

Annual Business Plan

2023/2024

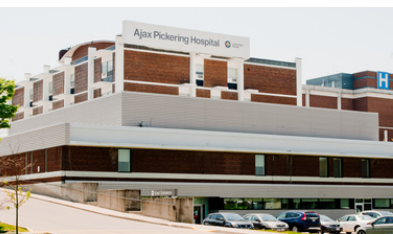


About Lakeridge Health

With five hospitals, four emergency departments, three critical care units, a long-term care home, a full range of medical and surgical specialties, more than 20 community health-care locations and a state-of-the-art surgical centre within the soon-to-open Jerry Coughlan Health & Wellness Centre, Lakeridge Health offers some of the broadest and most comprehensive acute care, ambulatory care, and long-term care services in Ontario.

Lakeridge Health is also home to several regional specialty centres and services, including the Central East Regional Cancer Program, R.S. McLaughlin Durham Regional Cancer Centre, The Shoulder Centre, and eye care and chronic kidney disease services. Additionally, we are proud to serve our community with a full suite of inpatient, ambulatory, and community-based mental health and addictions services, and provide safe, high-quality, compassionate care in our state-of-the-art long-term care home, Lakeridge Gardens.

Guided by our vision of One System. Best Health. and supported by a dedicated team of more than 7,700 staff, physicians, and volunteers, Lakeridge Health is working in collaboration with its Durham Ontario Health Team, primary care, and community and government partners to foster a truly integrated, regional system of care. Together, we are focused on empowering people to live their best health and fostering an accessible, inclusive, and equitable environment for all.





The Year Ahead

As we enter the 2023/2024 fiscal year, health-care systems across our country are at a critical point. Along with the recovery from COVID-19, provinces are examining how they can redesign and reimagine their systems to be more resilient and supportive of our health-care professionals as they confront current and future challenges.

Health system integration continues to be a key strategy to address these issues and move toward sustainable long-term solutions. The COVID-19 pandemic reinforced that collaboration is no longer an option, but a necessity.

The rationale behind more collaborative, integrated health care is straightforward: the best way to make sure patients get the care they need, when they need it, is to coordinate all the different parts of the health-care system so they work as one.

At Lakeridge Health, this philosophy has – and continues to be – our focus in navigating a path forward to long-term health-care success. And, just as we collaborate with our many partners externally, our internal annual business planning process equally relies on integration for its success.

Our Annual Business Plan provides a roadmap for the year ahead. It identifies the areas where we will focus our collective time, talent, energy, and resources to make improvements that will help us to move closer achieving our strategic directions and vision of One System. Best Health.

Over the last year, we have refined our planning to ensure we are focused on the major challenges our organization is facing. We introduced three annual priorities in 2022 and added two new ones for the 2023/2024 fiscal year. These annual priorities feed into, and help us to achieve, the overarching strategic directions included in our Strategic Plan.

In early 2023, the Board of Trustees approved an extension of the Strategic Plan as a result of the pause in the activities due to the COVID-19 pandemic, as well as our patient volumes, capacity pressures, and ongoing staffing crisis.

Those familiar with health system integration will recognize the challenges before us. Health care is remarkably complex and bringing its many parts together so they operate smoothly involves a lot of work and some big changes to long-established practices. But the benefits are critically important and achievable.

Similarly, we also know that there will be challenges we must navigate with our internal planning processes. However, we are equally committed to careful monitoring and ongoing engagement with teams across the organization to review what is working, what we are learning, and where we may need to pause or make changes along the way in our quality improvement journey.



Cynthia Davis
President and CEO



Dr. Randy Wax
Chief of Staff

The Evolution of Our Annual Priorities

The development of our annual priorities began in March 2022 as Lakeridge Health started its pandemic recovery and rebuilding. A 90-day plan was created with three main priorities: bed mapping and utilization, Epic stability, and staffing and scheduling.

Although this 90-day plan came to a close in June 2022, it laid the foundation for the development of three new annual priorities for the remainder of the fiscal year:

- Transforming Care for Our Patients through Emergency Department Revitalization.
- Developing a Quality Management System.
- Transforming the Experience of our People and Teams.

Transforming Care for Our Patients through Emergency Department Revitalization

This annual priority is focused on developing new, innovative strategies to improve the care experience, both within the Emergency Departments (EDs) and throughout the organization, as well as ensuring the capacity to safely care for residents of our Durham Region communities.

In the fall of 2022, the ED program welcomed an external consulting group to recommend improvements to our current operational processes. As part of this effort, several new initiatives were launched that are helping to transform care and improve the patient experience in the EDs. Recent innovations include:

Patient Passport and Personalized ED Wait Times

When patients arrive at any of our EDs, they will now receive a Patient Passport and a personalized predicted range for how long they can anticipate waiting to see a physician. This Patient Passport provides information about a person's ED journey, from triage to registration and the waiting room, to initial assessment, treatment, and discharge.

