

One System. Best Health.

CARE CLOSER TO HOME



Lakeridge
Health

2026-2031 STRATEGIC
PLAN →

Contents



03	Land Acknowledgment
04	Lakeridge Health 2031
05	Durham Region Health Today and Tomorrow
06	Lakeridge Health Today: A Leading System
08	Vision, Mission, Values
09	Drivers of Success
11	Strategic Directions and Goals
15	Measuring Success
16	Our Strategic Planning Journey

Land Acknowledgment

Lakeridge Health serves on the same lands the Michi Saagiig Anishinaabeg peoples have inhabited for thousands of years.

These lands are the traditional territories of the Nations party to the Williams Treaties: the Mississaugas of Scugog Island First Nation, Alderville First Nation, Hiawatha First Nation, Curve Lake First Nation, and the Chippewa Nations of Georgina Island, Beausoleil and Rama.

We acknowledge and support the Truth and Reconciliation Commission's 94 Calls to Action to commit to education, land acknowledgment, and respectful partnerships to build a new, inclusive future. May the partnerships with First Nation, Inuit, Métis, and urban Indigenous communities help us provide together the best health system for all.

Our gratitude goes to all Indigenous peoples for their teachings about our relationship to Mother Earth and all living things; that we may foster these healthy teachings and relationships in the journey of everyone for whom we provide care.



Lakeridge Health 2031

Lakeridge Health is more than a hospital system. It is a lifeline for a growing region, a source of pride for our communities, and a place where people turn in moments that matter most.

Across Durham Region we have built something significant: a unified evolving network of care, delivered with exceptional people, close to home. As our communities grow and change, so too does our opportunity — and our obligation — to grow and adapt to meet our communities' needs and continue earning their trust.

The 2026-2031 Strategic Plan is the roadmap for our organization. It is informed by the voices of the people we serve and of our team members and partners across Durham because the future of health care is in our hands, together.

Over the next five years, we will take the next steps in delivering on our mission and vision. This plan outlines how we will strengthen services, improve access, expand capacity, deepen community and system partnerships, and continue building an even more connected and responsive system of care.



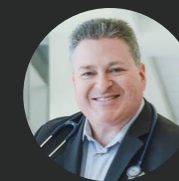
Our aim is clear: to ensure that every person who relies on Lakeridge Health can access high-quality care that is compassionate, equitable, and designed around their needs.

This is an important moment for our organization and for the people we serve. The future will demand ambitious leadership, innovation, and a willingness to think beyond traditional models of care. Lakeridge Health is ready for that future. We are driving that future.

Grounded in our values and inspired by the community we serve, we are committed to shaping a healthier, stronger Durham Region, and to delivering care that meets people where they are, today and for years to come.



