

A family of four is running on a path covered in autumn leaves. The father is on the left, the mother is on the right, and two young boys are in the center. The boy in the foreground is wearing a yellow and blue vest and is running towards the camera. The background is filled with trees with yellow and orange leaves, suggesting an autumn setting. The overall mood is happy and active.

Health PEI STRATEGIC PLAN

2021-24

Health PEI

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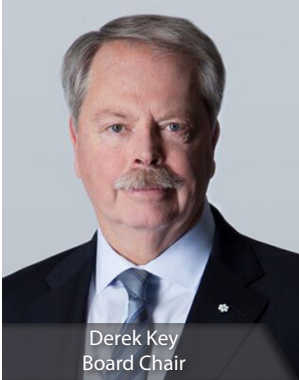


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Health PEI Board Chair

Message



Derek Key
Board Chair

As Chair of the Health PEI Board of Directors, I am pleased to present the Health PEI Strategic Plan for 2021-2024. This strategic plan is our roadmap for the next three years that will help guide us toward our vision of healthy teams, healthy people and healthy Island communities.

On behalf of the Board of Directors, I would like to thank the staff, physicians, Patient and Family Partners, volunteers, community partners and the general public from across the Island for their participation and valuable input into the

development of this strategic plan. Their insight guided the development of priorities in health human resources, quality and safety, the importance of an integrated system to support those accessing care and using innovation to move us forward.

The past two years have been a challenging time for health care due to the global COVID-19 pandemic with its direct impacts being felt across our organization. As with many other challenges put before our dedicated and talented team at Health PEI, our team demonstrated professionalism, openness to change and resilience to continue caring for our Island community during an uncertain time. As an organization, we were able to adapt quickly to continue providing safe, quality care in a health care landscape that was evolving on a daily basis.

Health PEI has undergone many significant changes since the development of our last strategic plan in the health care services we provide and our structure as an organization. Moving forward, we will be supported by an Accountability Agreement with the Department of Health and Wellness

that provides a framework under which we can communicate openly and work together collaboratively to meet the health care needs of Islanders. Our strategic plan's implementation is a core part of the Accountability Agreement and we are pleased to have this agreement supporting our work.

Our renewed purpose and future direction call for a continued focus on the provision of high quality, exceptional care that builds on the strength of our people and meets the needs of our Island communities. As an organization, through our daily actions and through this strategic plan, we encourage people to think and act differently by embracing new models of care, working in a team environment and implementing new technologies across the continuum of care.

Health PEI looks forward to working with our Island community, partners, the Department of Health and Wellness and broader government to strengthen the care we provide, develop and support our team and focus on improving patient experiences and outcomes. In looking forward to our vision, we will continue to learn and build from our past experiences, monitor and evaluate our progress and use innovation to bring new ideas and practices into our organization.

Respectfully submitted,

Derek D. Key, CM, OPEI, Q.C., LL.D. [Hon]
Board Chair

Strategic Plan 2021-2024 *At a Glance*

VISION

HEALTHY TEAMS, HEALTHY PEOPLE,
HEALTHY ISLAND COMMUNITIES



MISSION

OUR VALUED HEALTH TEAM WORKING WITH
ISLAND COMMUNITIES TO DELIVER INCLUSIVE,
INNOVATIVE AND PERSON-CENTERED HEALTH CARE TO ALL

VALUES

 <p>CARING</p> <p>WE TREAT EVERYONE WITH COMPASSION, RESPECT, FAIRNESS AND DIGNITY.</p>	 <p>INTEGRITY</p> <p>WE COLLABORATE IN AN ENVIRONMENT OF TRUST, COMMUNICATE WITH OPENNESS AND HONESTY, AND ARE ACCOUNTABLE THROUGH RESPONSIBLE DECISION MAKING.</p>	 <p>EXCELLENCE</p> <p>WE PURSUE CONTINUOUS QUALITY IMPROVEMENT THROUGH INNOVATION, INTEGRATION AND THE ADOPTION OF EVIDENCE-BASED PRACTICE.</p>	 <p>DIVERSITY</p> <p>WE RECOGNIZE AND VALUE THE DIFFERENCES OUR TEAM AND OUR LOCAL COMMUNITY BRINGS TO THE ORGANIZATION THROUGH THEIR DIVERSITY IN BACKGROUNDS, EXPERIENCES, CULTURES AND BELIEFS.</p>	 <p>PEOPLE</p> <p>ESTABLISH A HEALTHY, SAFE AND HIGH-PERFORMING WORKPLACE THAT SUPPORTS AND DEVELOPS OUR PEOPLE.</p>	 <p>QUALITY & SAFETY</p> <p>INTEGRATE QUALITY AND PATIENT SAFETY INTO THE CULTURE OF THE ORGANIZATION.</p>	 <p>ACCESS & COORDINATION</p> <p>PROVIDE QUALITY, EQUITABLE AND PATIENT-FOCUSED CARE ACROSS THE PROVINCE.</p>	 <p>INNOVATION & EFFICIENCY</p> <p>DEVELOP NEW AND INNOVATIVE APPROACHES TO IMPROVE EFFICIENCY AND UTILIZATION OF HEALTH CARE RESOURCES.</p>
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GOALS

ENABLERS

GOVERNANCE AND ACCOUNTABILITY • EVIDENCE-BASED • COMMUNICATION • TECHNOLOGY

In Review

Key Accomplishments of 2017-2021

Health PEI continues to make significant progress on our strategic priority areas as highlighted below. As we look forward to the next three years, we also wanted to recognize the impact of the COVID-19 pandemic. As with many health care systems around the world, the last 21 months changed the way we provide care on a daily basis to the Island community and had a significant and long-lasting impact on our team. Health PEI team members

provide daily care and support for Islanders impacted by COVID-19 and worked to ensure screening clinics, contact tracing, laboratory services, immunization clinics and other response services were fully operational. Staff continue to provide around-the-clock support throughout the health system to ensure that the Island community stays safe and healthy.

