



THE 2024-2025 SHA ROADMAP



*Healthy People,
Healthy Saskatchewan*



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

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FROM OUR BOARD CHAIR



Reflecting on the progress the Saskatchewan Health Authority has made over the past year, I am inspired by the dedication and commitment demonstrated by each of our team members. Together, we have taken strides in improving the delivery of high-quality health services to the people of Saskatchewan.

The 2024-25 Roadmap serves as a guide in continuing this work, indicating where we are headed as an organization, and reminding us of the journey we have been on thus far. It demonstrates our commitment to continuous improvement and innovation, ensuring that we are meeting the evolving needs of our patients and communities. I am confident that together, we will achieve the shared goals and priorities outlined within this Roadmap.

I am particularly heartened by the emphasis placed on investing in our most valuable resource - our people. Our staff and physicians are the cornerstone of our success, and their dedication is instrumental in meeting the care needs of patients across our great province.

I extend my deepest thanks to each member of our team for their unwavering dedication and commitment to caring for Saskatchewan residents. Together, we will continue to make a meaningful difference in the lives of the people we serve.

Thank you.

Arlene Wiks
Saskatchewan Health Authority Board Chair

FROM OUR CEO



A year ago, we introduced a roadmap dedicated to advancing the SHA’s vision: Healthy People, Healthy Saskatchewan. Thanks to the efforts and determination of everyone in the Saskatchewan health-care system, we are making significant progress towards that vision, working together to improve the health and well-being of Saskatchewan patients every day.

In collaboration with the Ministry of Health and Saskatchewan Healthcare Recruitment Agency, we have recruited more staff from both at home and abroad. We’re investing millions of dollars in improving mental health and addictions services. We brought forward innovations and improved primary health care options to enable seamless care as close to home as possible for everyone in this province. We are reducing surgical waitlists by getting people the surgery they needed in record numbers, and are actively working to address capacity pressures through the implementation of dedicated action plans in our largest urban centres.

This year, we will once again be focusing efforts on four key areas to continue the momentum built during the implementation of last year’s roadmap:

- 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 responsible financial stewardship, better flow of information and renewed facility infrastructure.

Achieving the goals and priorities included within this roadmap is an effort that will require the active support of each of our SHA leads and team members. I’m confident that with the collective support of our leaders and teams, we can achieve meaningful results in improving health outcomes for the patients and communities that we serve each and every day.

Our staff and physicians are already delivering high quality care for the people of Saskatchewan in the best possible ways. I am proud of our teams and look forward to our continued work together in providing the people of this province the right care, in the right place, at the right time.

A handwritten signature in black ink, appearing to read 'Andrew Will'. The signature is stylized and fluid, written over a white background.

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 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

On behalf of the Saskatchewan Health Authority (SHA) Executive Leadership Team (ELT), we are pleased to present our 2024-2025 Saskatchewan Health Authority (SHA) Roadmap. The Roadmap is our delivery plan to execute on the Ministry of Health's 2024-25 Business Plan, focused on a stronger health-care system, including: addressing health human resource needs, improving access to acute care, strengthening primary and community care, improving access to mental health and addictions services, supporting digital and virtual health care, and improving Indigenous cultural responsiveness.

We are on a journey to transform health care, supported by an unwavering dedication to patient and family-centred care. Through diligent planning, innovative solutions, and collaboration, we aim for excellence in healthcare delivery through:

- effective use of human resources so that Saskatchewan residents have the right provider at the right time in the right place;
- leveraging the SHA Management System to better support the engagement of employees and physicians so that our teams are empowered and supported to continuously improve and innovate health care;
- leveraging the connected care service delivery model and better managing the flow of patients to meet the needs of populations throughout Saskatchewan so that patients receive the services they need as close to home as possible;
- partnering with First Nations and Métis communities so that First Nations and Métis people in Saskatchewan experience culturally responsive care;
- better managing the flow of patients so that Saskatchewan patients receive the care and services they need when and where they need it; and
- ensuring consistent, high quality, safe care across the SHA that is supported through provincial clinical information systems (CIS), data, and analytics so that patients only have to say their story once and their information follows them.

We are guided by the shared vision of fostering Healthy People, Healthy Saskatchewan. Our commitment to continuous improvement of care delivery ensures that we not only meet the challenge of today, but also embrace the opportunities of tomorrow.

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.

2024-2025 ROADMAP GOALS



Goal: Invest in our most valuable resource — Our People

Priority: Support and improve physical, psychological, environmental and cultural safety and wellbeing of health-care workers and physicians.

