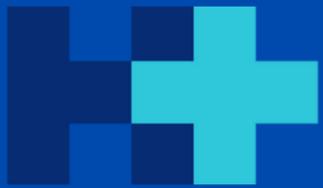


Adjusted Current Ratio Budget Actual

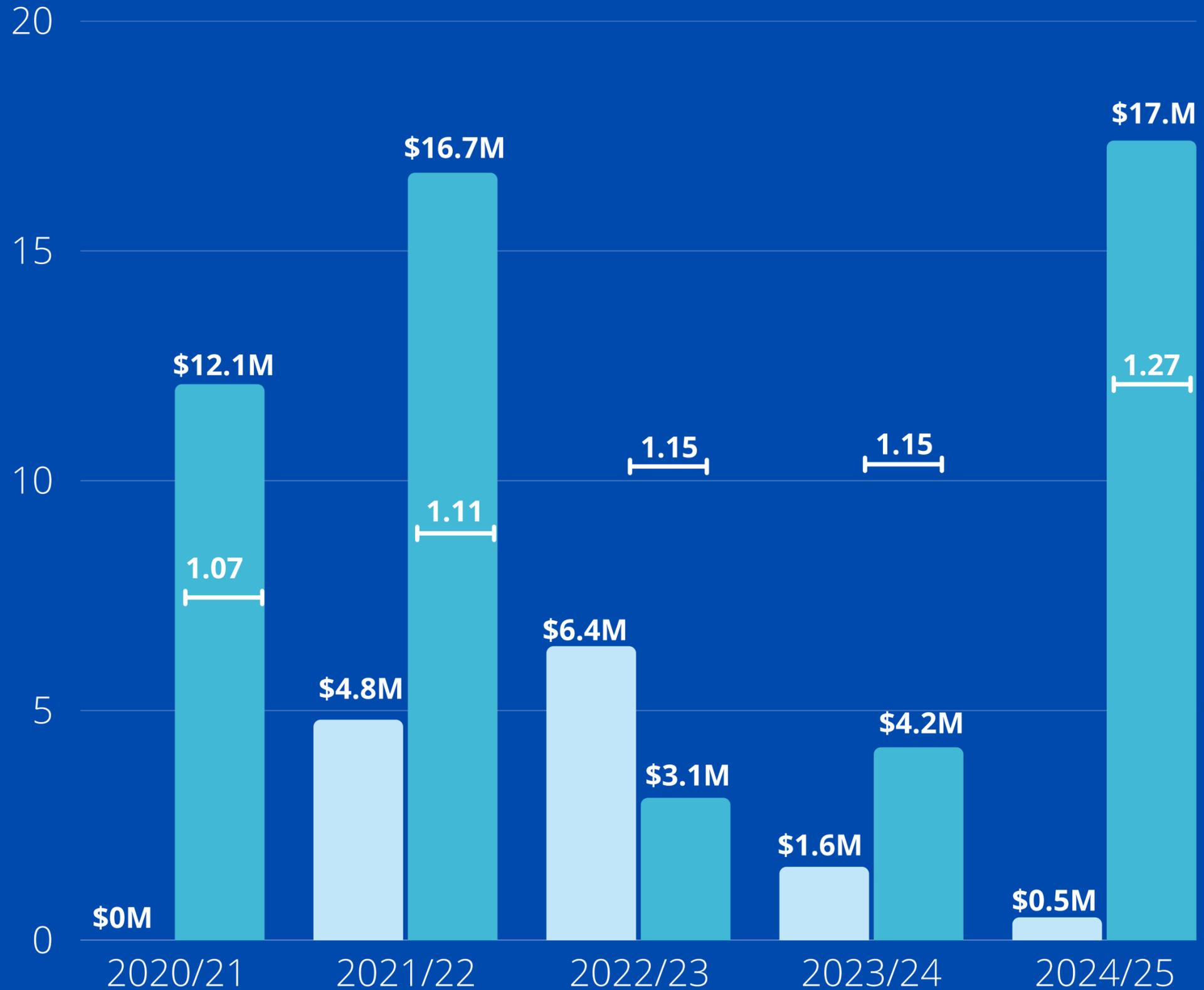


Humber River Health
Lighting New Ways
in Healthcare™

2024-25 Year in Review

Five Consecutive Years of Operational Surplus

- FY 2024-25: One-time volume funding of \$14M
- FY 2023-24: 10 Year Refresh of Minor Equipment
- FY 2022-23: Unplanned Accrual for Bill 124
- FY 2021-22: One-time Rebate of \$4.2M for Innovation
- FY 2020-21: One-time Working Capital Relief of \$5.7M



