

2026 Strategic Plan Update

August 30, 2023



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STRATEGIC PLAN
2026

Sustainable Future: Clinical Services Plan

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OUR STRATEGIC DIRECTIONS



Equity, Diversity, & Inclusion
We all belong



Patient Experience
Empathy, compassion, and respect in every encounter



Staff Experience
This is where we want to work, grow and thrive



Research, Innovation, & Learning
Driven by the needs of our patients, our staff and our communities



Sustainable Future Ensuring our Healthy Future




Clinical Services Plan Overview



Sustainable Future

Ensuring our Healthy Future



Goal: Develop a Hospital Clinical Services Plan to clarify our acute care and academic mandates, to inform and guide planning for short to medium term services, and related resource requirements.

Objective: Assess long-term service demand and impacts on the resources required to support them.

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Background & purpose

- ▶ Feedback received during SP2026 engagement highlighted:
 - ▶ Importance of confirming acute & academic mandates to ensure clear understanding of priorities.
 - ▶ Need for short to medium term plan that informs & guides planning.
 - ▶ Regional stakeholders desire to more fully participate in providing needed care closer to home.
 - ▶ Requirement to understand and proactively plan for longer term demand, and related health human resource, space and equipment requirements.



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Key deliverables

- ▶ Agreement on acute & academic mandates.
- ▶ Clinical services plan that identifies short to medium term (2-5 year) service demand, and strategies and plans to deliver and support required care.
- ▶ Master program:
 - ▶ 30-year vision for required programs and services.
 - ▶ Includes projected community and regional needs, models of care, services and facilities needed to meet those needs.
- ▶ Master plan:
 - ▶ Adds more detail to high level vision, including a multi-year infrastructure plan, a technical building assessment, a business case for the facility development plan, and an estimated project timeline.
 - ▶ Includes all staffing, physical space, equipment and related cost elements.



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Timelines

	2023/24				2024/25				2025/26				2026/27		
Enabler & related activities	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Develop Clinical Services Plan to Project Future Service Demand and Required Capacities															
Estimate short to medium term (2-5 year) service demand, resources required (staff, equipment, space, etc) to support them, and any expected gaps.															
Identify and clarify proposed acute care and academic mandates.															
Engage internal leadership, partners and stakeholders to clarify and confirm acute and academic areas of focus															
Review current services, determine which are consistent with acute care and academic mandates and adjust and/or re-align services as required.															
Leverage the service demand and requirements, and with support of an external consultant, develop a Hospital master program and master plan.															
Work with our partners and stakeholders to ensure required non-acute and lower acuity services can be re-aligned and supported.															



Current state & next steps

- ▶ Volumes forecasts complete.
- ▶ Acute & academic mandate assessment nearing completion.
- ▶ Staffing & related gap analysis underway and expected complete by mid-Sep 2023.
- ▶ Planning underway to confirm engagement activities and required stakeholders.
- ▶ **Breaking:** Recent confirmation that MOH will fund development of master program and master plan, with work to begin in 2024/25, supported by consultant.



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Challenges/Barriers

- ▶ Covid impacts have interrupted our “normal”, making forecasting volumes and staffing capacity difficult.
- ▶ Developing clinical services plan will require difficult prioritization decisions.
- ▶ Regional stakeholders desire to provide increased care must be balanced against their staffing, space, equipment and funding capacities.
- ▶ Given stakeholder workload and project timelines, engagement and reaching broad consensus will be challenging.



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Initial High Level Findings

(samples only)



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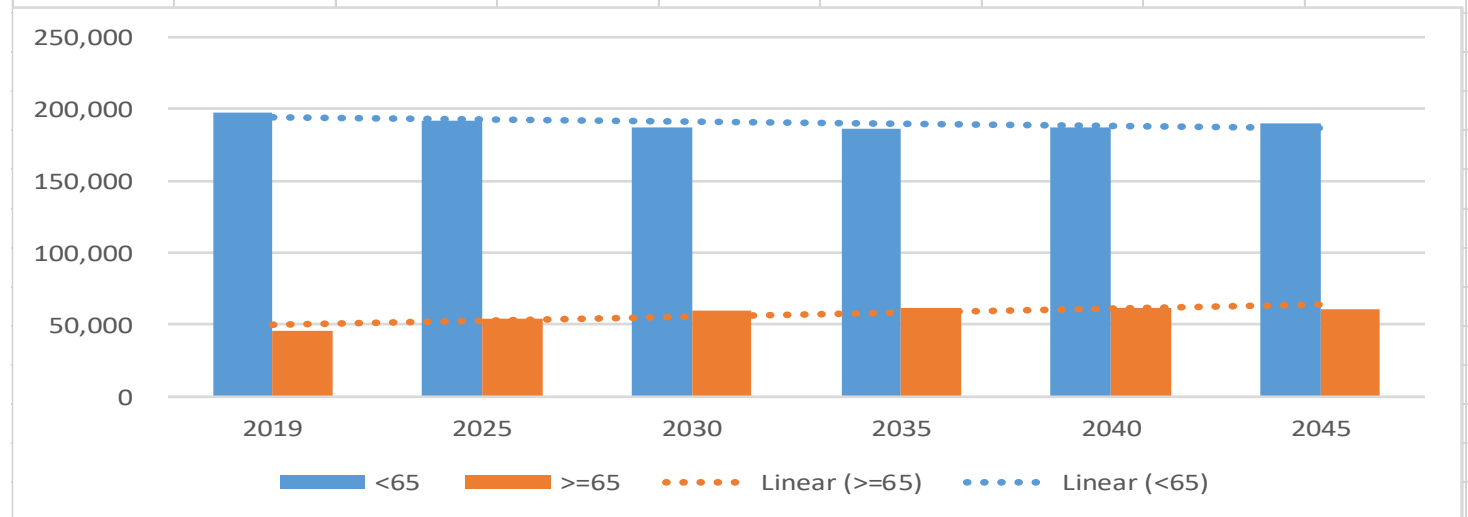
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Forecast - NWO population & breakdown

