



# Annual Business Plan 2020/21



**Lakeridge  
Health**

March 26, 2020

# Lakeridge Health

## About Lakeridge Health

Lakeridge Health is Durham Region’s acute health care provider and one of Ontario’s largest community health care systems.

With five hospitals, four emergency departments, a residential treatment centre and more than a dozen community health care locations, Lakeridge Health is working to provide the best experience for patients and their families in one of the fastest growing areas of the province.


Lakeridge Health is home to several regional specialty centres, including the R.S. McLaughlin Durham Regional Cancer Centre, Pinewood Centre for addictions and mental health, and The Shoulder Centre. Lakeridge Health also provides regional eye care, mental health, and chronic kidney disease services to residents of Durham Region and beyond.

Supported by a dedicated team of more than 5,400 employees, 760 physicians and 1,500 volunteers across 16 locations, Lakeridge Health is working with partners at all levels to create an integrated health system to provide care and services to the more than 650,000 people living and working in Durham Region.

Along with our essential role as a regional provider of high quality acute care, Lakeridge Health’s goal is to be a leading health system focused on improving the overall health and wellness of the population in Durham Region, as outlined in our 2019-2024 Strategic Plan.

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

### Vision



One System.  
Best Health.

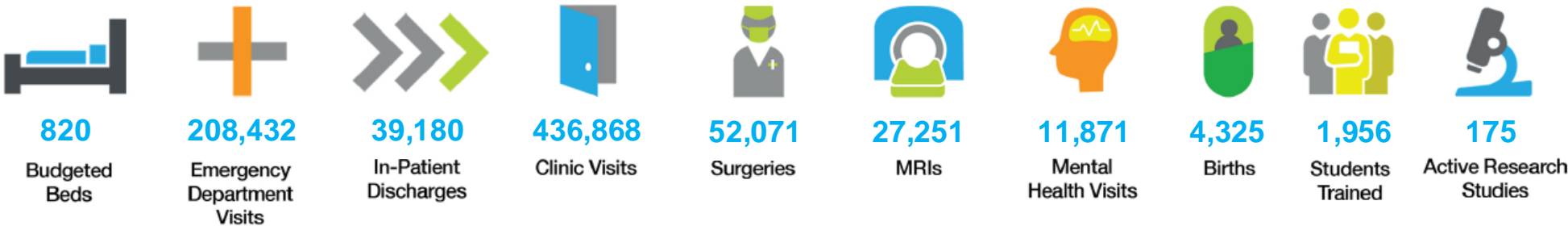
### Mission



We empower  
people to live  
their **best health**.

### Values

- Inclusion
- Compassion
- Innovation
- Teamwork
- Joy



2019/20 Statistics



# The Year Ahead

On March 11, 2020, the World Health Organization declared Novel Coronavirus (COVID-19) as a global pandemic and the devastating effects of the outbreak are being seen throughout the world.

Extreme measures have been implemented across Canada including the closing of borders and within Ontario through the temporary shutdown of public services, the education system, businesses and transportation networks in an effort to minimize the spread of COVID-19.

Since January, our leaders across the organization have been working tirelessly to prepare for COVID-19's arrival and the potential need for a pandemic surge.

Over the past few weeks, Lakeridge Health has implemented many enhanced measures within the organization based on Provincial Directives and Guidelines and local expert advice to enhance safety. These have included limiting people within our hospital facilities, ramping down non-essential services and suspending our vital volunteer and student placement programs.

This week community spread has been confirmed in Durham Region and we have further intensified our efforts. Our focus is to ensure patients, the Lakeridge Health team and our community are as safe as possible and that we continue effective hospital operations for the most acute patients.

These decisions were difficult, as we understand the importance of health care to our community, including vulnerable populations that require service as an important part of regular daily living. As we plan to ensure stable operations through COVID-19, these necessary changes will enable the organization to focus on the most acute patients.

Further we have opened or are opening COVID-19 Physician Assessment Centre's to divert people from our emergency departments and protect hospital capacity.

Lakeridge Health will continue to work closely with health care partners to monitor the spread for COVID-19 and will respond, refine and pivot accordingly to ensure we are able to provide critical services to the people we serve over the coming days, weeks and months.