Quality & Safety

- Achievement of accreditation in 2017 through Accreditation Canada
- Continued implementation of the Patient Safety Culture Action Plan
- Created indicator dashboard to standardize quality improvement data
- Completed a collaborative initiative with the Canadian Foundation for Health Care Improvement to positively impact appropriate anti-psychotic prescribing for residents with no diagnosis of psychosis
- Provided continuous education on:
 - TeamSTEPPs Communication
 - Health Care Documentation
 - Incident Reporting
 - Patient Safety Management System
 - Vanessa's Law (*Protecting Canadians from Unsafe Drugs Act*)

Access & Coordination

- Hired additional nurse practitioners and family physicians in primary care
- Establishment of Collaborative Mental Health Shared Care Program in primary care
- Expansion and development of the following seniors programs:
 - COACH (Caring for Older Adults in Community and Home)
 - Mobile Integrated Health (MIH) Program
 - First internist geriatrician hired
 - Seniors Mental Health Resource Team (SMHRT)
 - Long-term Care (LTC) Medical Travel Cost Program for subsidized LTC residents
 - Home Care Nursing Supplies Program
- Implementation of Master Programming for the new Mental Health and Addictions (MHA) Campus
- Established Mental Health Walk-In Clinics
- Launched the Health PEI Diabetes Strategy

Innovation & Efficiency

- Launched *2017-2020 Health PEI Patient Flow and System Utilization Strategy*
- Developed and implemented the Provincial Bed Board in the Clinical Information System
- Implementation of the *Hospital Services Sites Provincial Overcapacity Policy*
- Established the enhanced model of care in LTC
- Opened the new Stewart Memorial Home (Tyne Valley) and Riverview Manor (Montague)
- Introduction of new virtual care options in acute and community settings:
 - Tele-rounding for inpatient care in acute care
 - Virtual primary care
 - Virtual emergency department (ED) care

In Review

Key Accomplishments ... continued



Quality & Safety

- Implementation of the *Family Presence Policy*
- Development of the Work Disability Prevention and Return to Work Program
- Development of the new *Respectful Workplace Policy and Guide to Resolving Workplace Conflicts*
- Provided education to managers and supervisors on psychological health and safety in the workplace
- Offered Mental Health Works training to supervisors and managers
- Continued offering comprehensive wellness and safety training for staff
- Established the Patient and Family Advisory Council and invited advisors to participate on Health PEI committees
- Expanded engagement with staff, community and patients to support Health PEI program planning
- Established patient experience manager role



Access & Coordination

- Established multidisciplinary Student Well-Being Teams
- Established an inpatient mental health unit for forensic and complex patients at Hillsborough Hospital
- Expansion of the Provincial Renal Clinic
- Achievement of stroke distinction by the PEI Organized Stroke Care Program
- Expansion of the Cardiopulmonary Rehabilitation Program
- Implemented the INSPIRED Chronic Obstructive Pulmonary Disease (COPD) Program
- Expansion of the Remote Patient Monitoring Program for clients with congestive heart failure
- Expansion of the Provincial Diabetes Program
- Established the Ostomy Supplies Program
- Lung cancer prevention and screening coordinator hired to support planning and smoking cessation services



Innovation & Efficiency

- Virtual reality programming was introduced in two LTC homes and two community hospitals
- Implementation of the Canadian Health Outcomes for Better Information in Care (C-HOBIC) initiative
- Development and implementation of the Nursing Recruitment Incentive Program
- The new TrueBeam Linear Accelerator was commissioned at the PEI Cancer Treatment Centre



Physical Medicine

D2.1

CAUTION
Wet Floor

WET FLOOR
PLANCHER MOULLE

About Health PEI

Who we are

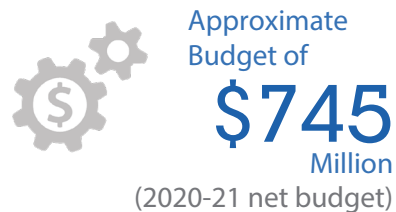
Health PEI is an arm's length crown corporation responsible for the operation and delivery of publicly funded health care services in Prince Edward Island (PEI).

Through the Board Chair, the Board is accountable to the Minister for the management and control of Health PEI as established in the Act. The Board is connected to the operational organization, its achievements and conduct through the Chief Executive Officer of Health PEI.

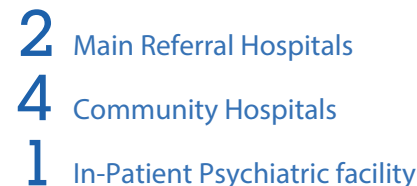
In accordance with the *Health Services Act*,¹ the Health PEI Board of Directors sets the strategic direction for Health PEI within the parameters of the Act and subject to direction from the Minister of Health and Wellness.

Health PEI operates programs and services throughout PEI in both acute care and community settings:

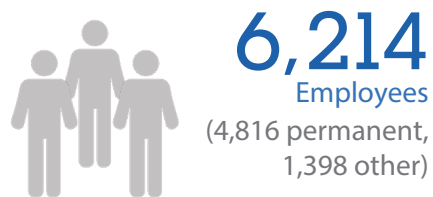
Budget



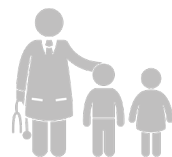
Facilities



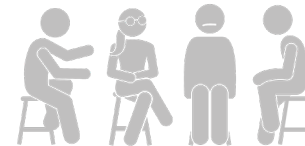
Employees



Multiple
Community Health Sites



(Primary Care, Public Health and Children's Developmental Services, Home Care, Palliative Care and Geriatric Care)



1
Provincial Addictions Treatment Facility



5 Community Addictions Sites



239
Physicians
(115 salaried, 124 other)



Purpose of Strategic Plan

Where we are going


This strategic plan sets the course for Health PEI over the next three years and lays out the priorities and key actions we will focus on to achieve our vision. We will provide status updates on the progress of our initiatives to our leadership, staff and the people of PEI. Our current plan builds upon our past successes and challenges over the last three years and ensures continued alignment with priority areas identified by our key partners and stakeholders.