Cynthia Davis
President and CEO



Dr. Randy Wax
Chief of Staff



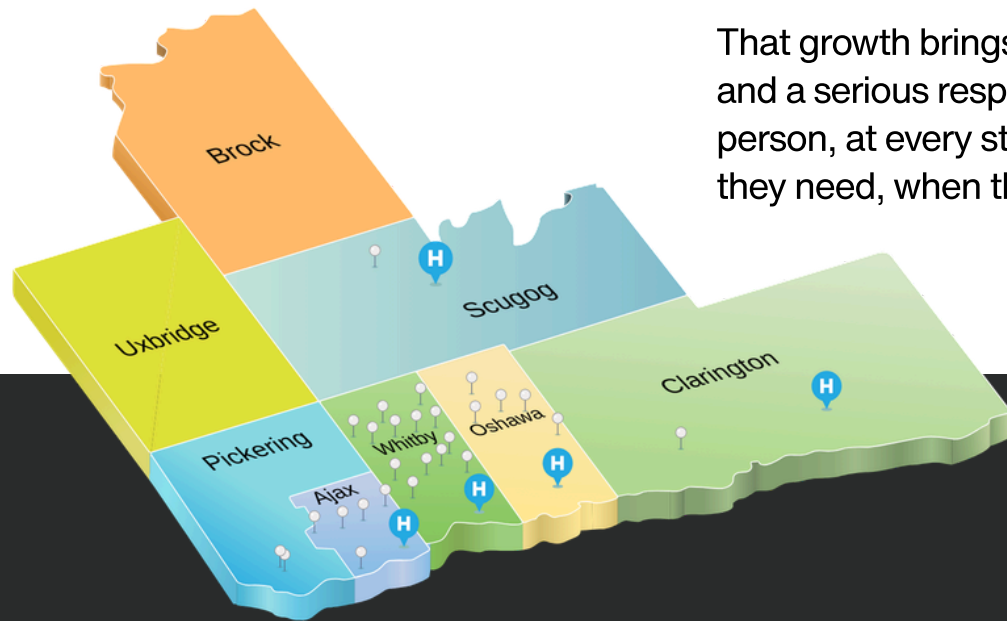
Bill Sims
Chair, Board of Trustees

Durham Region Health Today and Tomorrow

A Region that is Growing and Aging

Lakeridge Health supports a growing and increasingly diverse population across Durham Region's urban, suburban, and rural communities. Today, the Region is home to more than 700,000 people and is expected to rise to as many as 1.3 million by 2046.

That growth brings both great opportunity and a serious responsibility: to make sure every person, at every stage of life, can get the care they need, when they need it, close to home.



Economic and Social Determinants of Health

These factors have a direct impact on health outcomes, emergency department use, and overall pressure on the health system.

We serve a community that is larger, older, more complex, and more culturally diverse than ever before. Our strategy will meet this reality by ensuring care is equitable, accessible, and responsive to the changing needs of the people we serve.

28%

Immigrated
to Canada

36%

Identify as a
Visible Minority

115

Languages
Spoken

Over

19,300

identify as
Indigenous or as
having Indigenous
ancestry.

45,000

in Durham Region
live on a low income

1 in 7

experience
food insecurity

1 in 10

have unsuitable, inadequate,
or unaffordable housing

Lakeridge Health Today: A Leading System

A Region That Is Growing and Aging

Lakeridge Health is Durham Region's comprehensive regional system of care, and that distinction matters. We are one system delivering the best in health care.

Across our hospitals, community-based locations, and partnerships, we have built an organization with strong clinical foundations, trusted specialized programs, and the ability to deliver high-quality care. We have the scale and relationships required to convene partners, coordinate care, and continue the growth of an integrated health system for Durham Region.

Our academic and research partnerships strengthen our ability to train the next generation of health care professionals, attract exceptional talent, and advance improvement grounded in evidence and innovation. At the same time, the commitment to equity, inclusion, and culturally responsive care means we are continually working to deliver the kind of care a diverse community requires.

Together, these strengths position us to lead with confidence, pride, and purpose over the next five years.



