We work together to improve our health and well-being.
Every day.
For everyone.

Saskatchewan Health Authority
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>From our Board Chair</td>
<td>3</td>
</tr>
<tr>
<td>From our CEO</td>
<td>4</td>
</tr>
<tr>
<td>Vision, Mission and Values</td>
<td>5</td>
</tr>
<tr>
<td>Introduction</td>
<td>6</td>
</tr>
<tr>
<td>2022-23 SHA Roadmap Goals</td>
<td>7</td>
</tr>
<tr>
<td>Key Provincial Budget Investments</td>
<td>8</td>
</tr>
<tr>
<td>Budget Investment and Roadmap Goals</td>
<td>9</td>
</tr>
</tbody>
</table>
FROM OUR BOARD CHAIR

Health care is integral to the lives of the people of Saskatchewan. We live in a place built on the premise of neighbours helping neighbours. And if there’s one thing we value above all other things, it’s getting the help we need, when we need it.

Our health-care system is a vital part of this province, and I am extremely proud of the way our health care teams have risen to the challenge throughout the fight against COVID-19 to provide high quality health-care to Saskatchewan’s people.

To the Saskatchewan Health Authority’s (SHA’s) staff and physicians, I know that doing what you needed to do to serve the people of Saskatchewan the best way possible has been difficult during the pandemic. It has meant late nights and early mornings, missed time with friends and family, and missed hours of sleep. But the dedication you have shown has made a difference. You have kept this province going. And I – and the rest of the population of this province – owe you a debt of gratitude.

Thank you, from the bottom of my heart, for your time, your effort, your patience and your endurance during this historic time. As we emerge from this crisis, let us not forget what we learned, but use it to propel us forward into a brighter future.

As we launch our new Roadmap for 2022-23, I could not be prouder to be chair of the SHA board of directors. This plan will move us forward on improving health care for every resident of Saskatchewan by tapping into our greatest strength – our people.

Thank you.

Arlene Wiks

Saskatchewan Health Authority Board Chair
From Our CEO

Over the last two years, the COVID pandemic has tested our health system and our people. There is no doubt it has taken a toll and stretched us, but it has also helped us grow. Together, our people have innovated, adapted and flexed to meet the health needs of Saskatchewan people. I am so thankful and proud of the work of our health-care teams to care for each other and the people of Saskatchewan in the face of these unprecedented challenges.

Things are now starting to shift. COVID-19 is still here. But we are now learning to live with it. Our focus as a health-care system must be to adapt to this reality. Leveraging the collective strength of our teams, we can build on the lessons learned from the pandemic to strengthen our commitment to providing safe, high quality health care, as close to home as possible.

As one province-wide team, the Saskatchewan Health Authority is now focusing our efforts on the key things we must do for our own health and wellness and for the people we serve.

For the upcoming fiscal year (2022-2023), the SHA’s Executive Leadership Team will be focusing our organizational effort on three main areas:

- Investing in our people – our most valuable resource
- Connected care for the people of Saskatchewan – providing seamless care as close to home as possible
- Enhancing patient care through better flow of information and renewed facility infrastructure

Every month, we will be reviewing our efforts in these areas on our wall-walks, celebrating successes and sharing our learnings.

I am excited about this next chapter. The last two years battling COVID have proven the strength and ingenuity of our people. This builds on a long history of demonstrated commitment by our health care teams to the patients, residents and families we serve. Together, we will continue to advance on our priorities, improving health care for every resident of Saskatchewan.

Thank you.

Andrew Will
Saskatchewan Health Authority Interim CEO
VISION, MISSION, VALUES

Vision
Healthy People, Healthy Saskatchewan

Mission
We work together to improve health and well-being. Every day. For everyone.

Values

- **Safety**: Be aware. Commit to physical, psychological, social, cultural and environmental safety. Every day. For everyone.

- **Accountability**: Be responsible. Own each action and decision. Be transparent and have courage to speak up.

- **Respect**: Be kind. Honour diversity with dignity and empathy. Value each person as an individual.

