



Annual Business Plan 2021/22



**Lakeridge
Health**

June 2021

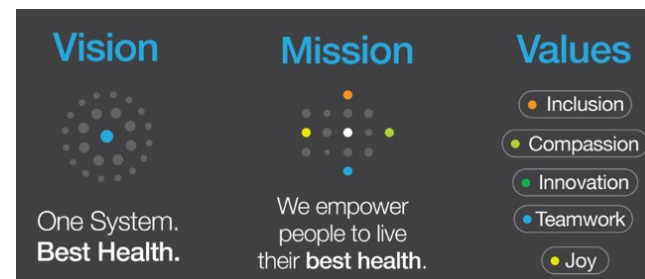
Lakeridge Health

About Lakeridge Health

Lakeridge Health is Durham Region's acute care provider, offering one of the broadest and most comprehensive ranges of acute care services in the province. With five hospitals, four Emergency Departments, and more than twenty community health care locations, we offer our culturally diverse community a wide range of acute care, ambulatory and long-term care services across multiple sites.

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. We also provide regional eye care, community mental health programs and chronic kidney disease services to residents of Durham Region and beyond.

Guided by our vision of One System, Best Health, we are committed to delivering the highest standard of care and supporting patients and their families on their care journey with compassionate and kindness.



783

Budgeted
Beds



171,011

Emergency
Department
Visits



34,974

In-Patient
Discharges



403,507

Clinic Visits



24,071

Surgeries



18,380

MRIs



37,065

Mental
Health Visits



3,973

Births



1,057

Students
Trained



154

Active Research
Studies

2020-21 Statistics

The Year Ahead

March 11, 2021 marked one year since the World Health Organization declared Novel Coronavirus (COVID-19) a global pandemic, forever changing our world. The Lakeridge Health team has been greatly impacted by this pandemic but have come together like never before to respond to this unprecedented time with extraordinary courage, compassion, and resiliency. Working together with community partners, our teams have provided lifesaving care to our community, as well as significant support to long-term care homes, assessment centers and vaccination efforts.

Ontario hospitals continue to face ongoing pressures due to this healthcare crisis. The current situation is dynamic and continuously evolving, and Lakeridge Health remains focused on providing high-quality, compassionate care to ensure the safety of patients, families, and team members.

As we look to the year ahead, we will focus on recovery and stabilization from the global pandemic while ensuring we are prepared to respond to any future capacity surges with successful strategies utilized during all waves of the pandemic. Based on Ministry directives, we will gradually resume surgeries and services, and, at the same time, capture lessons learned over the past year to ensure our organization is well positioned for the future. We will increase collaboration with our system partners to share best practices, advance system integration across the continuum of care and break down barriers to advance health equity. We will move forward on our Master Plan to create greater access to modern facilities and new services to our rapidly growing region and create innovative partnerships to improve seamless transitions of care with a focus on mental health and addictions and Long-Term Care. Now more than ever we will leverage technology to advance our quality agenda, and we will enable an inclusive and equitable working environment to support our high-performing teams.

Our vision of *One System, Best Health* will guide us as we plan for the future. Our vision compels us to look beyond the limits of our traditional roles and structures to build a 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 care when they can no longer safely live at home. Together, with our system partners we will change the landscape of healthcare in Durham Region. We will not only stabilize but we will build a system that is stronger so that we can provide the best possible care and improve the overall health and wellness of the communities we serve.

Thank you for your ongoing commitment to keep our community healthy and safe.



The Year in Review: 2020/2021

Last year (FY 2020/21) marked the second year of Lakeridge Health's Strategic Plan. Launched in 2019, our five-year strategic plan serves as a blueprint for creating an integrated regional system of care, influencing how health care will be delivered to our growing community for generations to come.

