



Lakeridge  
Health

# ANNUAL BUSINESS PLAN 2025/2026





# 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 30 community health-care locations and a state-of-the-art surgical centre within the 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, eye care, thoracic, gynecology oncology 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.

Lakeridge Health is redefining the future of health care through transformative research, dynamic academic partnerships, and groundbreaking clinical trials. With over 140 active studies, we're at the forefront of advancing medical knowledge, expanding treatment options, and improving the lives of our patients. Our one-of-a-kind Queen's-Lakeridge Health MD Family Medicine Program is on the leading edge of training the next generation of primary care doctors. Each year, over 3,000 students and trainees are supported by the Lakeridge Health Education and Research Network (LHEARN). Through our innovative collaboration with Ontario Tech University, we're also harnessing the power of Artificial Intelligence to revolutionize patient care. Together with our academic, community, and industry partners, Lakeridge Health is tackling the toughest health challenges and elevating the quality of care for the communities we serve.

Guided by our vision of **One System. Best Health.** and supported by a dedicated team of nearly 9,000 staff, physicians, and volunteers, Lakeridge Health is a proud member of the Durham Ontario Health Team (Durham OHT) and works in collaboration with the Durham OHT, as well as 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 move into the 2025/2026 fiscal year, Lakeridge Health continues to grow, evolve, and plan for a healthier future for all. With a strong foundation laid over the past several years, we are focused on building a more connected, sustainable, and inclusive health system – one that meets the needs of our communities today while preparing for the challenges and opportunities of tomorrow.

Thanks to the ongoing dedication of our staff, physicians, volunteers, and partners, we have made tremendous progress in advancing our key priorities. But we know there's more to do. The year ahead presents a vital opportunity to deepen our impact through a renewed focus on safety, access, people, and financial health.

This year's Annual Business Plan (ABP) brings greater clarity and alignment to our efforts. It integrates three core components:

- Annual Priorities – Key areas of focus that drive improvements in care and workplace culture;
- Corporate Scorecard – Metrics that keep us accountable; and
- Big Rock Initiatives – Major transformational projects with long-term impact across Lakeridge Health.

Together, these elements align with our current Strategic Plan and lay the groundwork for the next, which will be launched in 2026. Engagement for the new Strategic Plan is already underway, and we look forward to working together to shape the future of Lakeridge Health.

With thanks and gratitude,



**Cynthia Davis**  
President and CEO



**Dr. Randy Wax**  
Chief of Staff



# PROGRESS IN 2024/2025

Lakeridge Health began the 2024/2025 fiscal year with four new Annual Priorities, each designed to address significant challenges facing our organization. Over the course of the year, our teams demonstrated unwavering commitment to advancing these priorities and delivering tangible results.

Zeroing in  
on Safety



Improving  
Access and  
Experience



Healthy  
Finances



Supporting  
Our People





# ZEROING IN ON SAFETY

Safety is foundational to everything we do at Lakeridge Health. In 2024/25, our focus was on reducing workplace violence, lowering the prevalence of in-hospital sepsis, and ensuring the continued safety of residents and staff at our long-term care home, Lakeridge Gardens. We made measurable progress, laying the groundwork for lasting improvements.

## Key successes include:

- We equipped 321 team members with Crisis Prevention and De-escalation training and launched a practical toolkit to support frontline staff recognize and de-escalate potentially violent situations.
- We achieved a notable reduction in the prevalence of in-hospital sepsis. Improvements in documentation and coding enabled us to better differentiate hospital-acquired sepsis from pre-existing sepsis. In parallel, we developed a new AI model to support early identification and management of deteriorating patients.
- Through enhanced Personal Support Worker (PSW) training, regular medication reviews, and medication assessments for new admissions, we achieved a significant reduction in the use of antipsychotic medication among residents not diagnosed with psychosis. These practices are now embedded into standard care protocols to ensure sustainability and person-centred care.

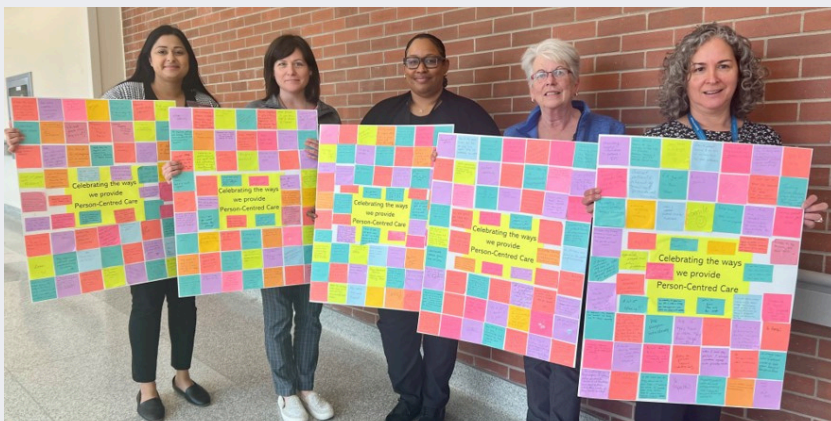


# IMPROVING ACCESS AND EXPERIENCE

Delivering timely, seamless, and person-centred care remains a cornerstone of our mission. This year, we prioritized improvements to emergency department (ED) flow, supporting safe transitions for patients no longer requiring hospital care, and enhancing the overall patient experience.