Priority: Recruit, retain and train health human resources to meet current and future health-care needs.

Priority: Improve physician engagement and continued work to standardize contractual relationships and expectations.

Priority: Develop and empower health-care teams to provide safe care, achieve results and celebrate successes.



Goal: Responsive Mental Health and Addictions Services

Priority: Building capacity through targeted expansion of services.

Priority: Improve the system to enhance the care journey.

Priority: Implement the recovery-oriented systems of care model.



Goal: Provide seamless care as close to home as possible

Priority: Enhance interdisciplinary team-based care and improve health outcomes through health networks.

Priority: Improve health outcomes and experiences for First Nations and Métis people.

Priority: Stabilize emergency department services in rural and remote communities.

Priority: Provide safe, timely, appropriate and high quality surgical care, achieve surgical performance targets, and improve access to quality cancer diagnostics and related services.

Priority: Better manage the flow of patients across the continuum of care.

Priority: Optimize clinical care services to improve health outcomes.

Priority: Improve patient and staff safety through continuous quality improvement and improved patient safety reporting and review.



Goal: Enhance patient care through responsible financial stewardship, 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: Collaborate with health system partners to advance the digital health strategy.

Priority: Implement the Administration Information Management System (AIMS) and standardize the associated business processes.

Priority: Financial Stewardship improving value in health care.

Priority: Enhancing communications with patients, public and SHA teams.

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 \$4.68 billion or \$248.3 million (5.6 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 2024-25 SHA Roadmap support the mobilization of leaders and teams towards delivery on this year’s budget initiatives. Key incremental government commitments for the Saskatchewan Health Authority include:

- \$42.4 million to support seniors to live safely and comfortably in their communities;
- \$30.0 million increase to support the Saskatoon and Regina Capacity Pressure Action Plans that address acute care and emergency department capacity pressures;
- \$24.2 million to address new and ongoing mental health and addictions initiatives;
- \$11.6 million to address the health human resource strategy to meet future health-care needs;
- \$9.7 million to support operations of Regina’s Urgent Care Centre; and,
- \$9.0 million to enhance emergency medical services (EMS), and year three of a multi-year ICU enhancement strategy to support new ICU beds and improve levels of care at existing sites.

Other key investments in programs and services include:

- \$5.8 million investment to extend the primary care pilot in Swift Current and furthering integration of Nurse Practitioners and other allied health professionals to enhance primary care access;
- \$5.1 million for specialized medical imaging services, including additional computed tomography (CT) and magnetic resonance imaging (MRI) capacity in the province;
- \$4.5 million to improve access and enhance cardiology and neurology services;
- \$3.4 million investment in women’s health, including establishing a breast health centre in Regina and other enhancements to breast health diagnostics and treatment;
- \$2.4 million increase to address capacity challenges for kidney health and organ and tissue donations;
- \$2.3 million increase to continue support of the surgical program, reduce waitlists and improve patient quality of life; and
- \$2.2 million increase for neo-natal intensive care unit (NICU) and pediatric programs at Prince Albert Victoria Hospital and well as the provincial pediatric gastroenterology program.

The SHA will invest approximately \$448 million for capital facilities, equipment and life/safety maintenance, as well as \$2 million for capital projects and other acute care initiatives.

INCREMENTAL BUDGET INVESTMENTS BY GOAL



Goal: Invest in our most valuable resource — Our People

- Health Human Resources Strategies: \$11.6 million to further support 250 new full-time positions and enhancement of part-time to full-time positions in rural and remote areas



Goal: Responsive Mental Health and Addictions Services

- \$6.2 million for addiction treatment spaces
- \$1 million for children and youth supports



Goal: Provide seamless care as close to home as possible

- \$31 million for affiliate long-term care funding model
- \$30 million for Saskatoon and Regina Capacity Action Plans
- \$8 million for alternate level of care patients in Saskatoon
- \$5.1 million for specialized medical imaging services (CT and MRI)
- \$3.4 million to establish a breast health centre in Regina and other enhancements to breast health diagnostics and treatment
- \$2.3 million to reduce surgical waitlists by performing 100,000 procedures in the upcoming fiscal year
- \$800,000 to increase testing capacity of sexually transmitted and blood borne infections
- \$800,000 for stabilization of rural and remote emergency departments



Goal: Enhance patient care through responsible financial stewardship, better flow of information and renewed facility infrastructure

- \$9.7 million for Regina Urgent Care Centre operations
- \$21.9 million for Regina General Hospital Parkade



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