

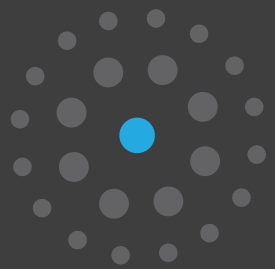
Lakeridge Health

Strategic Plan 2019–2024



Lakeridge
Health

Vision



One System.
Best Health.

Mission



We empower
people to live their
best health.

Values

- Inclusion
- Compassion
- Innovation
- Teamwork
- Joy

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What Success Looks Like



Lakeridge Health

Created in 2016, Lakeridge Health is one of Ontario’s largest community health care systems and unique in the provincial health care landscape.

We are a broad network of local community hospitals, a residential treatment centre, and community-based clinics and services that provides all of the acute care services people need within their community along with best-in-class specialty services.

Serving the health needs of diverse and growing communities comprised of dense urban centres, small towns and villages, as well as expansive rural areas, we continuously re-evaluate, reimagine and realize new and more effective ways to support people to be healthy and meet changing community needs.

The talented and committed team at Lakeridge Health is focused on creating an integrated health system that supports people to achieve their best health.

Best health means different things to different people. For some, best health happens when a person comes to the emergency department in crisis and is stabilized and connected with a support system in the community. For some, best health is the outcome of a surgery to treat an injury or disease affecting their quality of life. And, for a growing number of people, best health means receiving education, remote monitoring, and a coordinated care plan to maintain their independence and health at home while living with a chronic disease.

Through a single system of care, focused on achieving best health, we can ensure our local health system is sustainable for generations to come.

This ambitious vision compels us to look beyond the limits of our traditional roles and structures to build a new kind of system that supports people to be healthy at home, to have access to specialty hospital services when they need them, and to be able to seamlessly move to another level of support and service when they can no longer safely live at home. No matter where the individual is in their journey, Lakeridge Health is focused on putting the health needs of people first.

With five hospitals, four emergency departments, three critical care units, a full range of medical and surgical specialties, a burgeoning paediatric program and an expanding obstetrics and gynecology program, Lakeridge Health offers one of the broadest and most comprehensive range of acute care services in Ontario.

Our post-acute care programs, including complex continuing care along with inpatient and outpatient rehabilitation services, are offered at a scale commensurate with specialty care hospitals throughout the Greater Toronto Area. And, best for people in the region, these services are offered close to home.

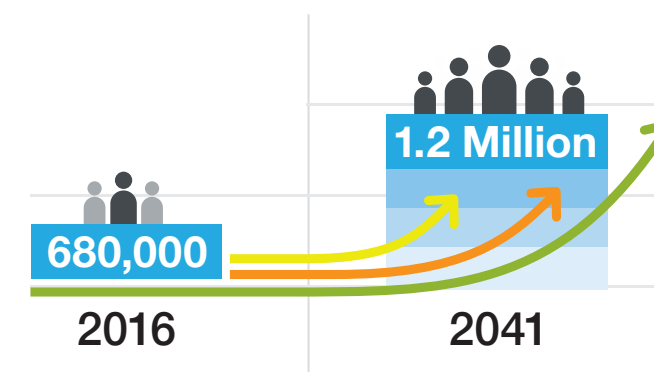
The provincially renowned Pinewood Centre provides mental health and addiction services, a residential treatment centre, and more than a dozen community health care locations in the GTA that are at the forefront of addiction medicine and care.

Home to the R.S. McLaughlin Durham Regional Cancer Centre that is amongst the best cancer centres in the province, and other high-quality regional offerings including, the Howard and Stephanie Humphrey Dialysis Centre, the Jerry Coughlin Shoulder Centre, and our Eye Care Centre in Bowmanville, Lakeridge Health offers the rich array of services that reflect the needs within our large and growing communities.