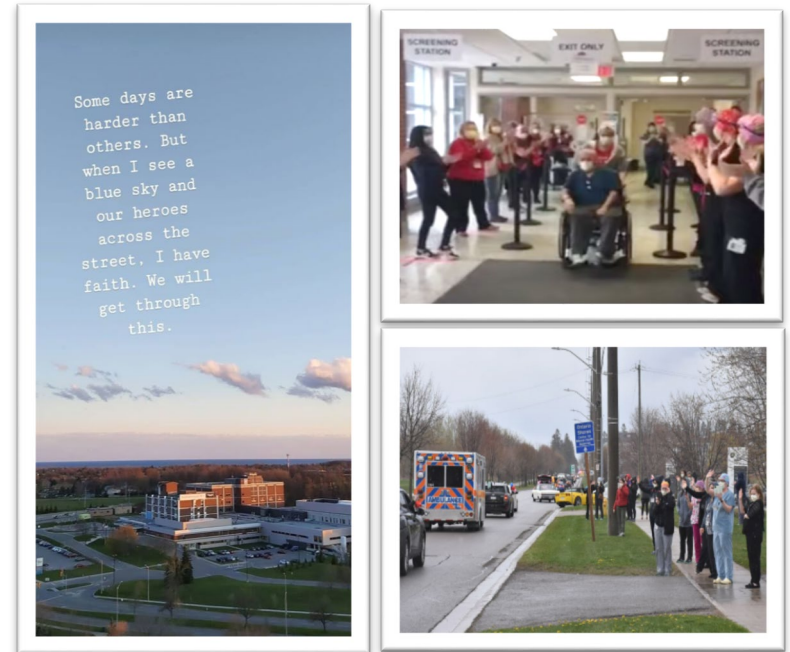
The COVID-19 pandemic has created new opportunities to collaborate with system partners across Durham Region to deliver high-quality, compassionate care in our hospitals, in the community and in our patient's homes.

Improve Population Health

At the onset of the pandemic, Lakeridge Health developed innovative community partnerships to aggressively fight the COVID-19 virus. The organization helped establish the Durham Region COVID-19 Executive Table, consisting of health system leaders working together to provide leadership, joint accountability, and oversight for a coordinated regional pandemic response, such as screening, assessment, and vaccination distribution. The Executive Table also ensures ongoing resources and capacity within the acute hospital system to manage the ongoing pandemic.

During this time Lakeridge Health assumed temporary management of two Long-Term Care homes within the region - Orchard Villa in Pickering and Sunnycrest Nursing Home in Whitby. In both situations, working in collaboration with Durham Region Public Health and other community partners, the Lakeridge Health teams were able to get COVID outbreaks under control and put in place a series of processes and protocols to halt the spread of the virus and provide residents of both homes excellent care despite the difficult circumstances presented by the pandemic.

In October 2020, Durham Mental Health Services (DMHS) officially joined the Lakeridge Health family through a voluntary integration of the two organizations. By working together, Lakeridge Health and DMHS can better coordinate services in both community and acute care settings, facilitate smoother transitions and faster connections to appropriate services, and create a supportive continuum of care for clients. With the initial administrative processes completed, teams are now focused on creating new clinical care models that will give faster access to better care for the clients served.



Commitment to Individual Health Care

COVID-19 has altered the health care landscape, resulting in significant changes in the way person and family centered care is delivered in our communities. These changes have required new collaborations and strengthened partnerships leading to innovative and creative solutions beyond the traditional patient experience approaches. Last April, Virtual Connections was launched to keep family and friends connected to their hospitalized loved ones, as restrictions to visitation were necessary to keep our hospitals safe.

The pandemic has also accelerated the progress of virtual care. Lakeridge Health is now bringing services into people's home through the new Virtual Urgent and Critical Care clinic and providing remote monitoring of post-surgical patients, outpatient dialysis, mental health, and rehabilitation services. Moving forward, virtual programs will become embedded in our standard practice as we look for opportunities to support the overall health care system and understand the value it brings to the Lakeridge Health system and our communities.

Create an Integrated System of Care

Alignment of programs and services that effectively break down barriers for diverse patient populations as well as strengthening partnerships with the Lakeridge Health team, patients, families, community leaders and donors will ensure the delivery of high quality care and achievement of the best possible patient experience. Throughout the past year, we continued to focus on strategies to support a sustainable health system, while strategically investing in key initiatives and capital improvements.