In addition, ED wait time data will be displayed on enhanced Wait Time Bulletin Boards, which will include the total number of patients waiting, number of patients being seen, and whether predicted wait times are on track. This is supported by the Wait Times Tracker available on our website at lh.ca.

Implementation of Fit2Sit

A new partnership with the Region of Durham Paramedic Services – called “Fit2Sit” – aims to get ambulances back on the road sooner after they arrive at our EDs. Paramedics, in collaboration with Lakeridge Health team members, determine those less acute patients who are able to wait in the usual ED waiting room before seeing a physician. Paramedics will, however, continue to ensure the transfer of more acute/seriously ill patients from an ambulance stretcher to a hospital bed when one becomes available.

For the year ahead, efforts in the EDs will be focused on three main areas – patient flow, recruitment and retention, and advancing quality improvement through an equity lens.

Teams will continue to implement recommendations in our EDs that support lower-acuity patients seeing a doctor more quickly to improve their experience. Maximizing the number of beds for all inpatient areas and implementing initiatives focused on mental health and addictions will also be prioritized.

Strategies to recruit and retain nurses and physicians will be developed and executed to ensure we keep our talented staff within our organization and attract new individuals to work with us. Hiring more clinical externs and upskilling our nursing staff are some examples of where we will focus.

To support our focus on inclusion, diversity, equity, accessibility and anti-racism (IDEAA), the ED team at the Ajax Pickering Hospital will implement a quality improvement initiative focused on evidence-based quality standards to address anti-black racism. This initiative will be in partnership with the Institute for Healthcare Improvement for 18 months.

Developing a Quality Management System

Lakeridge Health's Quality Management System (QMS) is a framework of systems, tools, and behaviours that connect the organizations vision, mission, values and strategic directions with daily processes and improvements. The QMS is made up of three interconnected sub-systems: Alignment, Daily Management and Capacity and Capability Building. The elements of these systems connect teams through a shared sense of purpose, empowering all team members to engage in learning, problem solving, and innovation.

Over the past year, the focus has been on designing the elements of our QMS, as well as the skills, tools, and capabilities our teams will need to be successful in this new system.

The Alignment System has launched an annual corporate and program planning process to engage team members in the identification of strategic priorities; teams have been involved in catchball (an engagement process involving back and forth dialogue throughout all levels of the organization) to inform annual program planning for the 2023/2024 fiscal year.

The Daily Management System learning modules have been developed and will be tested within the Surgical Program over the next year with a plan to refine and replicate the learnings across Lakeridge Health.

For the year ahead, we will be transitioning from design to implementation of the elements of our QMS by:

Implementing the Alignment System, which will include a cascade of the annual priorities and corporate scorecard measures to the point of care and service to engage those providing care and service in identifying priorities for the following year.

Implementing DMS in the Surgery program. A DMS is a system of management that ensures everyone's daily activities are aligned towards common goals from strategy through to execution. Plans are in place to expand the DMS structure to the rest of the organization over the next three years.

Transforming the Experience of our People and Teams

This annual priority addresses longstanding staffing challenges and supports the Lakeridge Health team as they care for our communities.

Major activities here include:

Recruitment and retention

- Actively recruiting to hire in our highest needs areas, with postings for permanent full-time positions, clinical externs, and internationally-educated nurses (IENs).
- Launching an IEN career pathway program to help IENs start their careers and transition into registered nursing positions.
- Optimizing HealthForce Ontario's New Graduate Guarantee, which provides new nurses in Ontario with temporary full-time employment to support their successful transition to practice and to permanent, full-time employment.
- Launching a multidisciplinary retention task force and an all-team survey to help us understand what we can do to better retain staff.

Benefits and compensation


- Introducing a one-year temporary health-care spending account and wellness account for both union and non-union staff who have coverage through the benefits provider Industrial Alliance Financial.
- Launching a compensation review for non-union positions to review job descriptions and ensure Lakeridge Health is competitive with its peer hospitals.
- Working with our provincial partners to articulate the impacts of the Bill 124 legislation and the many urgently needed improvements requested by staff, such as more mental health supports, and the removal of doctors' notes for various health-care services.

Staffing and scheduling support

- Introducing new standard scheduling processes for clinical units supported by the by the Central Staffing and Scheduling Team.
- Improvements to support new staff, including to both corporate and program specific clinical orientation and creating a live, virtual facilitated general orientation.
- Trialing additional practice supports on units identified to have a high number of new staff.

Leader Optimization

- Working to better understand the demands being placed on our leaders at the point of care and removing obstacles that prevent them from being as accessible as possible at the point of care, as well as increase their capacity to know and grow their teams.



For the year ahead, we will continue to support and optimize point of care leadership through leader capacity and development initiatives, and improved workload manageability. As well, master scheduling rotation will spread to all clinical and support programs.

Physician recruitment in high-risk areas will be a priority. As well, a revised privileged staff human resources forecasting process will be implemented within all programs and a Faculty Development program will be created to build expertise across our teams.