Lakeridge Health is the first place people in our communities go for health care. People come to Lakeridge Health when they realize they have a health problem, but do not know the cause. Every day, Lakeridge Health supports families who are struggling to help a child or older parent with changing physical and mental health challenges. Some people first come to Lakeridge Health when they are referred for advanced and sometimes life-saving treatment for conditions ranging from cancer, to complex surgery, to chronic kidney disease. We are here to support people whether their care journey is long or short, whether there are multiple destinations or they receive all services within the Lakeridge Health network – we stay with people every step of the way.

Supported by a dedicated and compassionate team of more than 7,700 physicians, nurses, health care professionals and volunteers, Lakeridge Health is building healthier communities, connecting care for people, and growing our reputation as a quality leader and innovator.

Durham Region Population Growth



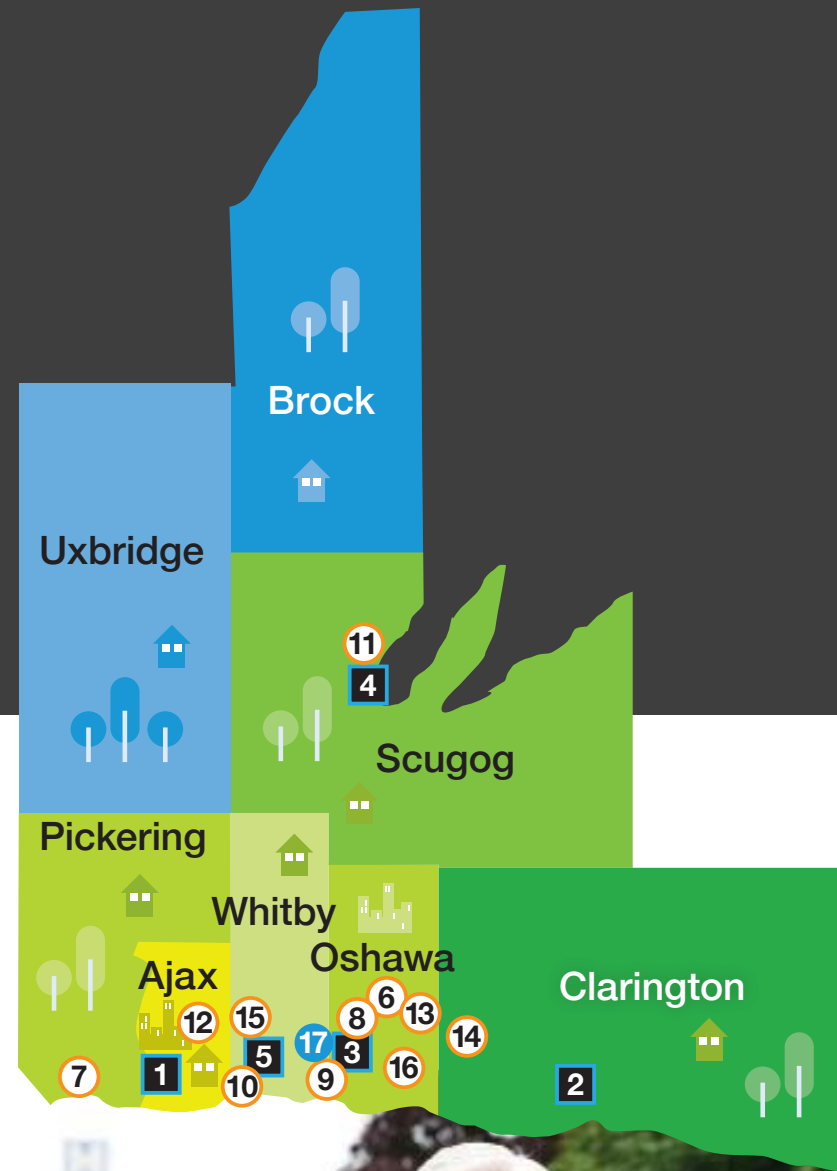
Lakeridge Health Locations in Durham Region

Hospital Locations

- 1 Ajax Pickering Hospital
- 2 Bowmanville Hospital
- 3 Oshawa Hospital
- 4 Port Perry Hospital
- 5 Whitby Hospital