NWO Population Forecasts by Age Group								
Age Grp	2019	2025	2030	2035	2040	2045	2045 vs 2019 - # Change	2045 vs 2019 - % Change
<65	197,620	192,361	187,332	186,350	187,646	190,202	(7,418)	(3.8%)
>=65	45,424	54,230	60,095	61,899	61,683	60,521	15,097	33.2%
Total	243,044	246,591	247,427	248,249	249,329	250,723	7,679	3.2%
Age Grp								
<65	81.3%	78.0%	75.7%	75.1%	75.3%	75.9%	(5.4%)	
>=65	18.7%	22.0%	24.3%	24.9%	24.7%	24.1%	5.4%	
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	

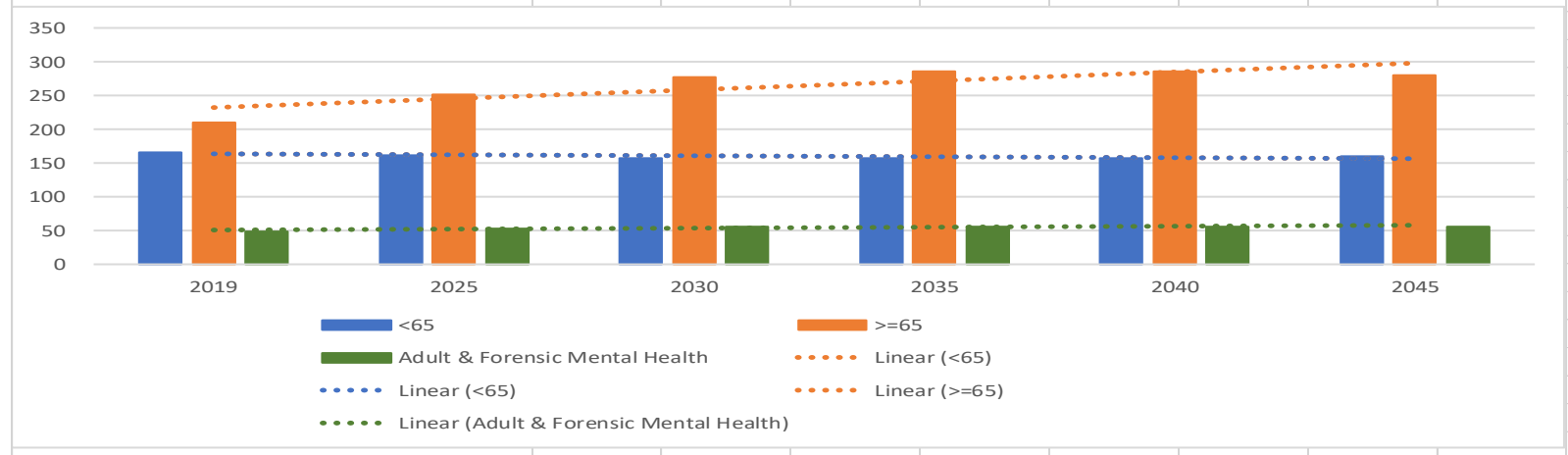


Modest overall population growth but significant shift to 65+ pop'n.