- **Collaboration**: Be better together. Include and acknowledge the contributions of employees, physicians, patients, families and partners.

- **Compassion**: Be caring. Practice empathy. Listen actively to understand each other’s experiences.

- **Philosophy of Care**: Our commitment to a philosophy of Patient and Family Centred Care is at the heart of everything we do and is the foundation for our values. This philosophy of care is in essence our culture – who we are, the shared purpose that brings us all together and how our patients and families experience care every day. Through meaningful engagement and co-creating mutually beneficial partnerships among employees, physicians, patients, families, clients and residents, together we ensure a seamless health system that supports Healthy People, Healthy Saskatchewan.
INTRODUCTION

We are pleased to present, on behalf of our Executive Leadership Team, our 2022-2023 Saskatchewan Health Authority (SHA) Roadmap. The Roadmap is our delivery plan to execute on this year’s budget commitments as well as advance key priorities for the SHA.

The 2022-23 SHA Roadmap is focused on achieving three key Goals:

- Investing in our most valuable resource—Our People;
- Advancing Connected Care for the people of Saskatchewan—providing seamless care as close to home as possible; and
- Enhancing patient care through better flow of information and renewed facility infrastructure.

Our values of safety, accountability, respect, collaboration, compassion and philosophy of care guided the establishment of year end objectives for each priority. Our commitment to a philosophy of Patient and Family-Centred Care is at the heart of everything we do and is the foundation for our values. It is the essence of our culture – who we are, the shared purpose that brings us all together and how our patients and families experience care every day. Through meaningful engagement and co-creating mutually beneficial partnerships among employees, physicians, patients, clients, residents and families, together we ensure a seamless health system that supports our vision of Healthy People, Healthy Saskatchewan.

As the largest employer of a relatively new provincial organization, the SHA is committed to recovery from the COVID-19 pandemic with a focus on increasing access, addressing wait times, stabilizing rural and remote services, focusing on the foundation of care delivery, Primary Health Care, and meeting the needs of clients requiring mental health addiction services. Improvements to infrastructure, information systems and analytical capabilities will position the SHA to better serve the people of Saskatchewan.

Our Executive Leadership team strongly supports this plan and is committed to providing leadership in support of the priorities outlined.
2022-2023 SHA ROADMAP GOALS

Goal: Investing in our most valuable resource — Our People

Priority: Support and improve the safety and wellbeing of health-care workers and physicians

Priority: Advance progressive health human resource strategies to meet the SHA’s current and future workforce needs

Priority: Develop and empower effective leaders and teams who achieve and celebrate results

Goal: Advancing connected care for the people of Saskatchewan — providing seamless care as close to home as possible

Priority: Expand access to safe, high quality, coordinated health services, close to home for the people we serve by:

- Enhancing team-based primary health care and improving health outcomes through health networks
- Ensuring continuity of care at every health encounter
- Developing collaborative inpatient care models

Priority: Living with COVID-19

Priority: Improve access to integrated mental health and addiction services

Priority: Stabilize health services in rural and remote communities across Saskatchewan

Priority: Reduce surgical wait times

Priority: Expand access to medical imaging procedures

Priority: Expand Intensive Care Unit (ICU) and high-acuity capacity and services across the province

Goal: Enhanced patient care through better flow of information and renewed facility infrastructure

Priority: Engage with health-care teams and communities in advancing approved major capital projects

Priority: Integrate clinical information systems to ensure health-care providers, and patients have accessible, timely information to support health-care decisions and the provision of care

Priority: Develop capability, capacity and use of data, analytics and advanced decision support to ensure quality, timely and accurate information to support health system planning and care delivery

Priority: Implement the Administrative Information Management System (AIMS) and standardize business process

Priority: Strengthen accountabilities and relationships with Health System Partners to advance the strategic direction of the SHA
KEY PROVINCIAL BUDGET INVESTMENTS

The Government of Saskatchewan’s vision for the province is “to be the best place in Canada – to live, work, to start a business, to get an education, to raise a family and to build a life.” Government goals include a strong economy, strong communities, and strong families.