Connected Care Across Durham Region

Nearly

9,000



team members

30⁺

Community health care locations across Durham Region

8

Regional specialty centres and services

5

Hospitals

1

Long-term care home

3

Critical care units

4

Emergency departments

140⁺

Active research studies across 20 programs

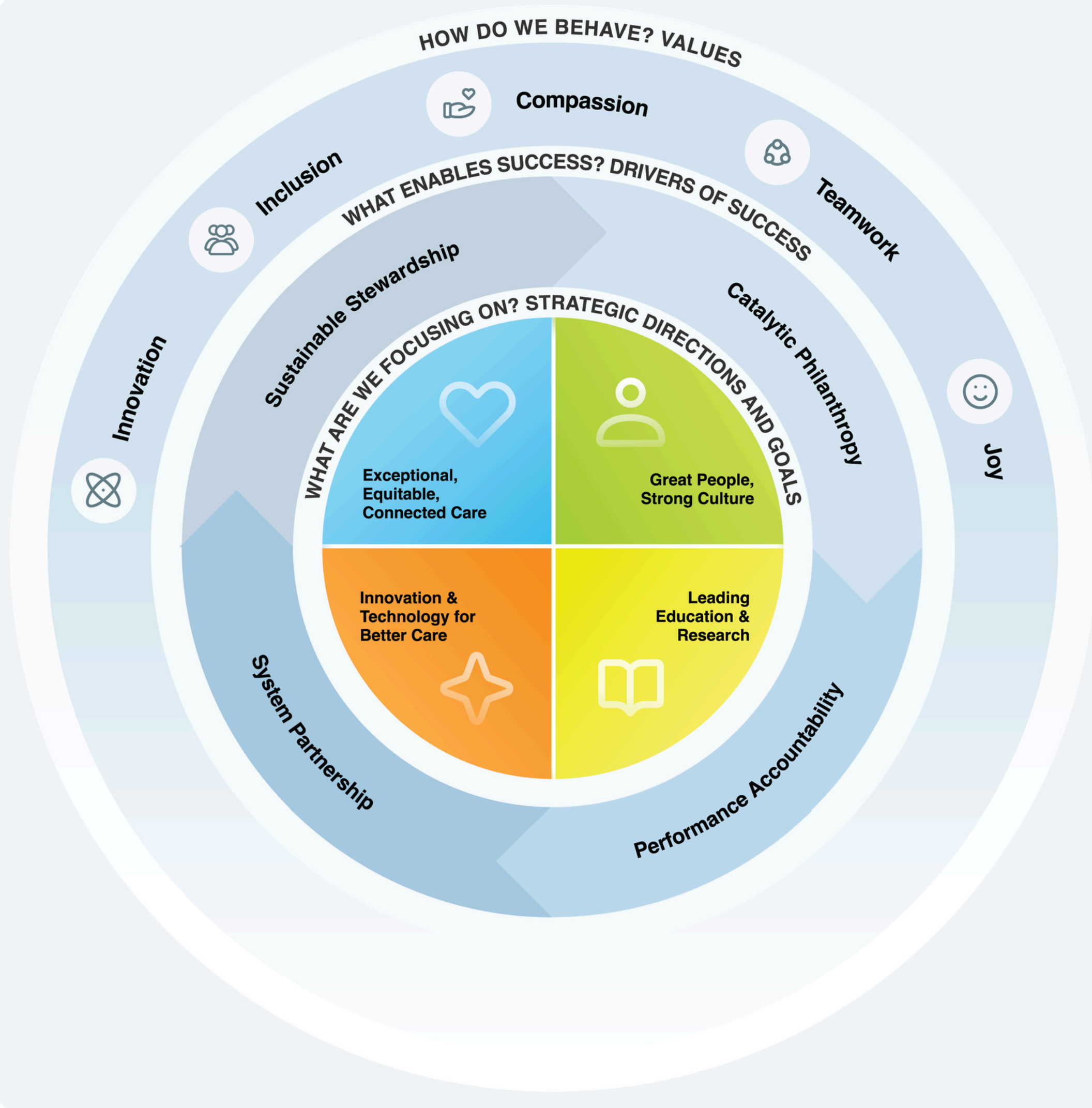
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Municipalities serving Durham Regions

Vision

**One System.
Best Health.**

To build a healthier future for all where every person thrives and our communities are the healthiest in the world.



Mission

**We empower people
to live their best health.**

This is why Lakeridge Health is here. To not only provide care when people are sick or in crisis, but to support health and well-being across every stage of life.

Drivers of Success

Sustainable Stewardship



Focus on projects and initiatives that deliver measurable value, and support them through disciplined, transparent financial responsibility that allows us to reinvest where it matters most.

Ensure that capital, digital, and innovation investments are aligned with strategic priorities and contribute to better outcomes, stronger performance, and a more connected system of care.

System Partnership



Make deliberate choices about where to grow, where partnership and coordination are the better path, and where clear limits are needed to protect quality, equity, and caregiver sustainability.