Community Based Locations

- 6 Ambulatory Rehabilitation Centre
- 7 Assertive Community Treatment Team (ACTT)
- 8 Community Respiratory Services
- 9 Eating Disorders Program
- 10 Mental Health – Early Psychosis Intervention and Adult Integrated Mental Health Services
- 11 Pinewood Centre Community Treatment Services
- 12 Pinewood Centre Community Treatment Services
- 13 Pinewood Centre Community Treatment Services
- 14 Withdrawal Management – Residential and Community Services for Adults
- 15 Pinewood Centre – Women’s Residential Treatment Program
- 16 Pinewood Centre – Residential Withdrawal Management and Crisis Walk-In Services
- 17 Champlain Office



Lakeridge Health is building healthier communities, connecting care for people and growing our reputation as a quality leader and innovator.



Through a single system of care, focused on achieving best health, we can ensure our local health system is sustainable for generations to come.



The talented and committed team at Lakeridge Health is focused on creating an integrated health system that supports people to achieve their best health.



The Community We Serve

Durham Region is one of the fastest-growing areas in Canada, with the population expected to almost double to 1.2 million by 2041.

This rapid growth is fueled by people moving into the region to work and raise families. As our population grows, it becomes more diverse, and Lakeridge Health is committed to respond to changing cultural, socio-economic, generational and linguistic needs while reflecting the changing values, traditions and priorities of our expanding community.

Like Ontario, and Canada more broadly, our region is also grappling with major trends including meeting the needs of an aging population, an increased incidence of complex chronic disease and a rapidly growing demand for mental health and addictions services.

Over the next 20 years, the fastest growing sub-set of the population will be people over the age of 90, with significant growth in all groups aged 65 and older. Given this fundamental demographic shift, we need to think differently about how to provide a seamless continuum of health services that meet people's individual needs. Older adults, more than

any other group, need care to be connected from hospital to home to the community to long-term care through both in-person and virtual services. The aging population also compels us to consider the significant role of hospice and respite services within the region.

Likewise, rising rates of chronic diseases such as diabetes, chronic obstructive pulmonary disease and congestive heart failure, require health care organizations to rethink the relationship between primary care, hospitals and community services – to create new partnerships that go beyond the confines of traditional roles and boundaries between services and sectors.

The communities we serve, most notably the City of Oshawa, are bearing the brunt of our country's opioid crisis, with amongst the highest opioid overdose rates and opioid-related emergency department visits. This crisis serves as a flashpoint that requires us to better integrate our region's fragmented mental health and addictions services.



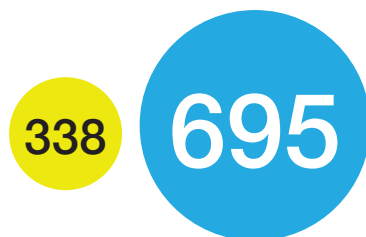
The region is also experiencing profound change in the economy. It is becoming more economically diversified, with significant job growth in areas such as higher education, health sciences and construction. At the same time, major economic challenges remain: growth is not spread equally across the region; traditional sectors are in decline; and youth unemployment remains high. As a major employer and leading trainer of medical and health care professionals, Lakeridge Health also has a role in strengthening the economic foundation across the region.

With the increased expectation that modern health care also includes access to digital health care information, availability of virtual care visits and sharing of patient information, there is a need for fast, reliable and affordable broadband service throughout the region to support advanced health care. There are currently large numbers of people unable to access broadband connectivity in their homes and, as we look to more accessible and equitable services, we need to continue to support better and affordable access to broadband.

Lakeridge Health is committed to respond to changing cultural, socio-economic, generational and linguistic needs while reflecting the changing values, traditions and priorities of our expanding community.