The 2020-2021 year between our previous strategic plan and this new plan served as a transition year for Health PEI. Due to the constraints placed on the PEI health care system at the beginning of the COVID-19 pandemic,

consultations and development work were paused to focus our resources on the pandemic response. To guide decision making and planning during this time, Health PEI maintained the goals established in the 2017-2020 strategic plan.

The 2021-2024 strategic plan is shaped by our newly refreshed mission, vision and value statements to keep pace with an evolving health care system and Island population.





Performance & Accountability Framework

The Health PEI strategic plan is a foundational document mandated every three fiscal years by the *Health Services Act*.

The plan provides a basis for public reporting and for the Health PEI Performance and Accountability Framework which includes the release of a yearly business plan, an annual report and a review of the organization's Audited Financial Statements.

As various areas of the organization develop plans to move forward, the strategic plan acts as a foundation on which key approaches are built. It ensures Health PEI is moving in a common direction towards a shared set of goals and desired outcomes.

Performance

As a part of the implementation of the 2021-2024 strategic plan and to establish stability in a changing environment of fiscal pressures and complex, evolving public needs, Health PEI will implement a strategic management approach. The strategic management approach shifts us out of the planning phase and supports the execution and management of the strategic plan. This approach will build on and enhance our current legislative accountabilities: annual business planning and reporting. We will use the strategic plan to identify and prioritize key deliverables, resources and performance targets for each fiscal year. Performance data will be monitored and reported to the Health PEI Executive Leadership Team and the Health PEI Board of Directors on a quarterly basis. Regular reports will also be provided to the Minister of Health and Wellness.

Accountability

An Accountability Agreement has recently been developed between the Department of Health and Wellness and Health PEI, in accordance with the *Health Services Act*. This framework will support the implementation of our strategic plan by clarifying roles and responsibilities, and identifying performance objectives and expectations between the Minister of Health and Wellness and Health PEI. Changes to the governance and organizational structure of Health PEI will further support our purpose and future direction.

Our Population & Community

Who we serve

Health PEI delivers health care services to a diverse Island community with varying health needs and demographics. PEI is Canada's smallest province and has the highest percentage of rural dwellings in the country.² This is important because geographic location is an important determinant of health and access to care³ which both have an impact on behavioral risk

factors and chronic disease rates.⁴ PEI's health care system faces a number of unique challenges and opportunities. The information below provides a snapshot of a number of factors that impact PEI's health care system and how we compare to the rest of the country.

HEALTH CARE EXPENDITURES

PEI spends approximately the same proportion of its budget on health as other Canadian provinces.

37.7%

PEI
Percent of Budget
Spent on Health Care⁵

37.0%
Canada



5.4%

PEI
Rate of High Users of
Hospital Beds
(per 100, 2019-2020)⁶

4.7%
Canada



The largest share of health care spending in Canada is spent on hospitals, physicians and drugs.

\$6,558

PEI
Cost of a Standard
Hospital Stay⁶

\$6,162
Canada



82.4%

PEI
*Percent who have a
Regular Health Care
Provider⁶

84.9%
Canada

** Throughout the COVID-19 pandemic, patients have been more likely to access virtual providers for unmet primary care needs.*

HEALTH OF ISLANDERS

Life expectancy at birth



82.0

PEI



82.1
Canada

(2015 to 2017)⁶

Obesity Rate



33.9%

PEI



26.9%
Canada

(2017 to 2018)⁶

Smoking Rate



17.0%

PEI



16.0%
Canada

(2017 to 2018)⁶

Heavy Drinking



17.1%

PEI



19.3%
Canada

(Age 12 and older, 2017 to 2018)⁶

Physical Activity



51.0%

PEI



56.0%
Canada

(Age 18 and over, 2017 to 2018)⁶

Diabetes



8.8%⁶

PEI



7.2%⁷
Canada

(2017 to 2018)

COPD



6.5%⁶

PEI



4.2%⁷
Canada

(2017 to 2018)

High Blood Pressure



19.8%⁶

PEI



17.4%⁷
Canada

(2017 to 2018)

Mood Disorders



9.9%⁶

PEI



8.8%⁷
Canada

(2017 to 2018)

Prevalence of Chronic Conditions

Colorectal Screening



20.4%⁸

PEI



60%⁹
Canadian Target

(2013 to 2014)

Breast Screening



59.7%⁸

PEI



70.0%⁹
Canadian Target

(2013 to 2014)

Cervical Screening



67.4%⁸

PEI



80.0%⁹
Canadian Target

(2013 to 2014)

Screening Rates

Colorectal Cancer



53.2

PEI



53.3
Canada

(2018)¹⁰

Lung Cancer



65.7

PEI



61.2
Canada

(2018)¹⁰

Breast Cancer



65.7

PEI



67.7
Canada

(2018)¹⁰

Prostate Cancer



47.5

PEI



58.8
Canada

(2018)¹⁰

Number of New Cases of the Four Most Commonly Diagnosed Cancers (per 100,000)

Hospitalized Heart Attacks



301

PEI



241
Canada

(2019 to 2020)⁶

Hospitalized Strokes



172

PEI



144
Canada

(2019 to 2020)⁶

Cardiovascular Disease Rates (per 100,000)



Current Trends in Health Care

What is happening around us

A review of health care in Canada highlights that provinces across the country share the following priorities and challenges:

Population Demographics

- People are living longer. There are more persons aged 65 and older in Canada than children aged 0 to 14 years.¹¹ Older adults experience multiple, interrelated problems that often lead to fragmented care.¹²

Social Impacts

- Unequal distribution of the social determinants of health among population groups is contributing to health inequity in Canada.⁴
- The underlying social determinants of health can increase the risk factors of chronic disease for disadvantaged groups. For example, Canadians with the lowest household income have significantly poorer health outcomes.⁴