Our infrastructure redevelopment plans continue with Phase 2 planning for the Bowmanville Hospital expansion, part of Lakeridge Health's Master Plan to meet the growing and changing needs of people living and working in Durham Region. Plans includes a larger, modern emergency department, expanded inpatient units, and state-of-the art diagnostic imaging services. With the population expected to double over the next 20 years, expanding hospital capacity, will be critical to ensure people have access to those services they need close to home.

Lakeridge Health is proud to work alongside its partners and its community to bring 320 long-term care beds to the Durham Region. The new Long-Term Care Home currently under construction at Ajax Pickering Hospital is part of the Accelerated Build Pilot Program announced last summer by the provincial government that will add up to 1,280 long-term care beds across the Greater Toronto Area by early 2022. Building on the insights learned throughout the pandemic, the new home is being designed and constructed to meet Lakeridge Health's high standards for care, safety, and infection control and, at the same time, creating a comfortable, home-like environment, benefitting residents, families, employees, and volunteers.





Be a Workplace of Choice

Throughout the pandemic, we identified the need to focus on health and wellness strategies for the Lakeridge Health team. This included a heightened emphasis on a broad range of health and wellness resources, as well as training and support. The launch of Lakeridge Health's Peer Support Program provided a new avenue of support for team members' mental health and wellness. Additionally, we accelerated our internal communications efforts to provide platforms to educate, motivate and celebrate the tremendous accomplishments of the Lakeridge Health team. As per our strong commitment to ensuring a safe and positive work environment, we continued to implement strategies under the Nine-Point Workplace Violence Prevention and Safety Plan.

Over this past year, Lakeridge Health accelerated its efforts to make Inclusion, Diversity and Equity a top corporate priority. Events around the world have served as a stark reminder of how tragedy within one community can have a far-reaching impact across our nation and right here in Durham Region. As a health care organization, Lakeridge Health denounces any form of racism against Black people, Indigenous people, and People of Colour (BIPOC) and all other forms of discrimination across the organization. We are working together to create a more equitable workforce – one that understands, respects, and celebrates our differences. Through our internal Inclusion, Diversity and Equity Committee and the ad-hoc Board of Trustees Inclusion, Diversity, Equity and Accessibility Committee, we are building momentum toward meaningful change, through:

- **Knowledge:** understanding the lived experiences of team members and Durham Region residents across all hospitals and community locations to develop a roadmap to begin actionable, observable and measureable inclusion, diversity and equity work.
- **Access to information:** providing tools and resources to increase understanding and acceptance across the organization.
- **Action plans:** turning knowledge into action. For example, this year we launched Communities of Inclusion - voluntary groups of team members that come together with shared identities and lived experiences, including visible and invisible identities or qualities. We have also encouraged the addition of pronouns to email signatures to demonstrate a willingness to respect everyone's identities and create a safe space at Lakeridge Health. With support of the Inclusion, Diversity and Equity Committee, Lakeridge Health continues to recognize dates of significance, critical issues, and world events. For example, Lakeridge Health partnered with the Mississaugas of Scugog Island First Nation and Carex Community Health Centre to honor the spirit of Joyce Echaquan and to take a stand against racism and injustice in health care.

Progressing on our Goals 2020/2021

Strategic Direction	2020/2021 Corporate Indicator	2020/21 Results
Improve Population Health	Alternate Level of Care Rate (%)	Green
	Durham Region COVID-19 Effective Reproduction Number (Rt) (Median)	Yellow
Commitment to Individual Health Care	Would you recommend this ED to your friends and family? (QIP)	Green
	Time to Inpatient Bed (90 th percentile)	Green
	Hand Hygiene Compliance	Red
	Pressure Injuries	Green
	EPIC Transformation Project Score/Readiness	Red
Create an Integrated System of Care	Balanced Budget	Green
	Cost per weighted case	Red
	Virtual Care Visits /1,000 Patient Days	Green
Be a Workplace of Choice	Team Engagement Score	Yellow
	% of reported WeCare incidents that have an accident prevention plan identified and documented within 21 days of being reported	Yellow
	Median Days on Hand for Select PPE Categories	Green