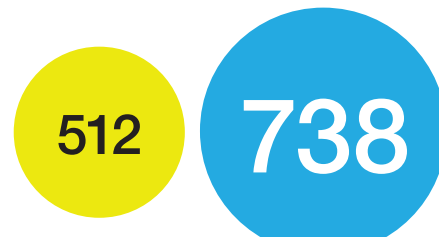
Number of people admitted to Lakeridge Health

Congestive Heart Failure



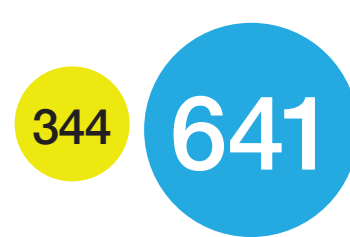
2014 2018

Chronic Obstructive Pulmonary Disease



2014 2018

Stroke



2014 2018

The 2019–2024 Strategic Plan

Along with our essential role as a regional provider of high quality acute care, within five years our goal is to be a leading health system that is focused on improving the overall health and wellness of the people in our region.

Today, Lakeridge Health is a large, comprehensive health care system, with a focus on managing illness. Along with our essential role as a regional provider of high quality acute care, within five years, our goal is to be a leading health system that is focused on improving the overall health and wellness of the people in our region. This is a major shift in thinking about what we do and how we do it. To deliver on this ambitious goal, Lakeridge Health will take on a broader leadership role as a connector, linking together the services and supports people need to live healthier lives. In the next five years, we will focus on creating a system that supports all people to be healthy and prevents or delays the onset of chronic disease – a shared priority of the patients and families, community members, and partners who worked with us to develop the 2019–2024 Strategic Plan.

To **Improve Population Health** we will partner with primary care physicians and other providers across the region to promote health and wellness. We will also

work with non-traditional partners outside the health care sector – such as municipal government, the social service and educational sectors and the private sector – to address social determinants of health and improve the health and quality of life for all people with a focus on vulnerable or marginalized people in both urban and rural communities. Through these partnerships, Lakeridge Health will be accountable for catalyzing joint action across health, social services, and other sectors to improve the health of the population.

As the largest health care provider in the region, Lakeridge Health also has a major role to play in improving how people experience the health care system. We are committed to **Improve Individual Health Care** by ensuring that when people need emergency, outpatient, inpatient, or specialized care, it is timely, coordinated, and easy to access. A key enabler of this improvement will be the use of virtual care to allow people to access their care team from home or work.

By using everyday technology to bring services into people’s homes and to link rural communities with specialists and primary care, everyone in the region will have access to the medical care and supports they need.

We will lead the transformation to **Create an Integrated System of Care** by improving connections with other local health care providers across and beyond the region to offer a seamless experience for those people we jointly serve. These actions will help to tackle system issues like hospital overcrowding and Alternate Level of Care (ALC). In turn, these approaches will make our services and the overall system more sustainable. We will work closely with the Ontario Ministry of Health and Long-Term Care to address funding, regulatory and policy barriers that disadvantage multi-site organizations serving diverse geographies.

Our success is only possible through the dedication of our talented and compassionate team. Through an unwavering and dedicated focus on the health, wellness and wellbeing of our team and commitment to create a high-performing, adaptable and enjoyable workplace environment, we will **Be a Workplace of Choice**. By continuing to focus on a safe and healthy workplace where people are valued, ideas are celebrated and contributions are recognized, we will continuously work and engage with our team to ensure we are focused on the improvements to our system that are most important and meaningful. We will grow our opportunities to teach and train the medical and health care professionals of the future to enhance the experience of our team and recruit new graduates into the organization.

This is an ambitious plan which will transform the health care system in the region.



It will take unparalleled leadership, support at every level, and a commitment to redefine our role in health care. With single-minded dedication to this strategic agenda, Lakeridge Health is positioned to unleash its full potential as a leading health system.

STRATEGIC DIRECTIONS



Improve Population Health

Partner with primary care and other providers to promote prevention, health and wellness strategies that foster healthier communities.



Create an Integrated System of Care

Lead the transformation to a connected and integrated system of care in Durham Region.



Commitment to Individual Health Care

Continuously improve delivery of high quality care and services in acute, home and community settings.



Be a Workplace of Choice

Through a dedicated focus on team health, wellness, safety and wellbeing that supports a high-performing, adaptable and enjoyable workplace environment.