Forecast – Acute IP days & equivalent beds

Age Grp	2019	2025	2030	2035	2040	2045	2045 vs 2019 - # Change	2045 vs 2019 - % Change
Inpatient Days								
<65	60,571	58,959	57,418	57,117	57,514	58,297	(2,274)	(3.8%)
>=65	76,764	91,646	101,557	104,606	104,241	102,277	25,513	33.2%
Subtotal	137,335	150,605	158,975	161,723	161,755	160,574	23,239	16.9%
Adult & Forensic Mental Health	17,746	18,974	20,028	20,374	20,379	20,230	2,484	14.0%
Total	155,081	169,579	179,003	182,097	182,134	180,804	25,723	16.6%
Equivalent Beds (Inpatient Days / 365)								
<65	166	162	157	156	158	160	(6)	(3.8%)
>=65	210	251	278	287	286	280	70	33.2%
Subtotal	376	413	436	443	443	440	64	16.9%
Adult & Forensic Mental Health	49	52	55	56	56	55	6	13.1%
Total	425	465	491	499	499	495	70	16.5%

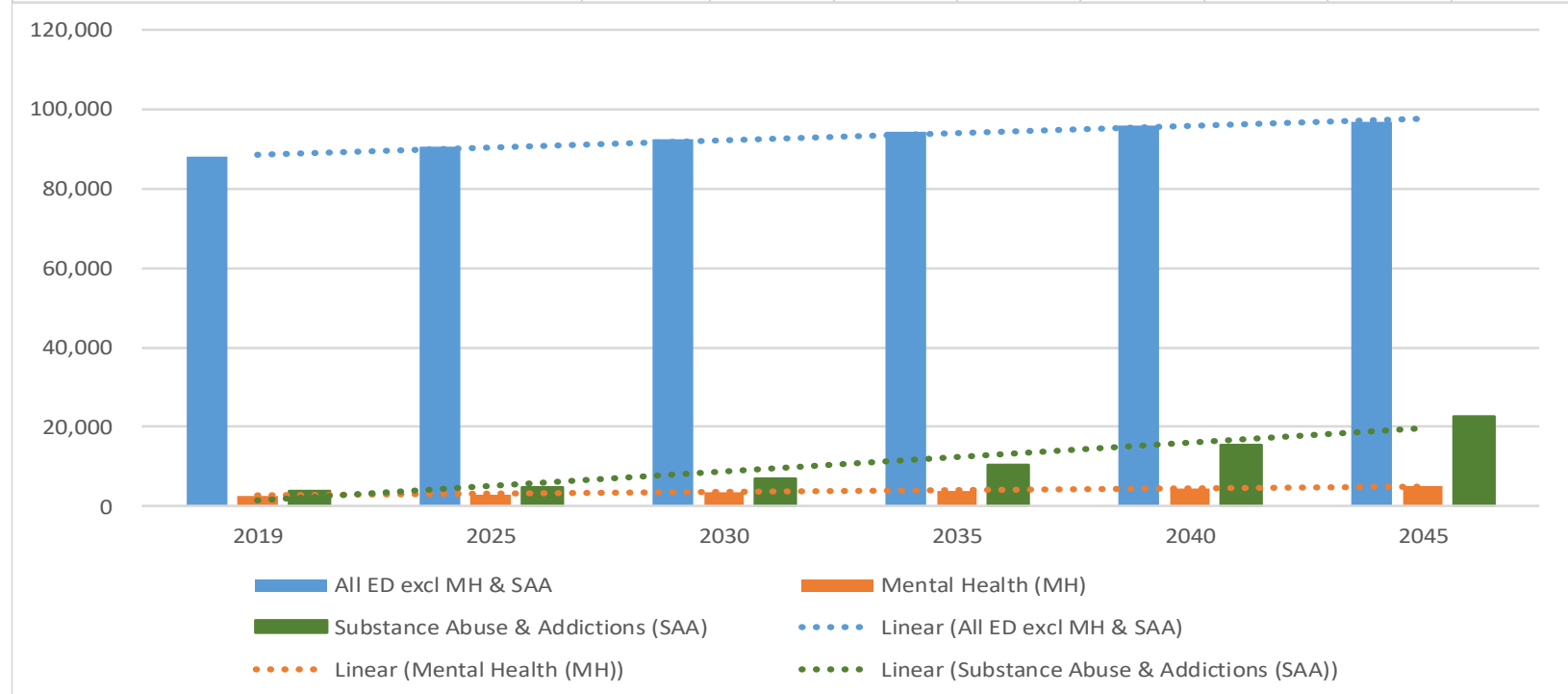


Considerable increases in inpatient days and bed demand expected.



Forecast – ED visits

Age Grp	2019	2025	2030	2035	2040	2045	2045 vs 2019 - # Change	2045 vs 2019 - % Change
All ED excl MH & SAA	88,156	90,607	92,346	94,274	95,932	96,984	8,828	10.0%
Mental Health (MH)	2,768	3,066	3,481	3,964	4,521	5,144	2,376	85.8%
Substance Abuse & Addictions (SAA)	3,794	4,826	7,074	10,398	15,302	22,494	18,700	492.9%
Total	94,718	98,499	102,901	108,636	115,755	124,622	29,904	31.6%



Moderate growth in ED volumes but dramatic growth in MH and SAA volumes.