This year’s provincial budget included a record investment for the Saskatchewan Health Authority, with an increase of $277.1 million or 7.0 per cent for a total of $4.424 billion. The goals and priorities of the 2022-23 SHA Roadmap support the mobilization of leaders and teams toward delivery in on this year’s budget initiatives. Key government commitments will strengthen and expand emergency care in major urban and rural community hospital settings, including:

- $21.6 million increase to address the surgical waitlist
- $12.5 million for 11 additional intensive care unit (ICU) beds, the first of a three-year strategy to add 31 ICU beds across the province
- $10.8 million increase to stabilize emergency medical services (EMS) across the province, particularly in rural and remote areas
- A $4.9 million increase to expand the number of specialized medical imaging procedures, including CT and MRI scans
- $2.2 million increase for the Neonatal ICU at Victoria Hospital in Prince Albert to deliver more enhanced specialized care
- $13.5 million for procurement and design stages of the expansion and redevelopment of Prince Albert Victoria Hospital project
- $15.2 million to fund design and construction expenses for Urgent Care Centres in Regina and Saskatoon

Other Investments in programs and services include:

- $17.0 million increase for initiatives targeted at seniors, including the second year of the continuing care assistant commitment
- $15.8 million or a 7.7 per cent increase for the Saskatchewan Cancer Agency to improve treatments, services and resources for cancer patients to achieve better outcomes
- $9.5 million increase for mental health and addictions
- Establishment of an independent Saskatchewan Healthcare Recruitment Agency solely dedicated to recruitment and retention of health human resources to Saskatchewan from across North America and overseas locations
- $95 million to sustain ongoing COVID-19 measures to continue protecting Saskatchewan people in the transition to Living with COVID
BUDGET INVESTMENT AND ROADMAP GOALS

Goal: Investing in our most valuable resource — Our People

- $3.5 million in new funding will increase the number of specialty and family medicine residency training seats, expand intake for the Saskatchewan International Physician Practice Assessment (SIPPA) program and enhance rural practice incentives for physicians
- $17 million increase will support seniors hiring 117 continuing care aides (CCAs) during this second year of a three-year commitment to add a total of 300 more CCAs for long-term care and home care.

Goal: Advancing connected care for the people of Saskatchewan — providing seamless care as close to home as possible

- Approximately $11 million increase will support stabilization of emergency medical services (EMS) with additional paramedics, ambulances and funding in 27 communities across the province
- A $4.9 million increase will expand the number of specialized medical imaging procedures, including CT and MRI scans, increasing CT access for 8,790 patients and MRI access for 1,750 patients
- A $21.6 million increase will significantly reduce the surgical waitlist by performing 97,000 procedures in the upcoming fiscal year
- An increase of $9.5 million for mental health and addictions, including $8 million for targeted initiatives to improve services and supports will improve services and supports under connected care; included in this will be the first of the 150 new addiction treatment spaces
- An added $3 million will fund 10 high-acuity beds at Regina General Hospital to support capacity expansion; the beds will be used to reduce demands on the ICU and improve patient flow
- With an investment of $12.5 million, 11 ICU beds added to the provincial system for a total of 90 beds in 2022-23

Goal: Enhanced patient care through better flow of information and renewed facility infrastructure

- $15.2 million will help fund Urgent Care Centres in Regina and Saskatoon
- $13.5 million for Prince Albert Victoria Hospital will help cover procurement and design stages of the project
- $6.5 million for design and procurement activities will support specialized and standard long-term care beds in Regina
- $6 million for Weyburn General Hospital replacement will support procurement and design activities
- $5 million will support continued progress on La Ronge and Grenfell long-term care facilities
- $750,000 will support planning, procurement and design of the Regina General Hospital Parkade
- $600,000 will be used for early planning and needs assessment for the Yorkton Regional Health Centre replacement and the Watson and Estevan long-term care replacements
Healthy People, Healthy Saskatchewan

THE 2022-2023 SHA ROADMAP

Healthy People, Healthy Saskatchewan