Although our plans have shifted for now, we are committed to making the improvements that are identified in our planning efforts and our scorecard for 2020-21 once the global pandemic and incidence of COVID-19 within Durham Region recedes, our teams have recovered, and financial resources and health care human resource capacity are available. Thank you for your ongoing commitment and dedication to providing the highest quality of care to the people we serve.



**Susan deRyk**  
Interim President & CEO



**Dr. Tony Stone**  
Chief of Staff

# The Year in Review 2019-2020

Last year (FY 2019-20) marked year one of Lakeridge Health's 2019-24 Strategic Plan that serves as the blueprint for creating a regional system of health and influences how health care services will be delivered to our growing community for years to come.

In 2019-20, Lakeridge Health implemented a multi-year planning framework to align all activities to the Institute for Healthcare Improvement (IHI) Quadruple Aim, a global best practice for building successful health systems. Further, we focused on reimagining how we work with partners, cultivating new ideas for delivering high-quality compassionate care, bringing joy to the workplace, and developing innovative partnerships to extend services into the community. Together, we made extraordinary progress on the priorities identified in our 2019-20 Annual Business Plan (ABP). We have much to be proud of.

## Population Health

In 2019-20, Lakeridge Health strengthened community partnerships to develop a delivery network that supports optimal health for the community we serve. Planning efforts advanced scheduled outpatient ambulatory care facilities, including the Jerry Coughlan Health and Wellness Centre to be built in the City of Pickering, to improve access to health care services. Our transitional bed strategy supported patients to safely transition to their next level of care in the most appropriate setting post-discharge and supported us to reduce hallway health care. This innovative approach alleviated pressures related to patient flow throughout our organization with a focus on improving wait times and enhancing overall access to care.

Lakeridge Health, along with 19 other partner organizations across Durham Region, was announced as one of the first Ontario Health Teams (OHTs) in the province to implement a new model of organizing and delivering health care that better connects patients and providers in their communities to improve patient outcomes. Through the Durham OHT patients will experience easier transitions between their health care providers by sharing one patient story, health record and care plan.

## Experience of Care

Lakeridge Health continued to focus on innovative approaches to improve patient experience in the emergency department and across all inpatient units. In collaboration with Durham College, artificial intelligence technology was used to predict wait times by individual patients in the emergency department. Self-screening kiosks were installed at the Oshawa Hospital and Port Perry Hospital to welcome patients and collect basic information to prioritize care. Our team implemented evidence-based guidelines to reduce the risk of falls for our vulnerable population and to support improvements for quality and safety. The results of our year one Accreditation Canada on-site survey also demonstrated our relentless focus on delivering the highest standard of clinical care and patient experience.





# Year in Review 2019-2020



Significant progress was made with partner hospitals to develop the plan to implement a regional Clinical Information System (CIS). The future launch of this electronic health record will support clinical standardization to further improve access, quality of care and patient outcomes across the region.

## **Team Wellness**

Over the past year, our concentrated efforts were to provide a healthy, safe, and secure workplace for our teams. The organization developed a comprehensive Nine-Point Workplace Violence Prevention and Safety Plan that emphasized better communications, prevention and response training. In addition, training and resources related to mental health and wellness were provided to staff to support resilience and job stress. To strengthen performance, recognition and accountability, we piloted a performance appraisal program for frontline staff and refreshed our formal reward and recognition program.

## **Sustainability**

Creating a sustainable health care system is critical to ensuring health care services are available today, and for years to come. We continued to focus on strategies to support a balanced budget, while strategically investing in key initiatives and capital improvements. Significant effort and energy has focused on innovative and best practice methodologies to reduce the length of stay including seven-day-a-week discharge and utilizing an estimated date of discharge tool to support discharge planning in alignment with provincial standards. A commitment to our building and infrastructure redevelopment plans resulted in the official opening of the new 22-bed Mental Health Unit at Ajax Pickering Hospital. This new service opened in January 2020. This new patient unit, along with continued progress on the Bowmanville Hospital redevelopment and expansion, will bring much needed services to our rapidly growing region.