Catalytic Philanthropy



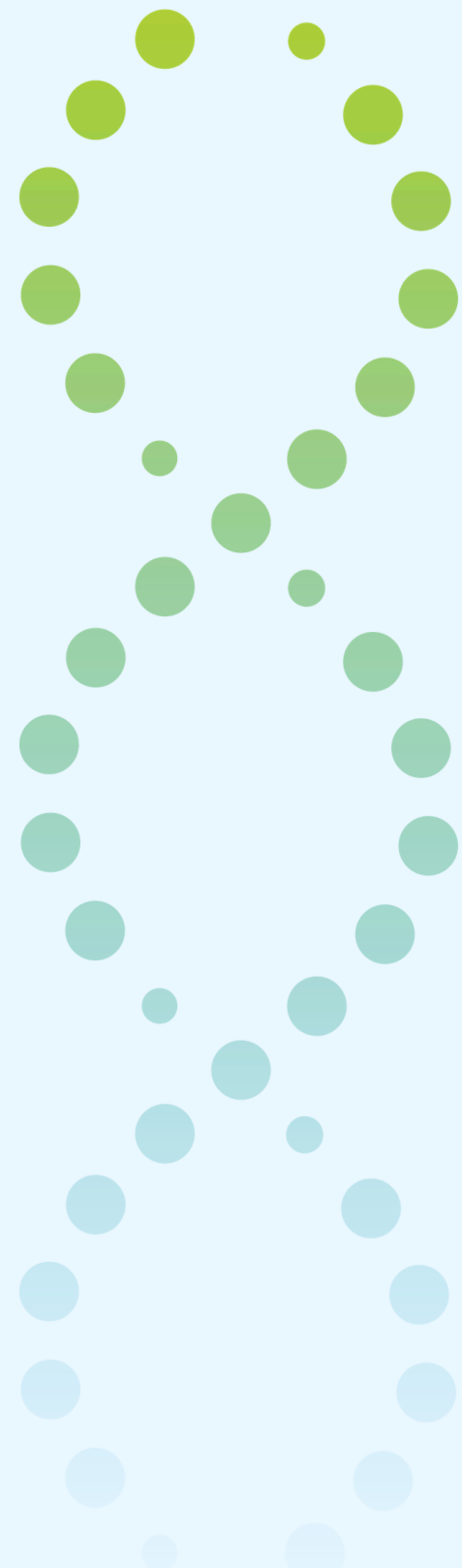
Continue to leverage philanthropy to help accelerate priority initiatives, enable innovation beyond base funding, and support transformative projects that strengthen care for the communities we serve.

Performance Accountability



Use a clear performance framework that connects strategy to operations, supports accountability, and helps track visible, measurable progress over time.

Be bold in ambitions, but pace implementation in a way that reflects the capacity and readiness of the Lakeridge Health team, recognizing lasting change must be built on stability, support, and a strong foundation.



Equity, Access, and Person-Centred Care

Durham Region is growing, diversifying, and evolving – and so are the needs of the people we serve. Health outcomes are not experienced equally across our communities. Differences in income, housing, access to services, culture, and lived experience shape how and when people access care, and the outcomes they achieve. Lakeridge Health recognizes that advancing health equity is not a single initiative – it is a responsibility that must be embedded in everything we do. Building on the realities outlined in Durham Region Health Today and Tomorrow, we are committed to ensuring that every person can access high-quality, culturally responsive care that reflects their needs, circumstances, and identity. Equity is embedded across all strategic directions, and Lakeridge Health will integrate equity across all aspects of care delivery, workforce, partnerships, and innovation.



Our Commitment

Equity is foundational to achieving

One System. Best Health.

We will take deliberate and sustained action to reduce barriers, improve access, and ensure our system works for everyone. By embedding equity into how we design, deliver, and improve care, we will build a health system that is more accessible, more inclusive, and better able to meet the needs of every person in Durham Region – today and into the future.



— Strategic Direction 01

Exceptional, Equitable, Connected Care

Every person in Durham Region will access consistent, high-quality, culturally safe care, co-designed and delivered in partnership with patients, residents and clients, families, and the broader care network.

Strategic Goals

1

Deliver Consistent, Exceptional Quality

Every person at every site experiences the same standard of quality, safety, and compassion. We will continuously raise the bar, reduce variation, and reflect our commitment to excellence.

2

Advance Health Equity For All

We will co-design care with communities to advance equitable access and outcomes - with dedicated focus on Black and Indigenous populations - ensuring care is culturally responsive, trauma-informed, and inclusive.

3

Expand Access & Infrastructure

We will bring more care closer to home by expanding specialty services, modernizing care environments, and developing new models to improve timely access across Durham Region.

Care Desk

ent Board

DOVED
CLEARANCE CALL
JUNE 20-21

Strategic Direction 02

Great People, Strong Culture

We will build a workplace where all our people feel valued, supported, and inspired - reflecting the diversity of our communities - because when our people thrive, so does every patient, resident, client, and family we serve.

Strategic Goals

1

Be the Place People Choose

We will invest in attracting, retaining, and growing exceptional talent — building leadership pathways, prioritizing well-being, and ensuring our leadership reflects the communities we serve.