Chronic Disease

- Canada sees a higher incidence of chronic disease. Those with chronic conditions consume disproportionately more health care services compared to the average individual.¹³
- The top four chronic disease clusters in Canada are cardiovascular disease, cancer, chronic pulmonary disease and diabetes. These four diseases are strongly linked to poor diet, lack of physical activity, tobacco use and excessive alcohol consumption. As the majority of these chronic diseases can be prevented, primary care plays an important role in promoting health and preventing disease.⁴
- Managing chronic disease typically involves multiple health professionals across the continuum of care. Inter-professional collaboration is recognized as a mechanism for improving the management of chronic conditions.¹⁴

Access

- Across Canada, access to non-urgent care remains an issue. In 2018, 38.4%¹⁵ of those who used EDs did so for concerns that could have been managed in a primary care provider's office.
- Lack of health care services in the community means patients are treated in hospital settings when their care could be managed better, and more cost effectively, in the community.¹⁶ This compromises patient flow and increases costs. Canada spends approximately \$7,068 per person on health care, among the highest internationally.⁵

Human Resources

- Human resources planning is a key strategic priority in health care across Canada. The aim is to address how best to attract health care professionals to rural areas while also determining how to make the most of each health care profession's scope of practice.¹⁷
- The proportion of female physicians in Canada is rising, however the proportion in PEI remains the lowest in the country at 33.1%.¹⁸ Though the number of family medicine physicians per 100,000 population has increased across Canada, the number per 100,000 population in PEI is still one of the lowest in the country.¹⁸

In PEI, the issues and trends above have impacted wait times for care and treatment in the community and in the acute care setting. They have also resulted in an increase in hospital bed pressures. These trends provide a comparable picture for PEI and will help us monitor our changing environment so we can adjust our health care services as necessary to continue meeting Islander's most urgent and emergent needs safely and effectively.

Strategy Development

Our path to this plan

Development of Health PEI's 2021-2024 Strategic Plan took place over two years with direction from the Board of Directors. As stated earlier, the onset of the COVID-19 pandemic impacted the development of this strategic plan and extended its time frame for completion. To inform the plan, we conducted reviews of research and evidence, a jurisdictional scan of health care priorities, and extensive consultations both inside and outside the organization.

We reviewed international and Canadian research and evidence, as well as health care strategies in other Canadian jurisdictions to ensure Health PEI's goals and priorities make sense in the context of Atlantic Canada, Canada, and internationally. We also reviewed Health PEI performance data and provincial government priorities (e.g. *Department of Health and Wellness Strategic Plan 2019-2022*, Ministerial mandate letters, provincial budget, Speech from the Throne) to ensure Health PEI's goals and priorities respond to provincial needs and align appropriately with government priorities.

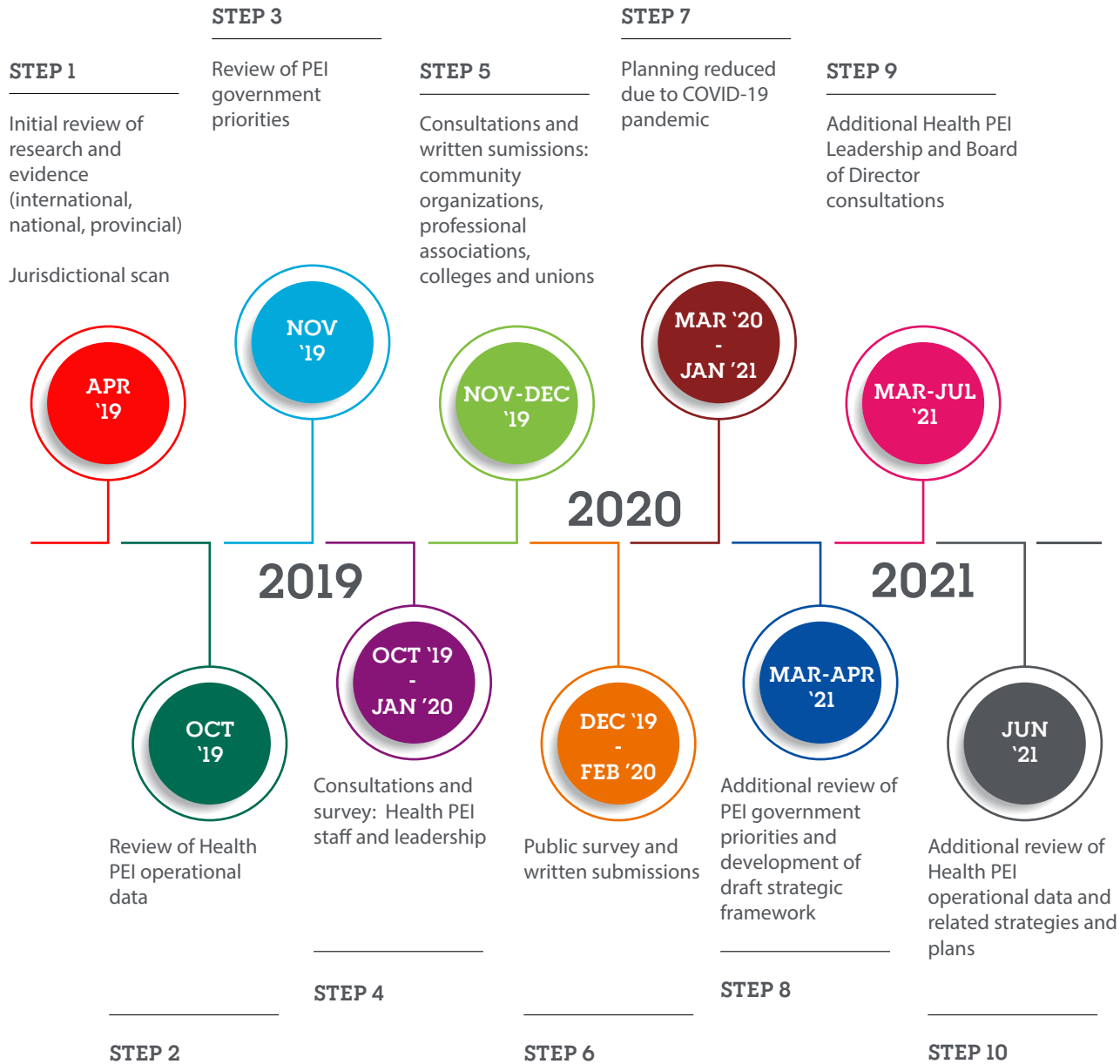
In order to make sure the strategic plan reflects the needs and perspectives of the diverse individuals and communities of PEI, we requested input from Health PEI staff and leadership, community organizations, professional associations and colleges, unions, and the general public. We held consultation sessions with Health PEI staff and leadership across the province in all areas of the health system. We also invited staff to provide anonymous input through an online survey.