### *Connecting People with Services Across the Region*

"I grew up in Pickering with mental illness. At 48 I broke down, forcing a long overdue visit to my doctor who referred me to Lakeridge Health. There were assessments, conversations and a diagnosis – Bipolar 2. Finally, something made sense and there was a chance to deal with my illness effectively. Lakeridge Health's Mental Health Day Program showed me that I wasn't alone and that I had more control over my recovery than I ever thought. From there, I was referred to Ontario Shore's Partial Hospitalization Program. I'm now able to make a new path that's right for me."

- Lori L.M., Lakeridge Health Former Patient

# Year in Review 2019-2020

Over the past year, Lakeridge Health has provided high-quality care to thousands of residents in Durham Region and beyond that required specialized acute care. Providing high-quality care within an evolving health care sector is only possible due to the extraordinary efforts and collective determination of the entire Lakeridge Health team.

As part of Lakeridge Health's strategy to enhance the patient experience in the emergency department, the 'Volunteers Helping Seniors' program was launched at Bowmanville Hospital to provide comfort and support to emergency department patients and their families and to keep them well informed during their emergency visit.

The R.S. McLaughlin Durham Regional Cancer Centre implemented a state-of-the-art robotic drug dispensing technology, offering the highest standard of cancer treatment to Durham patients and families, and the Oshawa Hospital celebrated the unveiling of a new state-of-the-art inpatient pharmacy that serve patients at all five hospital locations. The new space makes it easier and more efficient for staff to process medication orders, provide drug information and pharmacotherapy services to support better patient care.

The Healing Ceiling program at Port Perry Hospital has lifted the spirits of patients through artwork. Local Scugog artists created works of art that are displayed on the ceiling above hospital beds to support a more positive and comfortable inpatient stay. In addition, a virtual care visit pilot with Ontario Telemedicine Network (OTN) has enabled physicians to provide on-demand support to trauma patients through personal videoconferencing.

The Multi-Care Kidney Clinic at Whitby Hospital has supported people to remain healthy and manage chronic kidney disease through education, support, and treatment advice. Home dialysis clinics offered online consults so that patients can receive the care they need from home.



# Setting the Stage for 2020-2021

## Global Health Care

It is an unprecedented time globally as the World Health Organization has identified the Novel Coronavirus (COVID-19) outbreak as a global pandemic. With recent developments in the spread of the virus, Lakeridge Health will continue to monitor the impact of COVID-19 on a global, national, provincial and local scale. Lakeridge Health has developed a robust pandemic plan in collaboration with Durham Region Public Health and Ministry of Health partners, to address the virus locally, and have ensured appropriate practices and processes are in place for the safest environment for everyone at Lakeridge Health and our community.



In general, health care systems throughout the world are also challenged with the same trends Lakeridge Health experiences within Durham Region. These include the rising costs of health care delivery; increased life expectancy; rising rates of chronic and non-communicable diseases; and a shift in how patients wish to receive their care. Lakeridge Health will continue to work with partners and explore new opportunities to ensure care in Durham Region is sustainable, accessible, and meets the needs and expectations of the people we serve.

## Government of Canada

Following the most recent federal election in Fall 2019, the Government of Canada outlined their top health care priorities: access to a family doctor or primary health care team; setting national standards for access to mental health services; and well-coordinated and effective responses to the ongoing opioid crisis. Through continued engagements with our community partners, access to our Rapid Access Addiction Medicine clinics and the opening of a new mental health unit in Ajax Pickering, Lakeridge Health will continue to lead efforts in the Region to support access to mental health and addictions services.



## Ontario Ministry of Health and Ontario Health

In December 2019, a new “superagency”, Ontario Health, was formed with the amalgamation of Cancer Care Ontario, Health Quality Ontario, eHealth Ontario, Health Shared Services Ontario, and HealthForce Ontario Marketing and Recruitment Agency. As part of the changes within the Ontario government, the former 14 LHINs across the province have been reorganized into five geographic regions under Ontario Health, with Central East joining the new East Region. Continuing to foster relationships with the Ministry of Health and the newly formed Ontario Health will be critical as Lakeridge Health continues to develop strategies and programs to support the government in achieving their goal of ending hallway health care. The Ontario health care system will continue to transform with the announcement of OHTs. Lakeridge Health is the lead agency for the Durham OHT, which has been selected to be an early adopter and is working in partnership with patients, families and caregivers to improve access for coordinated health care and social services across the region.