2024-25 Year in Review - Advancing Analytics & Data Driven Insight

Achievements in 2024 / 25:



- Expanded Human Resource and Staffing analytics resulting in:
 - \$3.6M reduction in Modified Work, Overtime and Orientation expenses
 - Improvements in hospital vacancy, retention and turnover rates
- Improved workload capture for Allied Health staff
- Reduction in length of stay in all clinical programs
- Implementation of Program Reviews within Corporate Financial Health meetings
- Identified opportunities to reduce cost per visit in Emergency Department

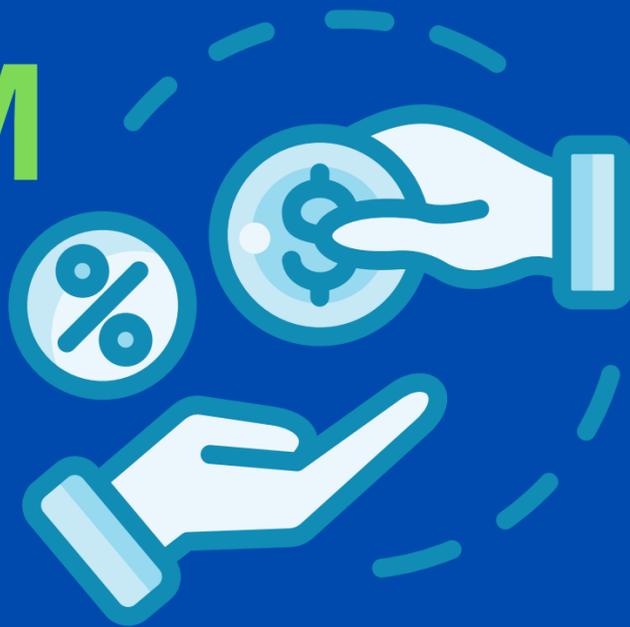
Focus in 2025 / 26:

- Reduction in staff sick time and absenteeism
- Reduction in cost per visit in Emergency Department
- Sustained positive cost per weighted case variance in Acute IP & Day Surgery
- All projects to have positive return on investment or break-even
- Identify new opportunities to expand tertiary care services
- Implementation of new technology and analytics solutions
 - New ERP system and Business Intelligence platform
 - Real-time dashboards on each clinical / non-clinical unit

2024-25 Year in Review - Financial Highlights

\$15.6M

provision made for loan repayment (paid May 2025)



\$90M

\$80M

growth in managed investments



\$14M

invested in major capital initiatives



\$3.6M

year over year reduction in Overtime & Modified Work expense

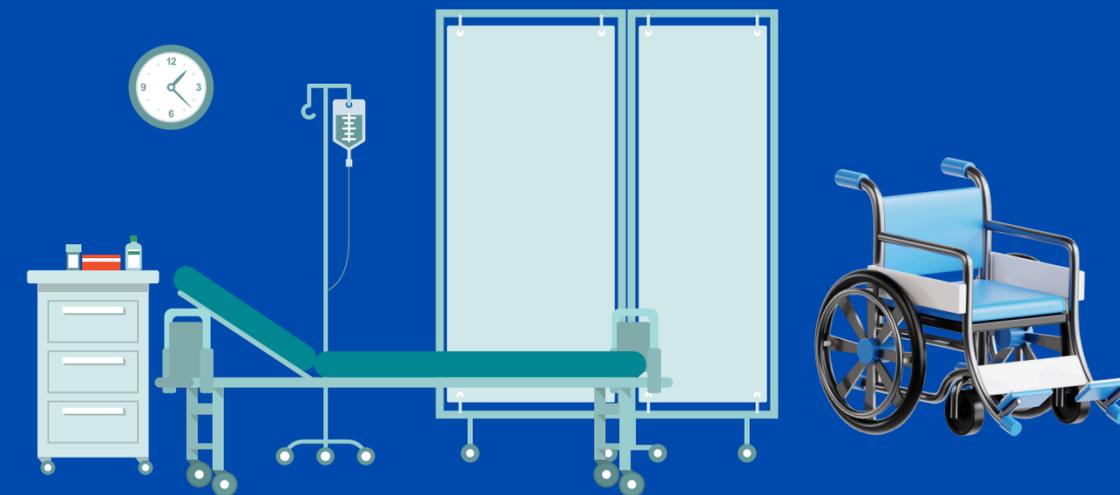


\$7M

commitment received from HRH Foundation. Highest in 10 years!