Community groups representing PEI's diverse population and communities were invited to attend a community partners' forum or consultation session and to submit written input. We also engaged professional associations, colleges, and unions representing health and other relevant professions through additional consultation sessions.

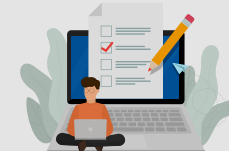
We invited Islanders to provide input on the strategic plan through a survey available online and in paper format, and through written submissions. Over 300 Islanders completed the survey and offered their ideas on health care priorities and potential actions.

All of these activities informed the development of this plan. We heard very strong messages from our consultations and surveys about what Health PEI staff and leadership, physicians, community organizations, professional associations and Islanders believe is important. This plan reflects that critical input.

STRATEGIC PLAN TIMELINE



28 in-person sessions involving over 200 individuals



824 completed surveys (staff and public)

Input was provided by:

- Health PEI staff and leaders
- Physicians
- Patients and Family Partners
- Community Health Engagement Committees
- Over 35 community groups, unions, professional associations and colleges
- Members of the public

Vision, Mission and Values

VISION

Our vision statement is our desired state that guides the current and future actions and practices of Health PEI. For 2021-2024 our vision statement was refreshed to better reflect our organization's growth since our formation in 2011. It recognizes that we strive for health in our teams, in the people we serve and in the communities around us. Everyone who works or volunteers within Health PEI is a valuable and integral part of our team, and require the necessary supports to succeed in their roles.

Healthy teams, healthy people, healthy Island communities.

MISSION

Our mission statement describes the purpose of Health PEI and is aligned with the broad functions of the organization as defined in the *Health Services Act*. We refreshed our mission statement for the 2021-2024 strategic plan to demonstrate an awareness of the changing landscape within and around our health care system.

Our valued health team working with Island communities to deliver inclusive, innovative and person-centered health care to all.

VALUES

Organizational values are central to our activities and relationships as health care professionals at Health PEI. Our values convey how we approach and conduct our work with each other, with our partners and with clients. As a part of the development process for the strategic plan, we refreshed our values to align with the broader functions of Health PEI.

- **Caring:** We treat everyone with compassion, respect, fairness and dignity.
- **Integrity:** We collaborate in an environment of trust, communicate with openness and honesty, and are accountable through responsible decision making.
- **Excellence:** We pursue continuous quality improvement through innovation, integration and the adoption of evidence-based practices.
- **Diversity:** We recognize and value the differences our team and our local community brings to the organization through their diversity in backgrounds, experiences, cultures and beliefs.

Goals and Priority Areas

How we will move toward achieving our strategic direction

Health PEI's goals and priorities have been identified and developed based on input provided by our stakeholders throughout the engagement process and through analysis of provincial and national literature and health system data.

Our strategic plan will be used to guide our decisions and actions over the next three years by providing clarity and focus for Health PEI. We have developed a comprehensive strategy that provides direction yet flexibility to respond to changing system and population needs. As an organization, we recognize that success depends on addressing and balancing many critical factors such as the fiscal realities of our provincial budget, human resource shortages, existing and emerging social issues, staff supports needed and public expectations.

To meet these challenges and opportunities, our strategy is grounded in the pillars of our health team, enhancing quality and safety for patients and staff, addressing access and coordination, and being innovative and efficient with our resources. We have aligned our work with *The Canadian Quality & Patient Safety Framework for Health Services* to embed and recognize the importance of quality and safety in all aspects of the work that we do.

The following pages include a section for each strategic goal outlining a goal statement, linkage to *The Canadian Quality & Patient Safety Framework* for Health Services, priority areas, expected outcomes, potential actions and strategic performance indicators (SPIs).

Linkages to the quality and safety framework are denoted throughout this document by the following icons:



People-Centered Care



Safe Care



Accessible Care



Appropriate Care



Integrated Care

People

Strategic Goal #1

Establish a healthy, safe and high-performing workplace that supports and develops our people

We know that providing the best possible care to the community we serve depends on having a Health PEI team that is supported, heard, safe and empowered to deliver the care they are trained to provide. Our new mission and vision statements recognize that we need to work together and support each other to improve patient outcomes as well as staff safety and well-being. By highlighting People in our strategic direction, Health PEI is striving to prioritize attracting, developing, supporting and retaining our people.



Talent Management

- Attract and retain a skilled and high-performing workforce for Health PEI
- Support professional development to enable leadership and staff to experience career growth, satisfactory professional practice, success in the workplace and overall satisfaction

Improve staff wellness and safety

- Create a safe workplace where staff are supported by the appropriate resources, equipment, training and tools
- Develop a healthy and respectful workplace where staff are supported by opportunities for collaboration, regular staff recognition, engagement and communication between all levels of the organization

Effective and efficient human resource planning and processes

- Provincial approach to human resources planning
- Needs-based and data-driven human resources planning
- Streamline and standardize human resources processes

What we hope to see ...