Moving Forward with Two New Annual Priorities

All three of these initial annual priorities will continue into March 2026 to align with the Strategic Plan extension. As well, two new strategic priorities have been added for the 2023/2024 fiscal year:

Advancing Inclusion, Diversity, Equity, Accessibility, and Anti-Racism (IDEAA)

This annual priority will focus on building knowledge and awareness of IDEAA across Lakeridge Health. The goal is to ensure our organization is positioned to embed IDEAA within all our practices.

For the year ahead, we will be focused on advancing self-directed and focused learning and development for our leaders in relation to IDEAA. We will also be working to re-develop the complaints and performance planning processes for staff and physicians with an IDEAA lens.

Financial Sustainability

This annual priority includes a three-year plan to stabilize, balance, and ultimately return the organization to a surplus.

For the year ahead, the organization will focus on benchmarking with peer hospitals/health systems, moving to activity-based budgeting, and reducing conservable days in key programs.

Quality Improvement Plan

The Quality Improvement Plan (QIP) is another integral part of our annual business planning process. As part of the Ontario government's Excellent Care for All Act, all health-care organizations in Ontario must submit a QIP to Ontario Health at the start of their fiscal year on April 1. The QIP includes the selection of quality indicators, targets, and change initiatives for both acute care and long-term care settings.

The QIP is aligned with our annual priorities and corporate scorecard. It also has a direct link with our efforts to improve the patient experience – both in quality of care and patient experience– and is framed by the six dimensions of quality: care that is patient-centred, safe, timely, effective, efficient, and equitable.





Beginning this year, we will be submitting a joint QIP that encompasses both hospital and long-term care goals.

The proposed indicators for the 2023/2024 QIP are:

- Workplace violence incidents.
- Medication reconciliation at discharge.
- Median ED length of stay for admitted patients.
- Percentage of potentially avoidable ED visits for long-term care residents.
- Documented assessment of palliative care needs among residents identified to benefit from palliative care.
- Percentage of long-term care home residents not living with psychosis who were given antipsychotic medications.

All indicators are monitored on the corporate scorecard and/or program scorecards.





Progress on Our 2022/2023 Goals

Strategic Direction	2022/23 Corporate Measure	2022/23 Results
 Be a Workplace of Choice	Voluntary turnover rate (annualized)	
 Commitment to Individual Health Care	Zero Harm	
	% ED admits with LOS ≤ 8 hours	
 Create an Integrated System of Care	Balanced position at the Ministry of Health (MOH) line	
 Improve Population Health	% of Ontario screen-eligible people, ages 50-74, who completed at least one screening mammogram within a 30-month period	

Legend: Red = Did not achieve target; Green = Achieved or exceeded target; Yellow = Data in development

Measuring Success in 2023/2024

Lakeridge Health’s Annual Business Plan will be monitored and measured through targets outlined in the Corporate Scorecard. To simultaneously advance our four strategic directions, Lakeridge Health has identified the following measures and targets:

Strategic Direction	2023/24 Annual Priority	2023/24 Corporate Measure	Baseline	2023/24 Target
 Commitment to Individual Health Care	Developing a Quality Management System	Zero Harm measures:		
		Number of workplace violence incidents*	371 (Jan-Dec 2022)	600
		Falls rate (with-harm; number of falls per 1,000 patient days)	0.95 (Jul-Dec 2022)	0.86
		Hand hygiene – Moment 1	75% (Jul-Oct 2022)	85%
		Bar Code Medication Administration (BCMA) compliance	82% (Jul-Dec 2022)	90%
		Medication reconciliation on discharge (with best possible medication history (BPMH))*	63.9% (Oct-Dec 2022)	70%
		Pressure injury documentation and repositioning compliance	73% (Oct 2022-Feb 2023)	85%
 Create an Integrated System of Care	Transforming Care for Our Patients through ED Revitalization	Median ED length of stay (LOS) for admitted patients (hours)*	24.5 (YTD Jan 2023)	22.1
		Median ED LOS for non-admitted MHA CTAS 4 & 5 patients at LHO (hours)	3.94 (YTD Jan 2023)	2.94
		% potentially avoidable ED visits for Lakeridge Gardens Long-Term Care residents*	6.5% (Q1 2022/23)	5.7%
	Financial Sustainability	Balanced position at the Ministry of Health (MOH) line	-\$18.8M (YTD Nov 2022)	\$0
 Be a Workplace of Choice	Transforming the Experience of Our People and Teams	Vacancy rate	TBD	25% reduction from baseline
		Physician vacancy rate in high-risk areas	TBD	25% reduction from baseline
 Improve Population Health	Advancing inclusion, diversity, equity, accessibility and anti-racism (IDEAA)	% of leaders completing IDEAA self-directed or focused learning and development sessions	0	80%
		% complaints processes redesigned with key performance indicators established	0	100% complete

*QIP indicators