2

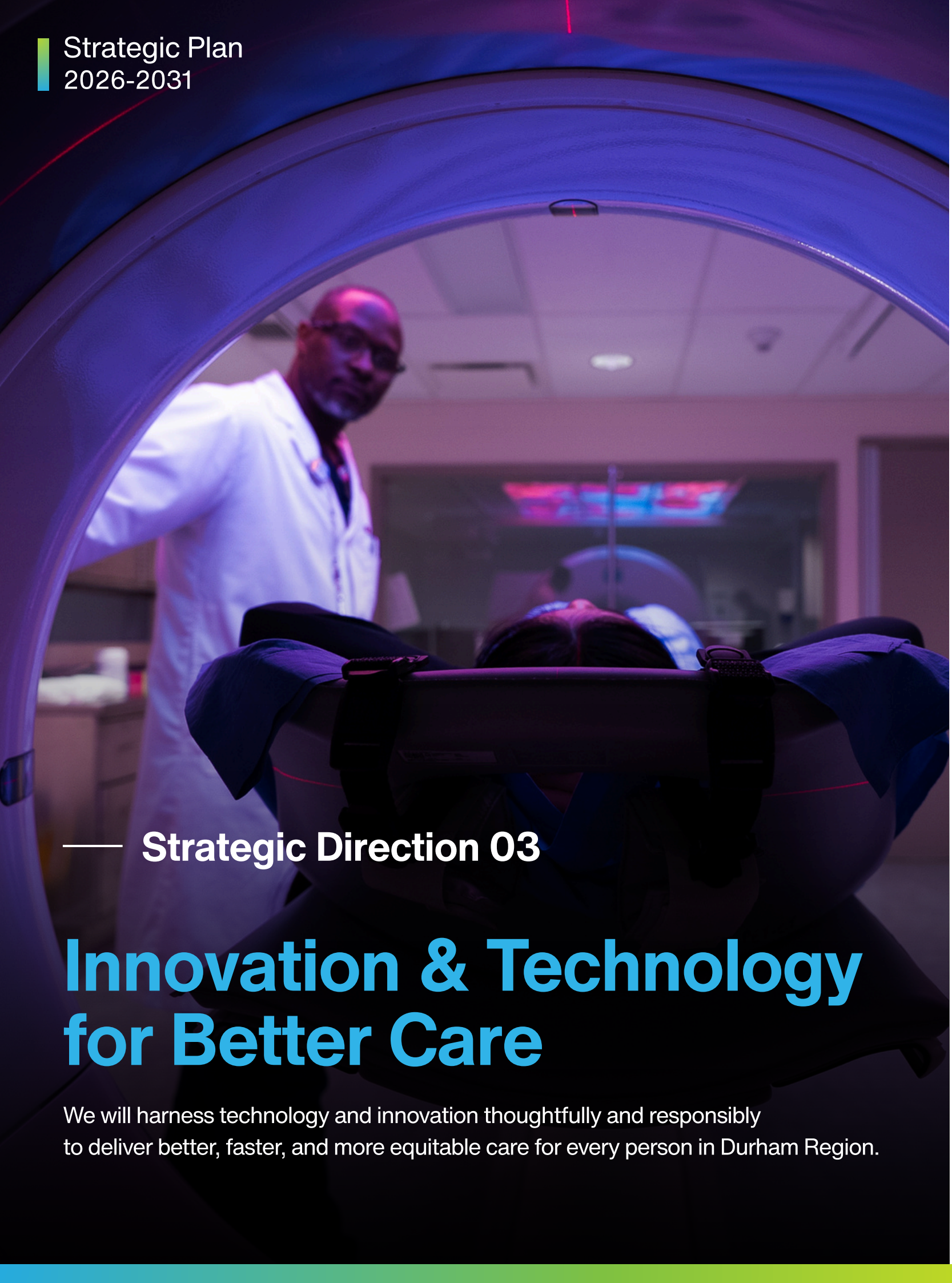
Build a Culture of Belonging

Every person deserves to feel safe, respected, and valued. We will foster a culture where people speak up, ideas are welcomed, and inclusion, equity, and anti-racism are embedded in everything we do.

3

Strengthen Workforce Planning & Sustainability

We will take a proactive, data-informed approach to workforce planning — building for succession, growing future talent through partnership, and ensuring our teams are resourced to deliver excellent care.