Actions – What this could look like:

- Regular engagement and communication with staff to determine satisfaction, ongoing issues, opportunities for improvement
- Provide education and training for leadership and staff
- Leverage and utilize the LEADS framework in Health PEI's leadership and training approaches
- Review and improvement of key human resources' processes including those for on-boarding, professional development, hiring, succession planning and exit interviews
- Provide supports including policies, tools and resources for staff wellness and safety

Expected Outcomes:

- ◀ Increased staff satisfaction
- ◀ Improved workplace safety
- ◀ Increased efficiency and timeliness of human resources processes
- ◀ Increased staff retention
- ◀ Increased ability to attract staff

Strategic Performance Indicators (SPI) – Indicators of progress toward achieving strategic goals:

- Vacancy Rate
- Turnover Rate (churn)
- Sick Time (FTE)
- Overtime
- Employee Incidents (violence, injuries)

Quality & Safety

Strategic Goal #2

Integrate quality and patient safety into the culture of the organization

Quality and safety are a central part of how we provide care to our clients and how we support our team across our various sites and services. Over the next three years we will work to better integrate quality and patient safety into the day-to-day functioning of Health PEI by supporting an organizational culture that promotes lifelong learning, safety and continuous quality improvement. Training and related initiatives will be established to emphasize the importance of maintaining a high standard of care and ensuring that staff and providers are equipped to meet this standard. This goal also recognizes that to strive toward optimal patient outcomes, we need to provide person-centered care. To accomplish this, we will engage with members of our Island community that utilize and access Health PEI services and those that work within the health system.



Priority Areas – Health PEI needs to focus on these areas to achieve its strategic goals:

- Embed understanding and prioritization of quality and impacts on patient care throughout the organization
- Create a person-centered environment that fosters respect and safety to improve patient experiences and outcomes

Actions – What this could look like:

- Provide education/training and communication on quality and impacts on patient care (e.g. quality improvement, *Just Culture*, Team STEPPS, patient safety, risk management)
- Redesign the quality improvement teams and accreditation processes to drive continuous quality improvement throughout the organization
- Improve processes to respond and learn from patient/family experiences
- Provide education and training on person and family-centered care

Strategic Performance Indicators (SPI) – Indicators of progress toward achieving strategic goals:

- Rate of patient safety events (acute care, including acute mental health)
- Hospital Deaths: Hospital Standardized Mortality Ratio (HSMR)
- Patient Experience: patient’s overall ratings of health service experiences

Expected Outcomes:

- ◀ Increased understanding, awareness and accountability of quality and patient safety resulting in improved patient outcomes
- ◀ Adoption of leading practices through evidence-based decision-making, standardization and use of advanced analytics
- ◀ Improved patient experience

Access & Coordination

Strategic Goal #3

Provide quality, equitable and patient-focused care across the province

To support the health and well-being of our community, efforts are needed to improve access and wait times and to coordinate services across the health system. In our consultations, community members told us that care needs to be equitable and accessible. We need to ensure that the Island community can receive the care they need closer to home by strengthening primary care, home care, LTC, MHA and seniors care. Along with this, we need to ensure the services that feed into these areas are also supported. Over the next three years, new and innovative models of care, supported by new technologies and practices will be implemented in community settings.



Priority Areas – Health PEI needs to focus on these areas to achieve its strategic goals:

Primary Care

- Increase access to primary care services and enhance delivery of care
- Transition toward team-based care to provide integrated and coordinated care
- Support patient transitions between different levels of care and programs: enhance and integrate community-based care
- Embed innovation and virtual care to enhance access, team-based care, integration and collaboration

Mental Health and Addictions (MHA)

- Integration of MHA within the health system to reflect evolving patient needs and approaches to care
- Increase access to MHA services and manage transitions in care
- Optimize community-based supports to provide care in the community and support the acute care system
- Continued focus on Master Programming and replacement of Hillsborough Hospital with new MHA Campus

Seniors Care

- Provide care at home and closer to home: Support individuals to stay at home (e.g. increase access to community-based supports, home care, supplies, etc.) or receive care closer to home
- Transitions of care – Hospital to Home: Support individuals in their transition to home and re-integration into the community after care
- Enhanced care capacity for LTC residents: improvement of organizational practices and processes to better support residents and staff

Potential Actions – What this could look like:

Primary Care

- Implementation of the two-year Primary Care Road Map
- Implementation of the Electronic Medical Record (EMR) in primary care

Mental Health and Addictions (MHA)

- Implementation of the MHA Capital Redevelopment Project
- Implementation of EMR within MHA services
- Implementation of Community First Model for community mental health
- Establishment of psychiatric urgent care at the QEH ED

Seniors Care

- Implementation of Seniors Health Services Plan
- Implementation and expansion of seniors programs (COACH, SMHRT, Restorative Care, MIH)

Strategic Performance Indicators (SPI) – Indicators of progress toward achieving strategic goals:

- % of Low Acuity ED visits
- # of patients with Ambulatory Care Sensitive Conditions (ACSC) admitted to hospital
- Wait Times (community programs, community MHA – Psychiatry)
- % of Alternate Level of Care (ALC) Days
- Average Length of Stay (ALOS) in the Frail Senior Program for Discharged Client (in years)
- Rate of Home Care client and LTC resident utilization of inpatient and ED services

What we hope to see ...

Expected Outcomes:

- ◀ Improved patient experiences in primary care, MHA and seniors care
- ◀ Improved access to primary care across the province
- ◀ Increased access to MHA services in acute care and in the community
- ◀ Increased number of seniors receiving care at home or closer to home
- ◀ Expanded home- and community-based supports for seniors including supports for those requiring complex care (e.g. dementia)
- ◀ Decrease in hospital admissions and ED visits for seniors leaving hospital

Innovation & Efficiency

Strategic Goal #4

Develop new and innovative approaches to improve efficiency and utilization of health care resources

Health PEI is committed to improving the quality and efficiency of care in PEI. Focusing on innovative ideas whether small or large has the potential to improve the outcomes and experiences of patients and their families, inspire staff and providers to think outside the box, and improve the overall health of the community. By adopting innovative practices, we will focus on patient flow and system utilization to ensure clients have access to services and will use technology to advance care. Recognizing that there are finite resources for a system that is complex and grows each year, we will also focus on the sustainability of the health system.