# Progressing on our Goals 2019-2020

Quadruple Aim	Corporate Indicator	YE Projection
Population Health	Emergency Department Visits for Opioid Poisoning	Green
	Colon Cancer Screening – Colonoscopy Wait Times	Green
	ALC Rate (% beds)	Red
Experience of Care	Emergency Department Patient Experience	Yellow
	Inpatient Falls Causing Injury (Rate)	Yellow
	Physician Divisions with Quantitative Measures aligned to the Quadruple Aim	Green
Team Wellness	Team Engagement	Red
	Voluntary Turnover	Green
	Accident Prevention Plans	Green
Sustainability	Balanced Budget	Red
	Cost Per Weighted Case	Green
	Virtual Care Visits	Red



# Our Plan for 2020-2021

## Global Pandemic

As the situation continues to evolve, Lakeridge Health will remain focused on ensuring our patients, teams and community are safe during the COVID-19 global pandemic. Our collective effort and energy as a team will now focus on ensuring we are able to provide critical services to the people we serve.

Prior to the global pandemic of COVID-19, an ambitious plan as outlined below was developed for 2020-21 to work towards advancing our strategic agenda. Although our plans have shifted for now, we are committed to make the improvements that were identified in our planning efforts and our scorecard for 2020-21 once resources and capacity become available.

## Clinical Transformation

Lakeridge Health remains committed to delivering the highest quality care to our patients. This will be enhanced with the implementation of Epic, our new CIS. Implementation of this new system is a key enabler to clinical transformation for the organization in 2020-21. Lakeridge Health is partnering with six acute care hospitals in Central East Ontario to drive large-scale improvements in safety, reliability and quality of care across 13 hospitals and dozens of community clinical locations in the region. Epic will provide a single, comprehensive electronic health record for each patient who accesses care from their health team.

This new system will result in a comprehensive digital health record for every patient, substantially improving the quality of patient information and continuity of care across different providers while enhancing clinical decision-making at every level. Each partner will have real-time access to patient medical information, allowing health care providers to make timely, informed decisions based on the most up to date information. Patients will be able to access their own health record through a secure, online portal that will allow them to be more in control of their care. Throughout the year, every team within Lakeridge Health will be engaged in design, testing and implementation to prepare for a successful launch.

### *Personalized Predicted Wait Times in the ED*

"People waiting in an emergency department often feel frustration and anxiety because they don't know how long they will be there or what to expect. In collaboration with Durham College's Hub for Applied Research in Artificial Intelligence, we developed a tool that provides a predicted, personalized wait time for patients in the ED. Lakeridge Health will now be able to empower patients and families by giving them a realistic idea of how long they have to wait to see a physician."

- Dr. Ilan Lenga,  
Chief Information Officer and Chief  
Medical Information Officer of  
Lakeridge Health

*Improving Workplace Safety and  
Enhancing the Patient Experience*

"Our program was trying to improve therapeutic relationships between staff and patients. While researching different options with stakeholders in the hospital, we came across Safewards, an internationally recognized program that engages both staff and patients in a positive and proactive way to reduce tension and conflict. Working with our multidisciplinary team, we have implemented several of the interventions. Safety on the unit has improved and it has instilled hope in our patients as well as our staff"

- Bobbie Taylor, RN – Patient Care  
Manager, Mental Health and  
Pinewood Centre Program

### **Safety & Security (Team Wellness)**

A healthy, safe and secure workplace is critical to support team wellness within the organization. Lakeridge Health has developed a Nine-Point Safety Plan to foster a safe work environment that focuses on reported incident follow up; communications and workplace violence prevention and response training; and identifying and addressing the risks for workplace violence. We will utilize evidence-based tools for training and education to create high-performing teams that center around the needs of the people we serve. We will continue our focus on recruitment and retention of talented teams, and they will be supported through clinical and organizational change. Team engagement and action planning will be critical to ensure all members of our organization feel heard, supported and valued.

The implementation of the new CIS will improve the experience for health care providers by creating a reliable and integrated patient record, standardizing and automating processes to improve safety, quality, efficiency and improving the quality of information to support data-driven decisions. The CIS will provide enhanced communications to support teams to coordinate care across every program, all our hospital locations and throughout the region.