Creating this Plan

This plan was developed through the collaborative efforts of our dedicated team, the community, health care providers, a wide variety of partners, patients and families.

Over the course of a full year of intensive and inclusive consultation – one of the largest in our history – we collected more than 17,000 points of input and feedback that challenged us to shift our thinking about how to create a future-ready health care system. From January 2018 to March 2019, we engaged through face-to-face meetings, web-based events, telephone town halls, surveys and individual consultations to hear from our community. The input along with other data, evidence and global best practices informed the development of the plan.

A number of themes consistently emerged through the consultations and have informed Lakeridge Health's 2019–2024 Strategic Plan. Across all groups, people told us that Lakeridge Health **must be a connector** to: create a true system of care; enhance patient experience; improve access to services and information; and improve care within the organization and across the broader health care system.



This mandate will require Lakeridge Health to better understand the specific needs of the communities we serve, to build stronger partnerships with community organizations – within and outside of health care including social services and housing – to more effectively share information across the system, to invest in prevention and to develop new models of care that take services to people in their homes and local communities.



Multi-Year Planning Framework

Optimizing patient care and improving the health and wellbeing of the people in the region requires a new mindset about health and health care.

Lakeridge Health used the Quadruple Aim, the global best practice for building successful health systems, adopted from the Institute for Healthcare Improvement (IHI) as the foundation for its strategic planning process. The framework recognizes that sustainable change must focus on multiple dimensions of improvement simultaneously.

These dimensions are:

- Improving the patient experience of care (including quality and satisfaction);
- Improving the health of populations;
- Reducing the per capita cost of health care; and
- Bringing joy and meaning to the workforce.

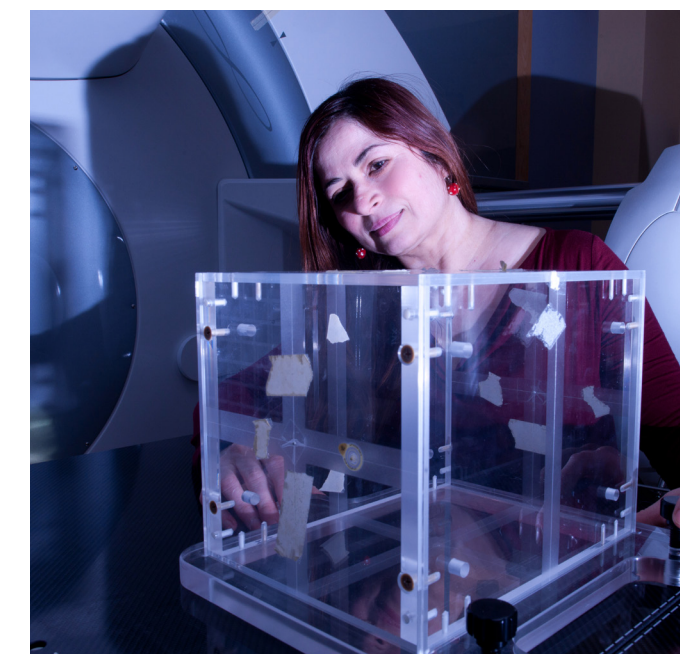
This planning framework guided our thinking and decision making throughout the development of the 2019–2024 Strategic Plan, validated by the input and feedback received through our extensive consultations.

Patients and Families said that they want not only improved access to care, but also more patient-focused care.

The **Community** said that it wants Lakeridge Health to work with health care providers and partners in other sectors to prevent disease, rather than just treat it.

Our **Team** said it wants to be engaged to be part of the solution and empowered with the opportunity to innovate.

Partners said they want to explore new partnerships for service delivery, have flexibility in funding models, and increase electronic health care so that we can improve access to services together.





