**Schedule 1- Revenue by Source**  
**March 31, 2022**

REVENUE	2022					2021 Total
	Budget 2022	Operating revenue	Unearned revenue	Deferred revenue	Total	
	(Note 16)		(Note 7)	(Note 6)		(Note 17)
Services:						
- Provincial Linen Services	\$ 29,141,790	\$ 31,108,243	\$ -	\$ -	\$ 31,108,243	\$ 29,352,332
- Employee Benefits Administration (Note 6)	13,844,797	13,758,880	-	139,930	13,898,810	11,676,758
- Provincial Payroll and Staff Scheduling	6,653,800	7,049,264	-	-	7,049,264	6,751,507
- Provincial Contracting	1,678,120	1,547,488	60,531	-	1,608,019	2,416,054
- Client administration fees	337,300	338,413	-	-	338,413	337,625
- Provincial Transcription Services	8,611,698	8,023,903	-	-	8,023,903	7,633,384
- Provincial LifeSpeak and Employee Family Assistance Program	2,142,262	1,768,410	286,633	-	2,055,043	1,935,356
- Other services	366,538	38,381	3,328	-	41,709	232,961
<b>Total services</b>	<b>62,776,305</b>	<b>63,632,982</b>	<b>350,492</b>	<b>139,930</b>	<b>64,123,404</b>	<b>60,335,977</b>
Customer fees	359,758	359,806	-	-	359,806	348,400
Rebate revenue	3,713,500	5,007,053	-	-	5,007,053	3,961,122
Recoveries	1,397,833	1,568,855	66,147	-	1,635,002	2,539,395
Other	78,000	90,765	-	-	90,765	86,168
Investment income	48,000	47,336	-	-	47,336	55,928
<b>TOTAL REVENUE</b> (Statement 2)	<b>\$ 68,373,396</b>	<b>\$ 70,706,797</b>	<b>\$ 416,639</b>	<b>\$ 139,930</b>	<b>\$ 71,263,366</b>	<b>\$ 67,326,990</b>

*See accompanying notes*

**HEALTH SHARED SERVICES SASKATCHEWAN**  
**Schedule 2 - Expense by Object**  
**March 31, 2022**

	<b>Budget 2022</b>	<b>2022</b>	<b>2021</b>
	(Note 16)		
Administrative Service Contracts – Employee Benefit Plans	\$ 1,546,464	\$ 1,510,816	\$ 1,320,837
Amortization	527,781	501,389	551,538
Bad debt expense	3,000	2	-
Bank charges and interest	47,145	46,148	45,811
Building expenses	981,320	832,830	774,354
Equipment and computers	3,251,609	3,007,594	2,863,877
AIMS Project	(90,000)	(139,308)	(123,248)
Fund managers – Employee Benefit Plans	2,148,090	1,963,447	1,909,319
Insurance	113,300	107,567	94,753
Legal	532,205	790,677	532,918
Membership fees	92,909	81,844	83,876
Office expenses	252,853	145,641	93,867
Postage and courier	193,483	207,324	185,278
Printing	40,500	9,667	10,899
Professional services	2,134,894	2,293,246	2,220,735
Professional services – Employee Benefit Plans	2,142,637	2,594,917	1,482,192
Professional services – LifeSpeak and Employee Family Assistance Program	2,089,719	1,975,189	1,860,866
Purchased services – Linen	28,461,559	30,374,615	28,675,466
Purchased services – Transcription	4,079,804	3,698,175	3,643,718
Purchased services – MyConnection	240,000	259,513	1,517,005
Purchased services – MyConnection – eHealth	-	-	56,406
Project Implementation – use of accumulated surplus	1,400,000	-	-
Purchasing rebate disbursement	-	1,007,053	-
Salaries and related benefits	16,589,404	16,124,009	14,839,236
Subscriptions and publications	139,750	73,553	731,425
System support and development	2,153,830	2,262,637	2,065,770
Telephone	109,980	78,030	78,385
Training and travel	591,160	288,208	239,057
<b>TOTAL EXPENSES (Statement 2)</b>	<b>\$ 69,773,396</b>	<b>\$ 70,094,783</b>	<b>\$ 65,754,340</b>