### **Balancing our Budget**

Lakeridge Health plays a critical role in contributing to a sustainable health care system. We remain committed to balancing our budget and will continue to work on strategies to create efficiencies.

Addressing hallway health care remains a critical focus of Lakeridge Health's agenda. We continue to work with our system partners to find and develop innovative solutions to address Alternate Level of Care (ALC) in our hospitals including exploring opportunities for additional transitional beds in the community.



We will also begin construction of the Jerry Coughlan Health and Wellness Centre which will enhance access to ambulatory services in North Pickering and improve patient flow across the healthcare continuum and we will continue our work to increase access to surgical services to drive high-quality, efficient care and improve patient outcomes and experiences.



## Bowmanville Hospital Redevelopment and Expansion

An essential component of delivering high quality care to the community is having proper infrastructure in place to support the needs of those we serve. The Bowmanville Hospital redevelopment and expansion will continue to be a focus for the organization as it will provide greater access to modern facilities and new services to our rapidly growing region.

Planning activities to support capacity also include the selection of a new hospital site location and a mixed residential use facility including long term care on Ajax Pickering Hospital land to support people deemed ALC to a more appropriate care setting.

To support system transformation, Lakeridge Health is working with community partners to explore opportunities for collaboration to enhance the coordination of mental health care and addiction services to the

clients and families we serve. This collaborative approach fully aligns with the Ontario Government's priority and will enhance people's experience, improve quality of care for people with mental health conditions and addiction in Durham Region and support system efficiencies.

Ontario Health Teams will support the transformation of healthcare on a local, regional and provincial level. Working closely with our partners across the continuum of care, the Durham OHT will begin a phased implementation of year one activities and focus on improving service delivery and care for two high needs groups: older adults living with frailty and individuals living with complex conditions, with a focus on mental health and addictions. The Durham OHT will plan to scale and spread its new approach according to best practice to offer patients, families, and caregivers the highest quality care and best experience possible across Durham region. The new OHT model of care will build a connected health care system centered around patients, families and caregivers; making it easier for patients to navigate the system and transition between providers.



### *Geriatric Emergency Management Nurses*

Empowering frail older adults and their families with the ability to transition from the hospital back to their homes with support is the core of the Geriatric Emergency Management (GEM) Nurse initiative. GEM nurses partner with patients and their families as they navigate through the health care system, providing referrals to a number of support services in the community.

"Through my role, I have built relationships with community service providers and partner organizations. By connecting older patients and their families to the resources and services in their communities, we are helping them live in their homes as long as possible."

- Angela Buffett, RN, Clinical Nurse Specialist, GEM program

# Measuring Success

Lakeridge Health's ABP will be monitored and measured through targets outlined in the Corporate Scorecard. Program scorecards, performance objectives, and the Quality Improvement Plan (QIP) also serve as opportunities to track and measure success. The ABP will be regularly reviewed to gauge progress towards the Lakeridge Health vision of building an acute regional health care system for Durham Region. To simultaneously advance our four strategic directions Lakeridge Health has identified nine quantitative measures for 2020-21:

Corporate Quantitative Measure	2019-20 Target	Current Performance	2020-21 Target
<b>Population Health</b>			
% ALC Beds (QIP)	18%	27.4%	27.4%
<b>Commitment to Individual Health Care</b>			
Would you recommend this ED to your friends and family? (QIP)	76.7%	64.5%	76.7%
Time to inpatient bed (QIP)	N/A	40.6 hours (90 <sup>th</sup> percentile)	40.6 hours (90 <sup>th</sup> percentile)
Pressure Injuries	N/A	4.6 per 1000 patient days	3.4 per 1000 patient days
CIS Implementation	N/A	N/A	Go Live in Q4
<b>Create an Integrated System of Care</b>			
Balanced Budget	\$0	(\$8.4M over)	\$0
Cost per weighted case	\$5899	\$5632	\$5632
<b>Be a Workplace of Choice</b>			
Team Engagement Score	65.5%	59.6%	Peer average of new tool
% of reported WeCare incidents that have an accident prevention plan identified and documented within 21 days of being reported	75%	47.7%	75%