STRATEGIC DIRECTION 1

Improve Population Health

Why this matters

Traditional health care delivery has focused on providing the best possible care to patients who access the Lakeridge Health system. This approach often obscures the fact that health outcomes can vary significantly across and between groups of patients. Leading health care systems have recognized the need to understand and respond to the distinct needs of diverse populations to improve the overall health of the people they serve and reduce disparities in outcomes. Our Mental Health and Addictions and Oncology programs are already leaders in driving improvements at the population level and, building on this experience, Lakeridge Health will expand our population health focus across all of our programs and services and our work with partners going forward.

A focus on population health will not eliminate disease, but it will ensure that each person living in the region will have the best opportunity for better health, whether they happen to be a child living with type 1 diabetes, a senior living independently at home, a middle-aged person newly diagnosed with cancer, a person experiencing addiction and homelessness, or a newcomer who is just learning to speak English. Population health approaches recognize that health is best understood not as the absence of disease, but as the “capacity of people to adapt to, respond to, or control life’s challenges and changes.”¹



1 (Frankish, et al. 1996).

What we will do

- Develop a deep understanding of our diverse community needs to address disparities, promote equity and enrich quality of life
- Co-commit with our community and partners to a set of health measures to improve, to focus our collective efforts
- Each of our clinical programs will have population health measures which they will drive to improve – these will undoubtedly include secondary prevention measures for various chronic illnesses
- Strengthen community partnerships across the continuum of care to tailor a delivery network that supports optimal health
- Leverage innovative and cost-effective options to improve patient care including virtual care, digital engagement and technology innovation
- Collaborate with primary care and community partners to support people at home or in their community



STRATEGIC DIRECTION 2

Commitment to Individual Health Care

Why this matters

People expect accessible, high quality health care close to home. For Lakeridge Health this means a relentless focus on improving clinical practices and meeting the highest standards within all our local hospitals, community services and specialized regional programs as well as a commitment to empower patients and their families to become true partners in care. It also means working with partners in health and social services across the region to ensure that people have a seamless experience as they transition across the health care continuum.



What we will do

- Evolve as a leading provider of acute health services, focused on the best outcomes for people in our communities
- Establish new services and models of care that are responsive to emerging patient needs
- Encourage, empower and enable patients and their families to be true partners in their care
- Invest in innovative health care models and virtual care opportunities to support people to safely and effectively manage disease and chronic conditions at home or in their community
- Improve the overall experience of care (quality and patient satisfaction)



STRATEGIC DIRECTION 3

Create an Integrated System of Care

Why this matters

Lakeridge Health has a responsibility to extend beyond our walls and shift thinking about our mandate as a health care provider. As one of the largest employers in the region, Lakeridge Health is crucial to local economic vitality and is uniquely positioned to become the connector between community members and a broad array of community health services. In addition to providing high quality acute health care services, Lakeridge Health will also work with partners across and beyond the area we serve to ensure that the regional population is able to access a full continuum of integrated health and other services that promote health, wellness and quality of life.

Health system problems such as emergency department overcrowding, hallway health care, and people waiting for long-term care placement can only be solved by improving care, housing and social support options for people in the community. Success requires Lakeridge Health to reimagine our role within the regional health system – to be the connector for the community – and create partnerships and new service offerings we had previously not thought possible.



What we will do

- Use data, evidence and best practices to understand the needs of the community and to support decision-making, health equity and cost reduction
- Excel as an economic engine that drives prosperity in our region through expanded academic, research and post-secondary relationships
- Pursue non-traditional partnerships within and beyond the health care sector to extend service to more people at a better value
- Enhance supports for sustainable transitions across the system through strong linkages with community partners
- Continue to plan and deliver services close to patients' homes through the power of our strong regional network and our focus on rural health
- Ensure we are delivering our core services in a responsible and fiscally sustainable way

Cost of inpatient hospital stays

Average cost per inpatient day **\$1,173**

Average cost per hospital stay **\$7,155**

Cost of outpatient visits

Hospital Outpatients **\$283 per visit**

Dialysis Outpatients **\$448 per visit**

Oncology Outpatients **\$630 per visit**



STRATEGIC DIRECTION 4

Be a Workplace of Choice

Why this matters

Success depends on the strength of the team and our ability to recruit and retain the most talented people. Lakeridge Health is focused on being an employer of choice in the Canadian health care sector and strives to be a place where the best people want to start, build and finish their careers in health care. We will provide the tools for our team to make a profound, positive difference in the lives of people around them, recognizing that our people are under tremendous pressure, dealing literally with matters of life and death.