Priority Areas – Health PEI needs to focus on these areas to achieve its strategic goals:

System Utilization and Efficient Patient Flow

- Develop safe, effective and timely transitions from hospitals to community settings (community-based care and home)
- Support safe patient transitions between different levels of care and programs: enhance and integrate community-based care

Support the sustainability of the health system by building efficiencies across Health PEI through:

- Continued fiscal management
- Application of strategic management framework including performance measurement
- Appropriate system utilization

Innovative Technology/Practices

- Implementation and expansion of digital health:
 - o Virtual Care: Continued implementation and adoption of virtual care to support the continuity of care, optimize current delivery/practices and provide supports for Islanders and clinicians
 - o Electronic Medical Record: Operationalize EMR across the health care system
 - o Continued collaboration with the Department of Health and Wellness, IT Shared Services and Canada Health Infoway
- Adoption of other innovative technologies and practices to support the continuity of care (including transition points), accessibility and efficiency

Potential Actions – What this could look like:

- Development and implementation of three-year patient flow strategy focusing on transitions in care
- Enhance discharge planning processes
- Development of a strategic management framework to support ongoing monitoring and evaluation of strategic initiatives and key investments
- Development and implementation of two-year virtual care action plan including establishment of Virtual Care Project Coordination Centre
- Implementation of EMR
- Development of Information Management/Information Technology Strategic Plan

**Potential Strategic Performance Indicators (SPI) –
Indicators of progress toward achieving strategic goals:**

- Acute Care Expected Length of Stay (ELOS) Variance
- Acute Care ED Time Waiting In-Patient Bed (TWIB)
- Acute Care Time to Physician Initial Assessment (TPIA) for Canadian Triage and Acuity Scale (CTAS) 1-3
- % of Variance from Budget

Expected Outcomes:

- ◀ Improved patient flow in alignment with enhanced access to services, information and streamlined processes (e.g. follow-up appointments, equipment)
- ◀ Improved discharge planning to facilitate the successful re-integration of patients returning home
- ◀ Streamlined and consolidation of virtual care platforms
- ◀ Improved and modernized collection, sharing and use of patient information



Enablers

Supporting our strategy

The Health PEI team, those who support and deliver care every day, are central to enabling the success of this strategy. Enablers are key elements that must be in place to ensure that Health PEI can execute its strategy efficiently and effectively and achieve the goals outlined. To be successful with our strategic plan, we need to have a clear governance and accountability structure; be evidence-based; support communication within and external to Health PEI; and utilize technology to support the delivery of care.

Governance and Accountability

A supportive, clear and transparent leadership structure across all levels of the organization is key to move our strategy forward. With a clear governance and accountability structure in place, staff and leaders at all levels of the organization will be supported in their roles, decision making will be transparent and will recognize all aspects of the organizations, and collaborations will be strengthened. The importance of governance and accountability extends beyond Health PEI and is also linked to the successes of our collaborations with government. Clear accountability and governance will also guide role clarity between the different organizations.

Evidence-Based

Data, analytics, planning and research are critical in supporting decision making within Health PEI. Improving health system performance, identifying evidence-based practices and planning programs and services based on true needs require access to health system data that is accurate, accessible and timely. Data and advanced analytics will complement the continued linkages with other health authorities, accreditation bodies, professional organizations, and academic and research institutions to further develop and advance the evidence used to inform decision making and planning.

Communication

For our organization to succeed, we must have effective internal and external communication. We must be strategic in our communications to ensure that we are responsive, transparent and accountable to our stakeholders. Building on effective communication is engagement and collaboration with and between staff, the public and our partners. It is crucial to provide clear information to staff and the public to ensure the quality and safety of our service delivery.

Technology

To deliver better care and experiences and to improve our performance, it is important to recognize the role that technology plays in advancing how we work on a day-to-day basis as well as the different opportunities available to us. The adoption of new technologies or the expansion of existing innovations will provide critical assistance in meeting our growing demands and changing community. Technology can link providers across the health system to each other, link clients with their providers and establish common information systems that house client data to support quality, safe and efficient care. The continued adoption of virtual care will also lead to improved access for clients across the province.

Measuring Success

How we are doing

Regular monitoring and assessment of our progress towards our goals – supporting our workforce, embedding quality and safety, enhancing access and coordination, and using innovative and efficient practices – is key to our success. As Health PEI implements the 2021-2024 strategic plan, it is essential to recognize that the organization may need to evolve due to the changing nature of the health care system. This makes the ongoing evaluation of our strategy implementation critical.

In this strategic plan, we have identified the key outcomes and SPIs that we will continuously measure over the next three years. Efficient and effective management processes are required to ensure the complex investments and projects we undertake are appropriately planned and monitored. The Chief Executive Officer of Health PEI will be responsible for reporting on these

indicators to the Board of Directors and the Department of Health and Wellness.

A SPI dashboard will be developed and used to report on progress toward our strategic goals. SPIs will be monitored to ensure they continue to align with our priorities, and with the needs of our community and system pressures.

Strategic Performance Indicators are quantifiable metrics that reflect how close we are to achieving our strategic goals and priorities. We have developed a set of performance indicators that are evidence-based, offer national comparisons where appropriate, are readily available and that align with the work taking place across the organization.