\$8.5M

Minor Equipment refresh



2024-25 Year in Review - Key Volume & Activity

25 day reduction in MRI wait times



(priority 2 to 4 cases, March 2024 vs March 2025)

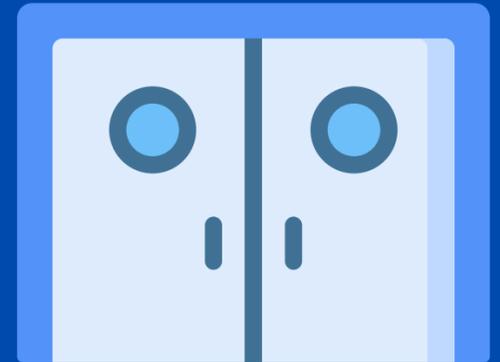
6%

increase in robotics surgeries & continued innovation in the Surgical Program



4%

Increase in Emergency Department Visits with higher patient acuity



96% Occupancy Rate of Medical Beds

33% improvement in length of stay variance for typical patients



3% growth in Inpatient case while opening no new beds

6%

growth in outpatient clinic visits



Focus Areas for 2025-26



Growth in surgical activity to optimize MOH one-time funding

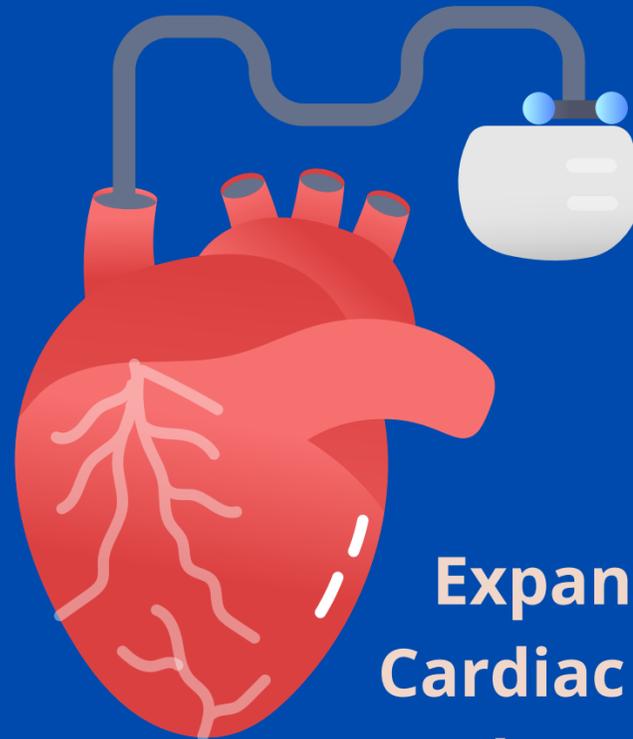
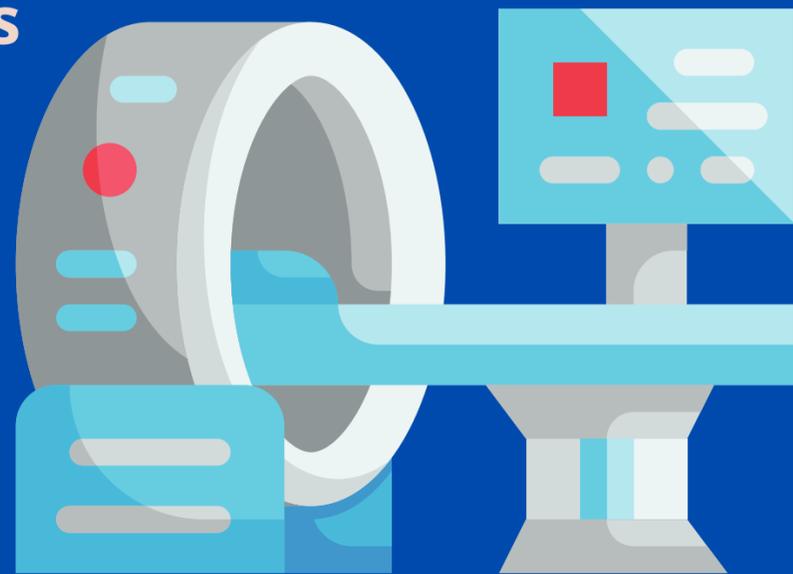


Targeted Transformation to reduce Emergency Department Wait times



Operating within budgetary constraints

Reduction in wait-time for CT Scans



Expansion of Cardiac services and procedures

Continued expansion of birthing program and pediatric services



Investment for our Community.

The Hub 2115 Jane



**Banting / Best
Meeting Room &
Office Spaces for use
by partners of the
Hub 2115 Jane (NWT
OHT)**

Seniors Day Care COSTI partnership



**Seniors Daycare,
garden and
outdoor spaces**



Investment for our Staff and Patient Families



New wellness spaces and cafeteria for staff and patient families