*See accompanying notes*

# Payee disclosure

Fiscal year: 2021-22

# 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	75,771	Frank, Jessica	77,786	Montanini, Linda	58,106
Ambroz, Dave	88,346	Frass, Tim	196,408	Morse, Shawn	79,868
Anderson, Mark	285,590	Gamracy, Tanya	88,909	Mrazek-Fanning, Fran	78,986
Anderson, Lisa	73,819	Godwin, Donna	89,514	Nguyen, Hoa	87,132
Arends, Jennifer	113,929	Goodtrack, Rhonda	98,952	Nyland, Shelley	87,132
Arndt, Kendall	267,057	Grona, Shelley	54,737	Ortman, Matthew	120,760
Arrojado, Vanessa	88,909	Guckert, Kyla	77,091	Palma, Tithi	53,035
Asmundson, Kimberley	89,672	Gudbranson, Sandra	69,711	Paraiso, Maria	61,416
Baillie, Sandra	99,062	Gunther, Todd	78,989	Pauli, Greg	82,272
Barabash, Deborah	98,638	Halkyard, Christine	67,610	Peters, Stanley	99,140
Becker, Jennifer	78,187	Hallett, Sarah	89,321	Phelps, Keith	221,577
Binkley, Ashley	74,679	Harrison, Natasha	101,060	Pituley, Kendra	108,097
Brazeau, Michelle	98,052	Haye, Sheree	63,300	Pockrandt, Cheryl	84,164
Britton, John	133,673	Haynes, Devona	75,576	Potetz, Lesley	86,791
Buckshaw, Shiona	102,179	Herr, Lynette	60,089	Power, Tara	55,477
Carroll, Rebecca	78,724	Hiebert, Jessica	95,058	Prettyshield, Shyla	74,880
Catchuk, Vicky	77,307	Hill, Stephen	88,563	Rattray, Holly	69,782
Chekay, Ryan	99,535	Hubick, Jacqueline	225,664	Reimer, Amanda	89,794
Chmielewski, Michael	72,565	Il'chenko, Anna	77,020	Rennie, Carady	54,360
Collum, JoAnn	143,695	Jaworski, Joe	90,844	Richardson, Dana	77,229
Cutler, Shelley	97,458	Jenson, Alison	66,738	Rodgers, Janice	78,237
Dasika, Sam	125,099	Johnson, Julie	144,017	Rorquist, Jacqueline	71,816
Daver, Rosemary	69,711	Johnson, Tyler	79,581	Ryan, Timothy	89,187
De Jong, Shauna	86,728	Joice, Robert	98,050	Rybchynski, Jaida	55,439
De Lorme, Chantel	73,971	Kallstrom, Susan	51,953	Sandbeck, Dyan	80,393
Dedman, Sarah	89,231	Kincaid, Robert	70,152	Sandstra, Kathryn	88,791
Deibert, Karen	76,309	Kraft, Kent	151,538	Sawcyn, Kali	60,242
Demmert, Beverly	94,806	Kraus, Michael	92,700	Schneider, Marianne	83,063
Deringer, Blain	108,462	Levesque, Marc	95,058	Selinger, Lorna	119,889
Dishko, Carla	73,550	Litzenberger, Lori-Ann	98,050	Sentes, Troy	69,728
Dobranski, Sherry	53,681	Loyns, Nicole	56,667	Shabatura, Wendy	99,697
Dressler, Natalie	54,021	MacDonald, Jaclyn	68,826	Shearer-Kleefeld, Alana	140,304
Dvernichuk, Rhonda	94,304	Mackay, Jenny	68,766	Shiplack, Lorne	113,400
Dyck, Stuart	86,506	MacNevin, Lalanina	88,346	Sisodiya, Ajaypalsinh	58,952
Edwards, Jacqueline	109,766	Malach, Luke	107,143	Slywka, Troy	94,983
Eggerman, Jessie	71,804	Manz, Dallas	98,050	Stolarchuk, Melissa	98,050
Ezeji, Victoria	58,050	Martin, Reid	52,944	Stremick, Karri	81,134
Fetch, Jennifer	108,384	McKillop, Steven	98,935	Switzer, Shelda	120,063
Fitzpatrick, Jennifer	68,826	Milanovski, Mario	100,129	Thompson, Kelly	99,479
Forrester, Gillian	127,154	Moens, Amanda	78,041	Truong, Mary	79,025

## Salaries and benefits - continued

Tyminski, Rachael	58,646	Warawa, Ted	113,241	Wowchuk, Christine	79,934
Ulmer, Michelle	79,101	Wasmuth, Kerry	112,885	Wozniak, Yvonne	98,935
Vaisman, Jennifer	87,827	Weber, Ryan	99,547	Wright, Andrea	109,149
Vilson, Diana	56,952	Welsh, Sherri	65,751	Xiong, Xin	113,061
Walton, Laurie	62,249	Williams, Timothy	98,050	Yelle, Cynthia	98,050

## 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.	1,043,391	K-Bro Linen Systems Inc.	30,374,615
3M Canada/AQuity Solutions	2,494,273	Kelly Services Ltd.	149,184
Accenture Inc.	137,731	KPMG Canada	59,325
Adecco	101,431	Kronos Canadian Systems Inc.	55,500
ARC Business Solutions Inc.	236,787	LifeSpeak	286,633
Arcas Group Inc.	72,508	LifeWorks	1,688,557
Canada Life Assurance Company	1,573,742	Mawer Investment Management	173,348
Canada Post	113,380	MFS Investment Management	398,607
CBI Health Group	616,339	Miller Thomson LLP	137,368
Cerner Canada ULC	172,405	MLT Aikins LLP	336,258
CIBC Mellon Global	75,600	NeoPost Leasing Services Canada	90,000
Deloitte Canada	112,158	Paradigm Consulting Group Inc.	156,973
Dentons Canada LLP	323,521	Penad Pension Services Limited	835,904
eHealth Saskatchewan	237,628	PH&N Investment Services	672,308
Elite Information Systems & Consulting	84,760	Prairie View Physiotherapy	56,163
France Financial Consulting	53,393	Saskatchewan Health Authority	4,945,986
Franklin Templeton Investments	129,680	SaskTel	77,358
George & Bell Consulting Inc.	393,209	SHEPP	1,161,103
HealthPRO Procurement Services	52,500	Solvera Solutions	1,065,464
Healthcare Insurance Reciprocal of Canada (HIROC)	63,715	TD Greystone Asset Management	268,111
ITM Computer Services	92,888	Unigestion Asset Management	294,539
Joy Dobson Medical Prof. Corp	159,676	VIBE HCM Inc.	2,187,359
		WBM Technologies Inc.	131,889











**3sHealth**  
*better together*

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