KEY OUTCOMES & PERFORMANCE INDICATORS

Strategic Goal	Strategic Performance Indicator	Expected Outcomes
People	<ul style="list-style-type: none"> • Vacancy Rate • Turnover Rate (churn) • Sick Time (FTE) • Overtime • Employee Incidents (violence, injuries) 	<ul style="list-style-type: none"> • Increased staff satisfaction • Improved workplace safety • Increased efficiency and timeliness of human resources processes • Increased staff retention • Increased ability to attract staff
Quality and Safety	<ul style="list-style-type: none"> • Rate of patient safety events (acute care and acute mental health) • Hospital Deaths: Hospital Standardized Mortality Ratio (HSMR) • Patient Experience: Overall ratings of health service experiences 	<ul style="list-style-type: none"> • Increased understanding, awareness and accountability of quality and patient safety resulting in improved patient outcomes • Adoption of leading practices through evidence-based decision-making, standardization and use of advanced analytics • Improved patient experience
Access and Coordination	<ul style="list-style-type: none"> • % of Low Acuity ED visits • # of patients with Ambulatory Care Sensitive Conditions (ACSC) admitted to hospital • Wait Times (community programs, community MHA – Psychiatry) • % of Alternate Level of Care (ALC) Days • Average Length of Stay (ALOS) in the Frail Senior Program for Discharged Client (in years) • Rate of Home Care client and LTC resident utilization of inpatient and emergency department services 	<ul style="list-style-type: none"> • Improved patient experiences in primary care, mental health and addictions and seniors care • Improved access to primary care across the province • Increased access to mental health and addictions services in acute care and in the community • Increased number of seniors receiving care at home or closer to home • Expanded home- and community-based supports for seniors including supports for those requiring complex care (e.g. dementia) • Decrease in hospital admissions and ED visits for seniors leaving hospital
Innovation and Efficiency	<ul style="list-style-type: none"> • Acute Care Expected Length of Stay (ELOS) Variance • Acute Care ED Time Waiting Inpatient Bed (TWIB) • Acute Care Time to Physician Initial Assessment (TPIA) for Canadian Triage and Acuity Scale (CTAS) 1-3 • % of Variance from Budget 	<ul style="list-style-type: none"> • Improved patient flow in alignment with enhanced access to services, information and streamlined processes (e.g. follow-up appointments, equipment) • Improved discharge planning to facilitate the successful re-integration of patients returning home • Streamlined and consolidation of virtual care platforms • Improved and modernized collection, sharing and use of patient information

In Closing

Healthy teams, healthy people, healthy Island communities

Our strategic plan was developed to bring us forward to a future in which healthy teams, healthy people and healthy Island communities are our reality.

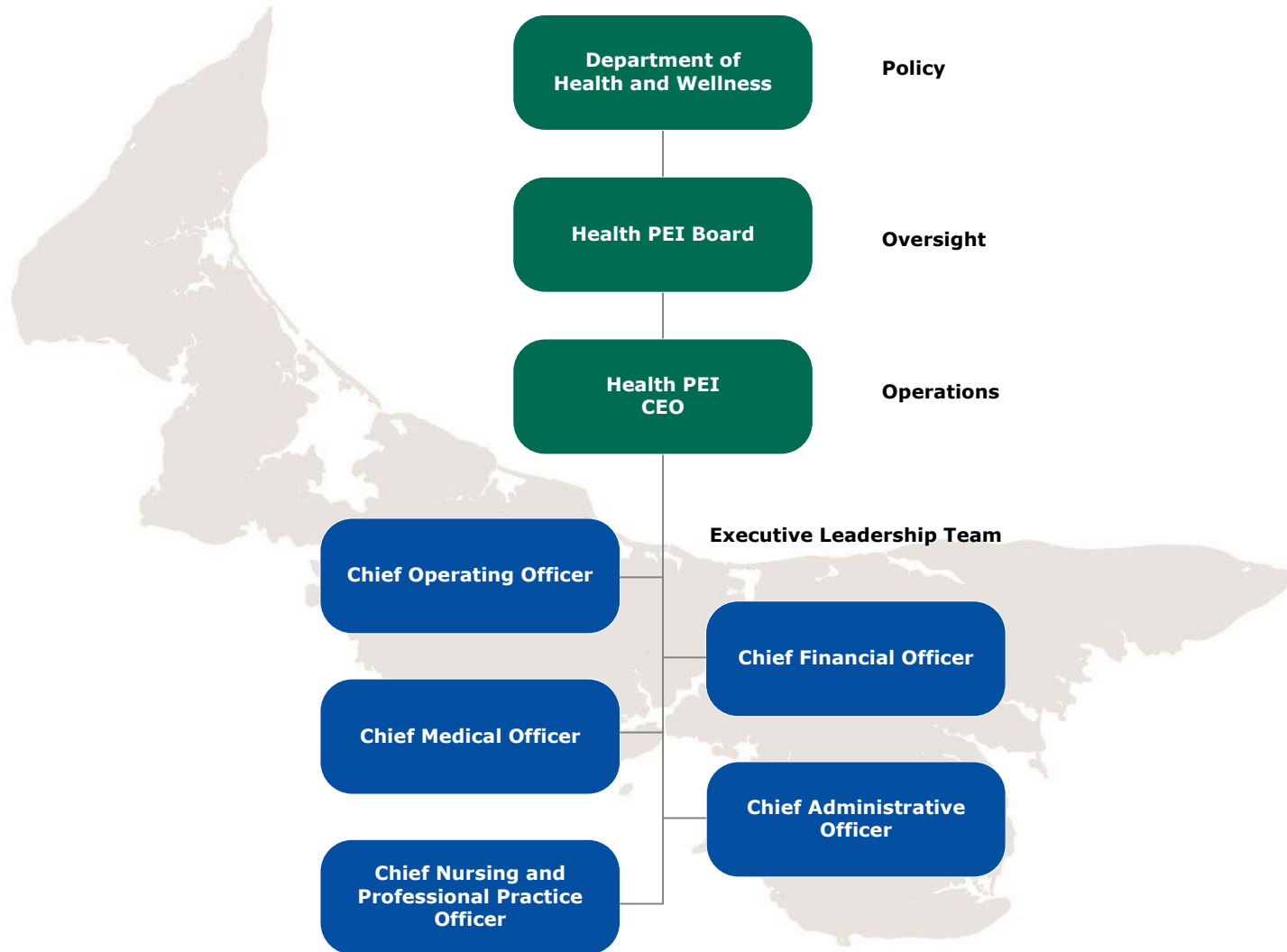
Our plan seeks to enhance and establish many new practices and ways of thinking over the next three years. We do this knowing that there will be ongoing pressures and challenges but that we are committed to staying the course to build a healthier future.

We all have a role to play in bringing our plan to fruition. Our Board of Directors, leadership, staff, physicians, volunteers, patients, patient partners and families, community partners and the Government of PEI need to work together to overcome challenges, seek opportunities and to build a healthier future for generations to come.



Appendix

Organizational Structure



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