Results Legend

Red: Did not achieve target; and outside a favourable range
Yellow: Did not achieve target; but within a more favourable range
Green: Achieved or exceeded target

Setting the Stage for 2021/2022

Global Health Care

It has been 15 months since the World Health Organization identified COVID-19 as a global pandemic. Health care systems throughout the world are facing ongoing challenges as a result of the virus. As of June 2, 2021, over 170 million cases have been recorded so far worldwide and more than 3.7 million deaths. With ongoing developments of the spread of the virus and variants of concern, 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 the Ministry of Health to ensure appropriate practices and processes are in place to create a safe environment for the Lakeridge Health team and the community.



Government of Canada

The Government of Canada has created the infrastructure to respond to the public health threats of the virus, and continues to work in collaboration with provincial and territorial governments and international partners—to minimize the health, economic, and social impacts related to COVID-19. They continue to undertake surveillance, sequencing, tracing, and research focused on the COVID-19 virus variants that have been identified in Canada and these efforts are key to increasing our understanding of these variants and their impact on the health of Canadians and to informing our public health measures.



Ministry of Health and Ontario Health

The Ministry of Health announced that as of April 1, 2021, Local Health Integration Networks (LHINs) will now operate under a new business name (Home and Community Care Support Services) to reflect the mandate to deliver home and community care as well as long-term care home placement. All other functions of the LHINs transferred to Ontario Health.



**Ontario
Health**

Ontario Health's COVID-19 response has been wide-ranging. Working with the Ministry of Health and Ontario's COVID-19 Command Table, Ontario Health works to bring partners and organizations together and across sectors. Ontario Health has developed several guidance materials and provided advice, and support to help improve processes and to coordinate the system in a rapidly evolving environment.

Our Plan for 2021/2022

Improve Population Health

As we look to the year ahead, Lakeridge Health will focus on COVID-19 pandemic response and recovery and, at the same time, ensure we are prepared to respond to any future capacity surges with successful strategies utilized during all waves of the pandemic. We will begin a gradual and thoughtful approach to recovery in the months ahead, starting with resuming ambulatory care services and non-urgent surgeries to address the backlog of patients. We will also work with system partners to support continued testing and vaccination rollout, as we further collaborate to deliver high-quality care and extend services into the community.

Lakeridge Health will leverage virtual technology as a core component of service delivery to increase access to important clinical services, monitor and communicate with patients, and help prevent unnecessary Emergency Department visits or hospital admissions. This includes identifying opportunities to improve access for ambulatory services, to monitor patients at home once discharged from hospital and to enhance communication between health professionals and patients.

The recent integration of DMHS and Lakeridge Health also presents significant opportunities to build a more coordinated and connected mental health and addictions system across Durham Region and beyond. As the onset of COVID-19 has amplified the mental health and addictions crisis impacting communities across Canada, this integration provides the opportunity to support some of the most vulnerable populations in our community. Leveraging this unique time, and opportunity, Lakeridge Health will prioritize development of a *multi-year, comprehensive mental health and addictions plan* – a visionary and implementable roadmap to build a more coordinated and connected system of care to serve people who require these specialized services and supports within Durham Region.



Commitment to Individual Health Care

Guided by our vision and values, we are taking a patient-first approach to finding a better solution for patients awaiting Alternate Level of Care (ALC). Many ALC patients can benefit from a different care setting ideally suited for their needs which includes things like socialization, activity, stimulation, communal meals to name a few. On a case-by-case basis, we are working in collaboration with families, community care agencies, Long-Term Care and Retirement Home facilities to find the right care in the right place for ALC patients.