— Strategic Direction 03

Innovation & Technology for Better Care

We will harness technology and innovation thoughtfully and responsibly to deliver better, faster, and more equitable care for every person in Durham Region.

Strategic Goals

1

Foster a Culture of Innovation

We will create conditions for innovation at every level — with structures for idea-sharing, testing, and learning from both successes and failures.

2

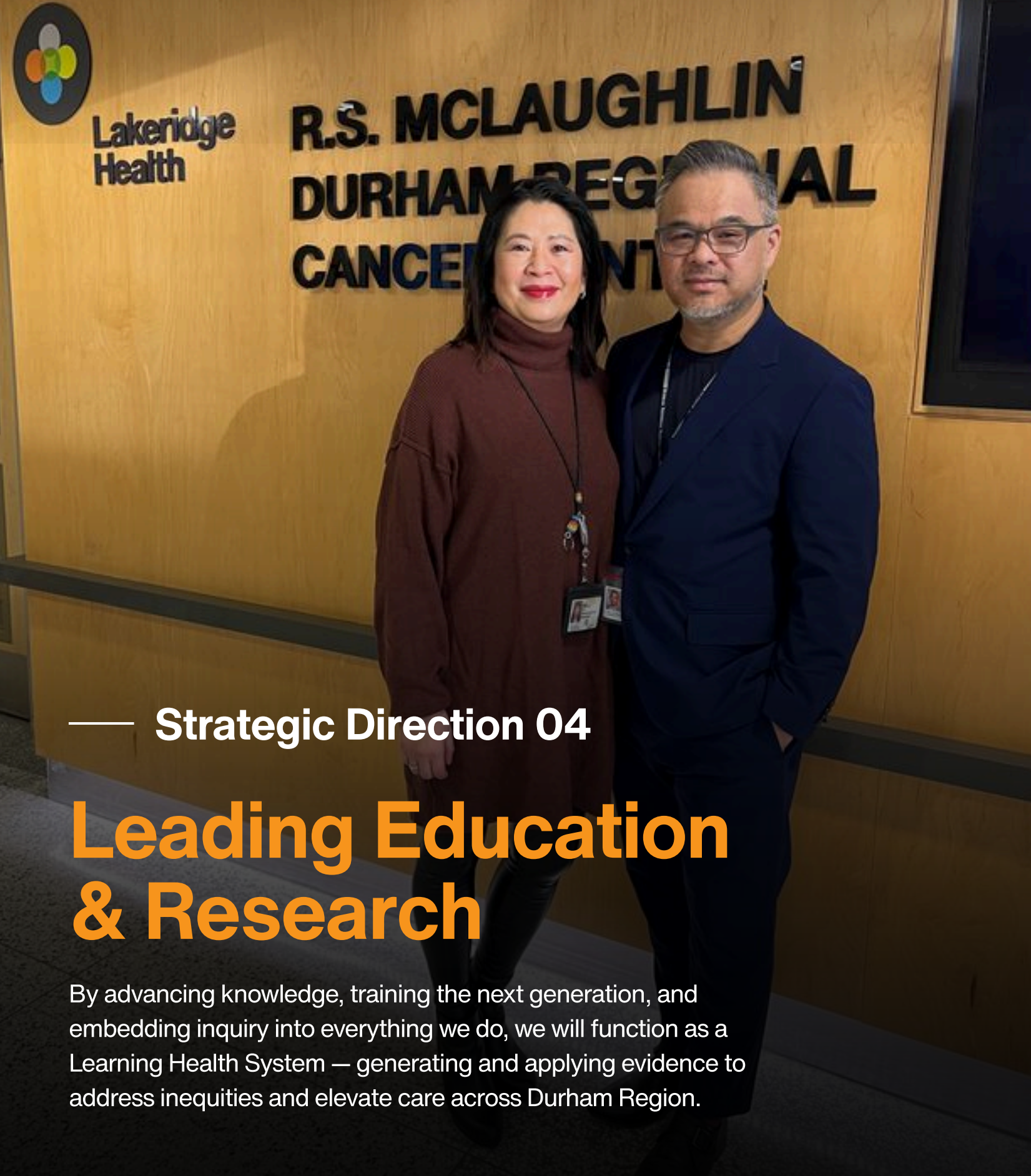
Leverage Technology for Smarter Care

We will adopt advanced technologies and strengthen digital infrastructure to support smarter decisions, reduce administrative burden, improve care quality, and advance financial sustainability.

