The 2023-2024 SHA Roadmap

Healthy People, Healthy Saskatchewan

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

Saskatchewan Health Authority

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FROM OUR BOARD CHAIR

Saskatchewan is a special place; a place built on the idea that no one stands alone, that we help each other. Our health-care teams are no different.

We have faced many challenges over the last several years. We have moved from fighting COVID-19 to learning to live with it as a new part of our reality. We have gone from a focus on pandemic response back to building a truly provincial health-care system that provides the care that is needed, where it is needed.

To the Saskatchewan Health Authority’s (SHA’s) staff and physicians, thank you for all you have done to care for the people of Saskatchewan over the past year, while at the same time taking steps to make our health-care system better. Your dedication has not gone unnoticed and is resulting in truly transformational change.

We are using the lessons from the past to propel us into a brighter future, and I am grateful for the expertise and efforts of everyone within the SHA for their part in moving the system forward.

Our new Roadmap for 2023-24 shows us the next steps to take on our journey. I am so proud of how far we have come in just a single year, and so excited about where we are going.

Thank you.

Arlene Wiks
Saskatchewan Health Authority Board Chair
The past year has involved a significant shift for our health-care teams. As a health-care system, we moved from our primary focus – the COVID-19 pandemic – back to working towards a single, ambitious vision: Healthy People, Healthy Saskatchewan.

Thanks to the efforts and determination of so many people within Saskatchewan’s health-care system, we are on the road to reaching our vision, one step at a time, working together to improve health and well-being. Every day. For everyone.

We have already achieved so much on this road to transformation. By refocusing attention on areas of critical need for the people of Saskatchewan, such as recruitment and retention of staff and physicians, mental health and addiction services, surgical waitlists, hospital overcapacity issues, access to primary health care, and infrastructure projects, we are making progress. Job offers are being made, positions filled and surgical waitlists are shorter. New processes are making inroads to solve our overcapacity issues, we are developing new ways to ensure access to primary care, and new hospitals and care centres are moving from plans to fruition across the province. We still have work to do, but we should be proud of the progress we are making.

In support of the Ministry of Health’s goals for 2023-24 — a stronger health-care system and responsive mental health and addictions services — our efforts over the coming year will focus on:

• Investing in our most valuable resource – Our People.
• Responsive mental health and addictions services.
• Providing seamless care as close to home as possible.
• Enhancing patient care through better flow of information and renewed facility infrastructure.

By coming together, we can tackle even the biggest challenges. Through the strength of all of you, all of the SHA’s staff and physicians, we will transform health care in this province. I am excited for what that will mean for each and every one of us and those we serve.

Together, we can do it. Thank you to our health-care teams for the commitment you show every day to caring for the people of Saskatchewan.

Andrew Will

Saskatchewan Health Authority 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 of 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

On behalf of the Saskatchewan Health Authority (SHA) Executive Leadership Team (ELT), we are pleased to present our 2023-2024 Saskatchewan Health Authority Roadmap. The Roadmap is our delivery plan to execute on the Ministry of Health’s 2023-24 Business Plan, focused on the goals of a stronger health-care system and responsive mental health and addictions services, along with strategies including ensuring adequate health human resources, improving team-based care in the community and in hospitals, improving mental health and addictions services, investing in health-care infrastructure, and improving cultural responsiveness. The SHA Roadmap is designed with this plan in mind to advance initiatives that are foundational to long-term health-care transformation.

The 2023-24 SHA Roadmap is focused on:

- Investing in our most valuable resource - Our People;
- Responsive Mental Health and Addictions Services;
- Providing seamless care as close to home as possible by advancing Connected Care for the people of Saskatchewan; and
- Enhancing patient care through better flow of information and renewed facility infrastructure.

Our organizational values of safety, accountability, respect, collaboration, compassion and philosophy of care guide the establishment of year-end deliverables for each priority.

Together, we are working to ensure our health system supports our vision of Healthy People, Healthy Saskatchewan. Our commitment to a philosophy of Patient and Family-Centred Care is the foundation of our values and at the heart of everything we do. It is what brings us all together, and how our patients and families experience care every day through meaningful engagement and mutually beneficial partnerships among employees, physicians, patients, clients, residents and families.

As a provincial organization, the SHA is committed to advancing progressive health human resource strategies to meet current and future health-care needs, enhancements to team-based care, improved access to integrated, team-based mental health and addiction services, stabilizing rural and remote services, reducing surgical wait times, continued improvements to infrastructure, and the integration of clinical information systems. Focusing on these initiatives allows our organization to better serve the people of Saskatchewan in accessing services when and where they are needed.