Every day a team of 6,200 people including physicians, nurses, allied health professionals and other team members alongside 1,500 amazing volunteers answer the call to provide essential care, treatment and support to people in the region. To become a truly high-performing health care system, Lakeridge Health will focus on supporting and empowering team members to improve the health and quality of life of the residents living throughout our vast geographic region.

Did you know...

each year Lakeridge Health has...

300 Medical Trainees

1,500 Volunteers

1,600 Nursing Students

and we currently have...

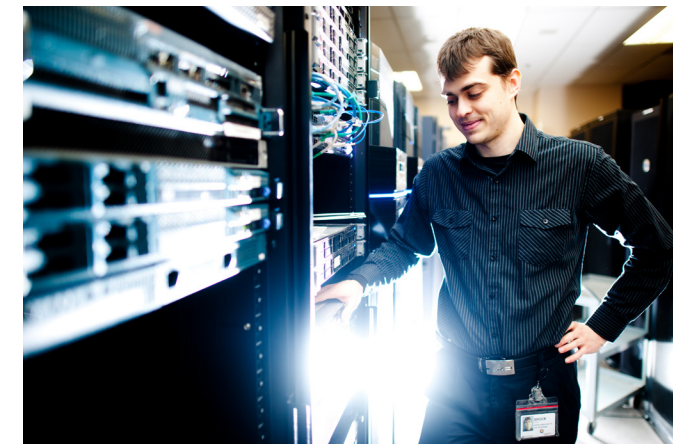
158 Research Partners

and our...

1st Chair for Palliative Care

What we will do

- Create a culture that inspires exploration, innovation and excellence in everything we do
- Foster an inclusive, healthy work environment where people feel safe, valued and recognized for their individual and shared achievements
- Enable interprofessional teams where people work to their full scope to deliver high quality care, meaningful outcomes and continuous improvement
- Become a workplace of choice that attracts, appreciates and retains highly dedicated, accountable people who reflect our community, deliver care with kindness, and execute with passion, professionalism and integrity



What Success Looks Like

The Health System in 2024

We will determine a set of measures that are at the centre of identified health needs of our communities, are aligned with the capabilities of our programs, and are committed to by our key partners in health and social services. A focus of our Year One work will be to define these measures, along with any related direction from the Government of Ontario.

What Success Means

- **Healthy Communities:** deep understanding of the local needs of patients, families and residents to improve health
- **Better Access to Services:** become a leader in leveraging technology to provide a seamless and timely care experience for the people we serve
- **Commitment to Quality and Patient Satisfaction:** high quality service across the system; patients as partners
- **Service Expansion:** new and expanded services to meet health care demands
- **Seamless Connected System:** connected services through partnerships to improve patient care and transitions
- **Financially Sustainable System:** financially sound and efficient system that ensures the best outcomes and highest value
- **Innovative Partnerships:** key partnerships to improve overall health
- **Economic Engine:** academics mandate that supports research and innovation; train health care providers of the future
- **Workplace of Choice:** attract, appreciate and retain high-performing teams that reflect the community, care with kindness and execute with passion, professionalism and integrity



One System. Best Health.



Lakeridge Health

Lakeridge Health

Lakeridge Health is more than the sum of its parts. We are a single organization with a common approach and standards operating across 16 different locations throughout Durham Region. With five hospitals, a residential treatment centre and more than a dozen community locations in the GTA, Lakeridge Health provides care, treatment and support to more than 680,000 people living and working in Durham Region.

Strategic Directions



Vision



One System.
Best Health.

Mission



We empower people
to live their best health.

Values

- Inclusion
- Compassion
- Innovation
- Teamwork
- Joy



Lakeridge
Health

lakeridgehealth.on.ca