3

Develop New Models of Care

We will design and scale new and innovative care models that improve access — guided by ethical standards, privacy safeguards, and a commitment to equity.



— Strategic Direction 04

Leading Education & Research

By advancing knowledge, training the next generation, and embedding inquiry into everything we do, we will function as a Learning Health System — generating and applying evidence to address inequities and elevate care across Durham Region.

Strategic Goals

1

Advance Education for Durham's Needs

We will expand health professional training, grow faculty and preceptor capacity, and build academic partnerships to address regional challenges — developing future-ready practitioners.

2

Embed Community-Based Research

We will build the infrastructure and culture to lead in community health system research — defining our own priorities and advancing strategic partnerships to amplify our impact.





3

Nurture a Culture of Learning

We will build a Learning Health System where curiosity is celebrated and evidence drives practice — through professional development, simulation training, and knowledge-sharing across sites.

Measuring Success

The goals identified that support each of our strategic directions will guide every decision and action we take over the next five years. It's important we hold ourselves accountable – to the communities we serve, the partners we work with, and the teams across Lakeridge Health.

Strategic Direction	Goals	Outcomes we are working toward	How we are going to measure success
 <p>Exceptional, Equitable, Connected Care</p>	<ol style="list-style-type: none"> 1. Deliver consistent, exceptional quality 2. Advance health equity for all 3. Expand access & infrastructure 	<p>People experience safe, high-quality, coordinated care that is easier to navigate and available at home, close to home, and across Durham Region</p>	<p>We will measure success by whether people experience safer, more consistent care across all sites and regional care settings, with improved access, experience and outcomes for all patients, residents and clients</p>
 <p>Great People, Strong Culture</p>	<ol style="list-style-type: none"> 1. Be the place people choose 2. Build a culture of belonging 3. Strengthen workforce planning & sustainability 	<p>People who work, learn, and lead at Lakeridge Health feel safe, supported, included, accountable, and empowered to deliver the best care</p>	<p>We will measure success by whether team members report stronger engagement, well-being, psychological safety, inclusion, accountability, retention, and opportunities to grow</p>
 <p>Innovation & Technology for Better Care</p>	<ol style="list-style-type: none"> 1. Foster a culture of innovation 2. Leverage technology for smarter care 3. Develop new models of care 	<p>Care is tailored to meet the needs of the communities we serve through innovation, curiosity, and the thoughtful and responsible use of technology and data</p>	<p>We will measure success by whether innovation, technology, and data support better care experiences, improved outcomes, greater efficiency, and more personalized and equitable care</p>
 <p>Leading Education & Research</p>	<ol style="list-style-type: none"> 1. Advance education for Durham's needs 2. Embed community-based research 3. Nurture a culture of learning 	<p>People benefit from leading education, research that strengthens care, advances discovery, and improves health outcomes for the communities we serve</p>	<p>We will measure success by whether Lakeridge Health becomes a destination for learners and researchers, grows the future workforce, expands community-based research partnerships, and turns evidence into better care across all sites</p>

Our Strategic Planning Journey

Lakeridge Health's 2026–2031 Strategic Plan was shaped by the voices, perspectives, and lived experiences of people across the organization and the community.

This work would not have been possible without the thoughtful input of the people we serve, our team members, Board members, and system and community partners. Through a range of conversations and engagement opportunities, participants shared honest feedback about the challenges facing Durham Region today, the opportunities ahead, and the priorities that should guide the future of care.

That input was gathered through discussion groups with community leaders and community members across Durham Region, a community survey, one-to-one interviews with community leaders and Lakeridge Health partners, planning sessions with the Lakeridge Health Board of Trustees, Senior Leadership Team, and physicians, as well as team member surveys and discussion groups.



Lakeridge Health also extends sincere thanks to the members of the Strategic Planning Steering Committee.

They volunteered their time, brought important perspectives from across the organization, and helped champion this work internally and in the community. Their leadership helped foster meaningful dialogue about who Lakeridge Health is, where it is going, and how it will continue to serve the people of Durham Region now and in the years ahead.



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