## Key successes include:

- We improved ED length of stay, in part, through the introduction of gender cohorting to allow patient assignment to the first available bed, and the launch of a new model in the Oshawa Hospital ED that introduced a restructured team approach, improved space utilization, and enhanced patient flow.
- The number of alternate level of care (ALC) patients was considerably reduced, driven by mobility programs, early discharge planning, and a successful short-stay pilot that saved over 1,500 ALC days.
- We enhanced patient communication post-discharge through improvements in discharge information, standardized unit orientation, and the expanded use of MyChart Central East Ontario.
- We strengthened the ED experience for diverse populations by expanding translation services, refining patient flow, and providing anti-racism education for team members, with a specific focus on improving care for patients with Sickle Cell Disease.





# HEALTHY FINANCES

This Annual Priority continues the essential work of restoring Lakeridge Health to a balanced financial position. Building on the foundation laid in 2023/2024, we continued to implement several cost-saving initiatives in 2024/2025 to fully realize their impact. In parallel, we continue to be actively engaged with the Ministry of Health, Ontario Health East, and other government partners to address sector-wide financial challenges and to explore new funding opportunities.

## Key successes include:

- We reduced then eliminated the use of agency staffing;
- We reduced overtime-related costs.





# SUPPORTING OUR PEOPLE

The strength of Lakeridge Health lies in its people – our staff, physicians, and volunteers. This year, we continued to invest in systems, training, and culture to foster an engaged, inclusive, and high-performing workforce.



## Key successes include:

- We launched a new electronic scheduling system, Time & Pay (TAP), designed to provide a more efficient, reliable, and user-friendly experience for staff and managers.
- Our Daily Management System (DMS) – which supports continuous quality improvement through structured team-based practices – was implemented in 21 additional programs.
- As part of year two of our Inclusion, Diversity, Equity, Accessibility, and Anti-Racism (IDEAA) Multi-Year Action Plan, we expanded education initiatives and drafted a new human rights policy to guide our ongoing commitment to equitable care and workplace practices.



# 2024/2025 SCORECARD RESULTS

The following Corporate Scorecard results provide a summary of our performance over the 2024/2025 fiscal year:

Strategic Direction	 <b>Commitment to Individual Health Care</b>		
Annual Priority	2024/25 Corporate Measure	2024/25 Target	YTD Results
Zeroing in on Safety	Number of workplace violence incidents resulting in lost time or healthcare sought (12-month rolling value)	50	75
	In-hospital Sepsis (risk-adjusted ratio)	4.0	3.8 (Jan 2025)
	Percentage of long-term care residents not living with psychosis who were given antipsychotic medication	19%	6.0%
Strategic Direction	 <b>Create an Integrated System of Care</b>		
Improving Access & Experience	90th Percentile ED Length of Stay (LOS) for admitted patients (hours)	64 hours	67.2 hours
	ALC Throughput Ratio (risk-adjusted ratio)	1.0	1.03
	Patient Experience: Did you receive enough information from hospital staff about what to do if you were worried about your condition or treatment after you left the hospital?	72.5%	71.6%
	ED Patient Experience: How often did care providers treat you with courtesy and respect?	87.9%	86.5%
Healthy Finances	Overall balanced financial position	\$0	-\$34.3M (Feb 2025)
Strategic Direction	 <b>Be a Workplace of Choice</b>		
Supporting Our People	Implementation of electronic scheduling system	<ul style="list-style-type: none"> <li>Complete implementation</li> <li>Develop KPIs for monitoring</li> </ul>	Launched
	Number of teams with Daily Management System implemented (incl. Inclusive Leadership Training)	<ul style="list-style-type: none"> <li>19 programs with at least one work unit implementing DMS</li> </ul>	21 programs onboarded with inclusive leadership
Strategic Direction	 <b>Improve Population Health</b>		
Supporting Our People	Percentage of all staff/physicians completing four IDEAA self-directed or focused learning and development sessions	<ul style="list-style-type: none"> <li>Leaders - 80% complete at least 4 modules</li> <li>Design and test IDEAA learning strategy with a focus on point of care staff and physicians in one program</li> </ul>	82.9% of leaders completed at least 4 modules
	Design and implement collection of one equity indicator into the HR dashboard Indicator: Percentage of human rights related team member complaints (employees/credentialed/volunteers) that are successfully resolved/completed	Human rights complaints data available and updated on the HR dashboard	Incomplete



# 2025/2026 ANNUAL PRIORITIES

Building on the momentum established in 2024/2025, we have carried forward our four key priorities into the current fiscal year. Each priority is intentionally aligned with one or more of our strategic directions, reinforcing our commitment to advancing the organization's long-term vision.