Following a brief pause in the implementation plans of a new world-class Clinical Information System (CIS) due to the pandemic, Lakeridge Health will join six other healthcare organizations in Central East Region to implement Epic in December 2021. Epic will allow us to access a single digital electronic health record for patients across Lakeridge Health and the Central East region no matter where they are receiving care. By standardizing tools and processes, we will reduce duplication, streamline processes, and improve both quality and safety. Patients will also have access to their health record which will allow them to better manage their own health. Additionally, Epics analytical tools will enable us to see our work through a new quality lens. We will have snapshots from multiple data points, and can identify process improvement opportunities, spot support requirements, and understand emerging trends more quickly and more effectively than ever before. The implementation of the CIS remains a priority for the upcoming year with an enterprise-wide approach for preparedness and implementation.



Create an Integrated System of Care

To successfully position our organization for the future, it is important for the organization to focus on financial sustainability. Lakeridge Health continues to focus on new and innovative solutions to deliver care more effectively and efficiently. We remain committed to our building and infrastructure plans to address the anticipated population growth in Durham Region. To ensure our communities have local access to services and programs we will focus on the Bowmanville Hospital expansion, planning for the Jerry Coughlan Health and Wellness Centre, the building and occupancy of the new Ajax Pickering Long Term Care Home and will undergo an independent site selection process to identify a site for the proposed new Hospital.

Lakeridge Health and Infrastructure Ontario have formed a collaborative partnership to build a new, modern LTC home on the site of the Ajax Pickering Hospital using an accelerated build process. The new long-term care home is currently under construction and is expected to be completed by late 2021 and will have capacity for 320 beds. With this new state of the art facility, Durham Region will have much needed additional long-term care capacity and the community will be able to access high-quality services more efficiently.

Lakeridge Health continues its work at Sunnycrest Nursing Home to care for residents, provide support and training for staff, ensure adherence to proper infection prevention and control protocols, and keep families informed about their loved ones. In April, Lakeridge Health expanded its role of supporting resident care, moving towards becoming the temporary long-term care license-holder for the residence. In the year ahead, our team will continue to work with the Ministry of Long-Term Care and community partners to ensure the long-term stability of the home, and to lead care delivery and the management of staff and operations of Sunnycrest. We are committed to doing the very best for all the residents and the staff who care for them.

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Be a Workplace of Choice

Lakeridge Health will work to build momentum created during the pandemic related to team engagement across the organization. We are committed to providing teams with a safe, fulfilling work environment that inspires everyone to learn, innovate and grow. At Lakeridge Health, ensuring all team members feel they can be their whole and true selves is an important part of how we are advancing meaningful and impactful change across the organization that will build a strong sense of community and belonging. We will continue to advance inclusion, diversity and equity initiatives as we seek to create a culture of inclusivity, enabling teams to reach their full potential. Ongoing feedback, coaching and development opportunities will support succession planning and will result in retention of talented teams. We will provide our people with the learning opportunities and tools they need to create a truly high-performing health care system that drives quality and safety. Strengthening engagement leads to team satisfaction and better patient care.



Measuring Success

Lakeridge Health's ABP will be monitored and measured through targets outlined in the Corporate Scorecard. Program placemats and performance planners 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 measures for 2021/22:

2021/22 Measure	Baseline Performance FY20/21	2021/22 Target
Improve Population Health		
% Pre-Pandemic Surgical Volumes	-24%	95%
% of All Ambulatory Visits delivered Virtually	23%	23%
Commitment to Individual Health Care		
LOS for ALC patients	85 days	60 days
Hand Hygiene Compliance (measured by e-monitoring)	64%	70%
EPIC Transformation Project Score/Readiness	3.5/5 (Q4)	At or above the average EPIC customer score
Create an Integrated System of Care		
Zero Deficit	\$0 deficit	\$0
New Hospital Site Selection Submission to MOH	N/A	January 2022
Ajax Pickering Long-Term Care Readiness for Occupancy	N/A	March 31, 2022
Be a Workplace of Choice		
Team Engagement Score	64.0%	65.3%