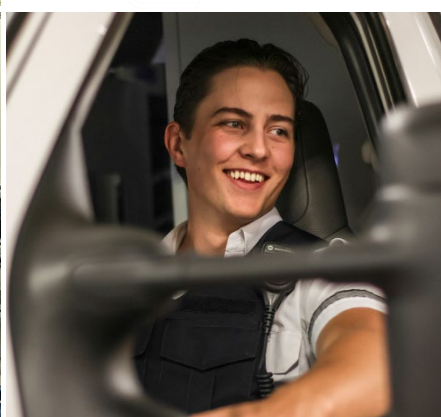


THE 2025-2026 SHA ROADMAP



*Healthy People,
Healthy Saskatchewan*



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



Saskatchewan
Health Authority



saskhealthauthority.ca

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FROM OUR BOARD CHAIR



I am pleased to share our vision and direction for the future with the release of the 2025-26 SHA Roadmap. This comprehensive plan is not just a strategic document; it reflects the dedication and hard work put forth by health-care providers. Together, we have crafted a document that will guide us through the responsibilities and opportunities that lie ahead, ensuring that we continue to improve health and well-being every day, for everyone.

The 2025-26 Roadmap focuses on improving access to care, enhancing patient experiences, and creating a more sustainable and responsive health-care system. This document is the result of many months of careful planning, feedback, and collaboration across all levels of the organization, and it reflects our commitment to continuous improvement.

One of the core principles of the 2025-26 Roadmap is a renewed focus on community-based care. We recognize that health care does not start and end with a visit to the hospital. Instead, it begins in the community, where prevention, early intervention, and support for mental health and well-being are essential. This roadmap outlines our commitment to strengthening community partnerships and integrating care across all sectors to better meet the diverse needs of our population.

Equally important is our investment in our workforce. Our health-care teams are the backbone of SHA, and we are committed to providing them with the resources, training, and support they need to continue to thrive. We know that a supported workforce leads to better outcomes for our patients, and we are focused on seamless care as close to home as possible.

The 2025-26 SHA Roadmap also emphasizes the importance of innovation in transforming health care delivery. By embracing new technologies, leveraging data, and exploring creative solutions, we are poised to deliver more efficient, effective, and accessible services.

Finally, I would like to extend my heartfelt thanks to everyone who has contributed to this journey. Together, we are shaping the future of health care in this province, and I couldn't be prouder of the progress we are making. I look forward to the continued success of the SHA and to the positive impact our work will have on the health and well-being of all Saskatchewan residents.

Thank you.

A handwritten signature in blue ink that reads "Arlene Wiks". The signature is fluid and cursive.

Arlene Wiks
Saskatchewan Health Authority Board Chair

FROM OUR CEO



The 2025-26 Saskatchewan Health Authority Roadmap is an essential tool that outlines several strategic priorities aimed at enhancing health-care services across the province. These initiatives focus on investing in human resources, expanding mental health and addictions services, providing accessible care close to home, and improving patient care through financial stewardship and infrastructure renewal. Collectively, these efforts are designed to strengthen Saskatchewan's health-care system by improving access, quality, and efficiency of care for all residents. By working together, we will accomplish the goals and priorities set forth in this plan.

Our work is based on our values: Compassion, Accountability, Respect, Equity, Safety or CARES. These values define who we are as an organization and continue to shape our actions and decisions. We care about our patients, we care about our colleagues and we care about our communities. As in previous years, we will be focusing efforts on four key areas:

- 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.

We offer our sincere gratitude to each team member for their ongoing commitment to delivering compassionate care to the people of Saskatchewan. Together, we will continue to make a meaningful impact in the lives of those we serve, guided by our **CARES** values and the fact that we care.

A handwritten signature in blue ink, appearing to read 'Andrew Will', written over a thin horizontal line.

Andrew Will
Saskatchewan Health Authority CEO

MISSION, VISION, VALUES

Mission

We care. We work together to improve health and well-being; every day, for everyone.

Vision

Healthy People, Healthy Saskatchewan

Values (C.A.R.E.S.)

- **Compassion:** *We are caring. We practice empathy. We listen actively to understand each other's experiences.*
- **Accountability:** *We are responsible. We own each action and decision. We are transparent and have the courage to speak up.*
- **Respect:** *We are collaborative. We treat everyone with kindness, dignity, and empathy. We honour diversity and value each person as an individual.*
- **Equity:** *We are committed to health equity. We recognize that factors such as geographic location, culture, and background are key determinants of health outcomes. We embrace the diversity of our teams, and work to remove barriers to ensure all Saskatchewan residents and communities can access high-quality care.*
- **Safety:** *We are aware. We commit to physical, psychological, social, cultural and environmental safety. Every day. For everyone.*



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 excited to share our 2025-2026 SHA Roadmap. This updated roadmap outlines our strategic vision to advance the Ministry of Health's 2025-26 Business Plan, with a strong emphasis on fortifying our health-care system. Key priorities include addressing the ongoing challenges in health human resources, enhancing access to acute care services, expanding primary and community care, improving mental health and addictions services, advancing digital and virtual health-care solutions and furthering efforts to improve Indigenous cultural responsiveness across the system.