## Zeroing in on Safety

Safety continues to be a core priority for both our patients, residents, and clients, and our team members. In 2025/2026, our efforts are focused on reducing:

- Incidents of workplace violence; and
- Hospital-acquired pressure injuries, which negatively impact patient outcomes and lengthen hospital stays.

By investing in a culture of safety, ongoing education, and enhanced tools for frontline staff, we are working to create a safer and more secure environment for everyone.

## Improving Access and Experience

We are committed to delivering care that is seamless, responsive, and centered around the needs of our patients, residents, and clients. This priority focuses on:

- Reducing the time it takes for admitted patients to access an inpatient bed; and
- Collecting post-discharge patient feedback to strengthen care experiences and transitions.

This work is grounded in collaboration – across sites, programs, and partners – to improve access, flow, and the patient experience.



## Healthy Finances

We remain focused on achieving financial stability while maintaining high-quality care and ensuring long-term sustainability. Despite ongoing pressures, our efforts this year are centered on:

- Collaborating with an external third party to identify cost-saving opportunities; and
- Finalizing key metrics to monitor and improve financial performance.

In parallel, we continue to engage closely with the Ministry of Health and Ontario Health East to address sector-wide challenges and explore potential funding opportunities.

## Supporting Our People

Our people are the foundation of Lakeridge Health's success. This year, we are focusing on two key areas to support their growth and wellbeing:


- Advancing leadership development through structured 360° feedback; and
- Delivering IDEAA education, with an emphasis on our EDs and Surgical Program, to foster a more respectful and inclusive workplace.


This priority reflects our commitment to wellness, equity, and professional development across the organization.





# 2025/2026 CORPORATE SCORECARD

Our refreshed Corporate Scorecard includes performance metrics aligned to each Annual Priority. These indicators enable us to monitor progress, identify areas for improvement, and ensure accountability across all levels of the organization.

Strategic Direction	 <b>Commitment to Individual Health Care</b>		
Annual Priority	2025/26 Corporate Objective	2025/26 Corporate Measure	2025/26 Target
Zeroing in on Safety	Prevent harm to those who provide care	Number of workplace violence incidents resulting in lost time or healthcare sought	50
	Provide safe care to those we serve	Percentage of patients with Stage 2+ hospital acquired pressure injuries (based on IPUP surveys)	8.6%

Strategic Direction	 <b>Create an Integrated System of Care</b>		
Improving Access & Experience	Reduce length of stay and improve hospital flow	Daily average number of patients waiting in the emergency department for an inpatient bed at 8:00 a.m.	65
	Improve quality of patient experience	Patient Experience: Did you receive enough information from hospital staff about what to do if you were worried about your condition or treatment after you left the hospital?	80%
Healthy Finances	Optimize resources for efficiency	Implement recommendations from external third-party review of hospital operations	Targets to be determined post third-party review in Q4 2024/25

Strategic Direction	 <b>Be a Workplace of Choice</b>		
Supporting Our People	Promote development of our people	Number of leaders who have 360 feedback and an established development plan	50% of Directors and Medical Directors

Strategic Direction	 <b>Improve Population Health</b>		
Supporting Our People	Enhance cultural safety	Percentage of front-line staff/clinicians in ED and Surgery who have completed relevant IDEAA education	<ul style="list-style-type: none"> <li>30% completion rate in Surgery</li> <li>Start pilot in ED</li> </ul>

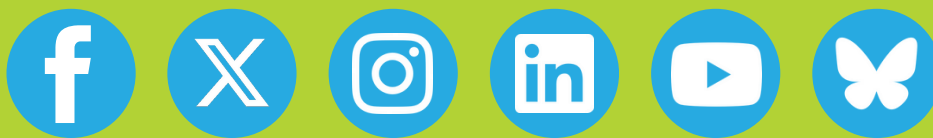


# 2025/2026 BIG ROCK INITIATIVES

These large-scale initiatives represent transformational change across Lakeridge Health. They span multiple departments, influence care delivery and operations, and will have lasting impact beyond this fiscal year.

- **Capital Planning and Expansion Projects** – Preparing for long-term growth and improved service capacity across our sites. Key projects include:
  - Bowmanville Hospital Redevelopment
  - Pickering Complex Continuing Care
  - Mental Health Emergency Department
- **Payroll System Implementation** – Modernizing our payroll system to improve operational efficiency, transparency, and staff experience.
- **Development of the 2026-2031 Strategic Plan** – Launching a new five-year strategy to guide organizational priorities and vision through to 2031.
- **DMS Spread and Scale (Year 3)** – Expanding the DMS across more programs to drive quality improvement at the point of care or service.
- **IDEAA Multi-Year Action Plan (Year 3)** – Advancing the evaluation and development of a health equity plan, with the aim of embedding equity and inclusion into everyday practice and organizational culture.
- **Accreditation across all Clinical Programs** – Readyng the organization for the next Accreditation Canada review, with a continued focus on safety and quality.
- **Third-Party Operational Review** – Conducting an external review to assess operations and identify opportunities for greater efficiency and effectiveness.





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