The SHA Executive Leadership Team supports this plan and is dedicated to providing leadership in support of the priorities outlined.
2023-2024 ROADMAP GOALS

Goal: Invest in our most valuable resource — Our People

- **Priority:** Support and improve the safety and wellbeing of health-care workers and physicians.
- **Priority:** Develop and empower health-care teams to achieve results and celebrate successes.
- **Priority:** Advance progressive health human resource strategies to meet the current and future health-care needs.
- **Priority:** Enhance the SHA's culture of belonging, diversity and inclusion.

Goal: Responsive Mental Health and Addictions Services

- **Priority:** Improve access to integrated team-based mental health and addiction services.

Goal: Provide seamless care as close to home as possible

- **Priority:** Enhance interdisciplinary team-based care and improve health outcomes through health networks.
- **Priority:** Stabilize health services in rural and remote communities.
- **Priority:** Reduce surgical wait times.
- **Priority:** Improve health outcomes and patient flow.

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

- **Priority:** Engage health-care teams and communities to support the design, local funding, and operational readiness for major capital projects.
- **Priority:** Digital Health / eHealth systems and information flow alignment to support SHA Roadmap requirements.
- **Priority:** Collaborate with the Ministry of Health, eHealth and other health partners to develop a digital health strategy to support integration of clinical information systems.
KEY PROVINCIAL BUDGET INVESTMENTS

The Government of Saskatchewan’s vision for this province is, “Growth that works for everyone.” Government goals include a strong economy, strong communities and strong families.

This year’s provincial budget included an investment for the SHA of $4.433 billion or $191.4 million (4.5 per cent) over last year. The SHA is grateful for both the direct investments in our organization and the investments in the health-care system. The goals and priorities of the 2023-24 SHA Roadmap support the mobilization of leaders and teams towards delivery on this year’s budget initiatives. Key incremental government commitments include:

- $42.5 million to the surgical program including $38.5 million for additional surgeries and $4 million to support expansion of the surgical information system;
- $39 million to support seniors care and facilitate seniors living in their own homes and the community;
- $27.3 million to address the health human resource strategy to meet future health-care needs;
- $19.8 million increase to support 64 permanent acute and complex care beds located at Royal University Hospital in Saskatoon (36 beds) and Pasqua Hospital in Regina (28 beds);
- $8.8 million to enhance emergency medical services (EMS);
- $6 million for year two of a multi-year ICU enhancement strategy; and
- $12.4 million to address new and ongoing Mental Health and Addictions initiatives.

Other key investments in programs and services include:

- $4.0 million investment in a northern security model;
- $4.4 million investment to support health human resource strategies including registered nurse travel pools and physician assistants;
- $2.9 million to fund five additional virtual triage physicians and reduce emergency department service disruptions;
- $7 million for specialized medical imaging services, including additional Computed Tomography (CT), Magnetic Resonance Imaging (MRI) and Interventional Radiology (IR) capacity in the province;
- $6.9 million to improve access and enhance Cardiology, Neurology and Epilepsy Services;
- $2.6 million to increase provincial endoscopy services;
- $2.5 million to optimize patient flow services provincially;
- $2.3 million to support the development and stabilization of a comprehensive pediatric gastroenterology (GI) program in the province; and
- approximately $314 million for capital facilities, equipment and life/safety maintenance.
2023-2024 ROADMAP GOALS

Goal: Invest in our most valuable resource — Our People
- Health Human Resources Strategies:
  - $21.9 million for 250 new full-time positions and enhancement of part-time to full-time in rural and remote areas
  - $3.1 million for a new Registered Nurse travel pool program to help mitigate rural and remote human resource pressures
- $4.0 million for enhanced security in the north to support and improve the safety and wellbeing of health-care workers and physicians
- $1.3 million for new physician assistant positions
- $5.5 million for the remaining 75 CCA positions as part of a multi-year strategy
- $1.0 million for rural physician recruitment incentive enhancements and clinical placement supports

Goal: Responsive Mental Health and Addictions Services
- $5.3 million for addiction and treatment spaces and other supports
- $3.5 million for children and youth supports
- $3.6 million for ongoing mental health and addition services initiatives

Goal: Provide seamless care as close to home as possible
- $2.6 million to support seniors as an alternative to long-term care
- $2.9 million for emergency room stabilization and to implement virtual care
- $8.8 million to enhance emergency medical services
- $42.5 million to reduce surgical waitlists by performing 103,000 procedures in the upcoming fiscal year
- $25.8 million to expand acute care services and intensive care unit capacity
- $16.6 million to reduce wait times in targeted acute care procedures, medical imaging and diagnostics, and specialty services
- $2.5 million to optimize patient flow and services
- $2.3 million to support the development and stabilization of a comprehensive pediatric gastroenterology (GI) program in the province.

Goal: Enhance patient care through better flow of information and renewed facility infrastructure
- $208 million for major capital projects
THE 2023-2024 SHA ROADMAP

Healthy People, Healthy Saskatchewan

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