As we continue our transformative journey, we remain deeply committed to delivering patient and family-centred care. Through thoughtful planning, innovative solutions, and collaboration, we are driven to achieve excellence in health-care delivery by:

- 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.

The Saskatchewan Health Authority has aligned the 2025-26 Roadmap with our values: Compassion, Accountability, Respect, Equity, Safety (CARES). Central to our approach is our Philosophy of Care, grounded in Patient and Family Centred Care, which serves as the foundation of our values and culture. This philosophy fosters meaningful engagement and collaboration among all stakeholders, including employees, physicians, patients, families, and communities. The goal is to provide a seamless health-care system that supports the well-being of every individual, contributing to the overall health of Saskatchewan.

2025-2026 ROADMAP GOALS



Goal: Invest in our most valuable resource — Our People

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

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

Priority: Advance the implementation of a Physician HHR strategy and develop a physician health human resources plan for the province.

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.



Goal: Provide seamless care as close to home as possible

Priority: Enhance interdisciplinary primary 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: Establish intermediate care options and expand Urban capacity in Acute Care

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 Provincial Acute Care services to improve health outcomes.

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

Priority: Advance provincial standardization to achieve better care and outcomes



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: Digital health strategy and initiatives are in place to support stabilization and care as close to home as possible.

Priority: Information governance strategy in place, inclusive of First Nation and Métis data.

Priority: Implement the Administrative 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.

Priority: Enhance energy and environmental sustainability in the SHA.

KEY PROVINCIAL BUDGET INVESTMENTS

Saskatchewan's 2025-26 Provincial Budget is delivering for the people of Saskatchewan. This year's provincial budget included an investment for the SHA of \$4.94 billion or \$261.1 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 2025-26 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:

- \$30.0 million increase to expand Saskatoon City Hospital to address inpatient capacity pressures in Saskatoon;
- \$18.6 million to address new and ongoing mental health and addictions initiatives;
- \$15.1 million increase to surgical volumes and reduce surgical wait times;
- \$11.6 million to support primary health care services, including the expansion of a new model of care (Patient Medical Homes);
- \$7.6 million increase for enhanced and expanded pediatric care;
- \$6.6 million for HealthLine 811's Virtual ER Physician Program expansion;
- \$6.6 million increase in emergency medical services (EMS) to further support multi-year stabilization initiatives; and,
- \$5.9 million to address the health human resource strategy to meet future healthcare needs;

Other key investments in programs and services include:

- \$6.0 million for specialized medical imaging services, including additional computed tomography (CT) and magnetic resonance imaging (MRI) capacity in the province;
- \$4.4 million to strengthen continuing care programs to provide patients with ongoing support to remain at home and in their communities as long as possible;
- \$4.3 million to stabilize and expand kidney health programs and dialysis services;
- \$2.5 million increase for more protective services and increased security presence at provincial hospitals or acute care sites.

The SHA will invest approximately \$614.94 million for capital facilities, equipment and life/safety maintenance, including \$35.4 million to complete the Administrative Information Management System (AIMS) capital project and other information technology initiatives.

INCREMENTAL BUDGET INVESTMENTS BY GOAL



Goal: Invest in our most valuable resource — Our People

- \$5.9 million to further support 315 new full-time positions and enhancement of part-time to full-time in rural and remote areas as well as specialist physician recruitment incentives



Goal: Responsive Mental Health and Addictions Services

- \$15.8 million for addiction treatment spaces
- \$1 million for central intake and navigation
- \$1 million for Virtual Access to Addictions Medicine and the Opioid Agonist Therapy Program



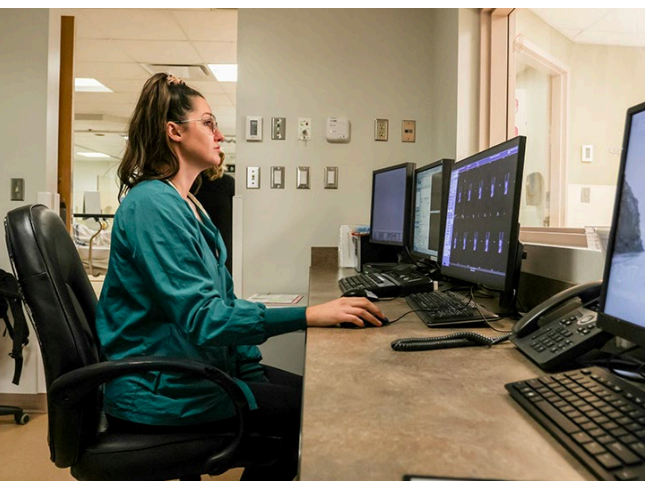
Goal: Provide seamless care as close to home as possible

- \$15.1 million to reduce surgical waitlists by performing over 100,000 procedures in the upcoming fiscal year
- \$6.6 million for Virtual ER Physician program
- \$6.0 million for additional diagnostic and medical imaging procedures
- \$5 million for four Patient Medical Homes
- \$1.9 million for operations of Breast Health Centres
- \$1.8 million for newborn respiratory syncytial virus (RSV) immunizations
- \$1.1 million for a sexually transmitted and blood borne infection multi-year action plan
- \$1.1 million to optimize and expand rural and remote laboratory point of care testing
- \$1 million for home care supports



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

- \$30 million to expand Saskatoon City Hospital to increase inpatient capacity



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