



WORKING TOGETHER
AS ONE ISLAND
HEALTH SYSTEM

**Health PEI** 



#### Prepared by:

Policy, Planning and Evaluation

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## HEALTH PEI 2025-2028 STRATEGIC PLAN

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## MESSAGE FROM THE BOARD CHAIR



On behalf of the Health PEI Board of Directors, I am pleased to share our 2025-2028 Strategic Plan: a roadmap that reflects our commitment to delivering high-quality, person-centered care to the people of PEI. Strategic plan development was co-led by our Health PEI Board of Directors and our Executive Leadership Team (ELT) reflecting the partnership of thinking and planning for our present operations and ensuring we have the tools, resources, and guidance for building a better future.

At the heart of this strategy is a vision for a rural health care system that is rooted in strong and innovative primary care where care is available to all, is high quality and reflects an understanding of our communities' needs. We are inspired by the historic investments in primary care to support our health system.

The Health PEI Board of Directors has fostered an excellent relationship with the Government of PEI to align our efforts in delivering, measuring and reporting our progress to support.

As the governors of the provincial health authority, we are mandated to oversee the delivery of health-care services under the policy direction of the elected government of PEI. This is a responsibility we do not take lightly. It is something that needs support from the many organizations and individuals we worked with to shape our strategic plan.

We're inviting you to read our plan, challenge it and be a part of it.

Sincerely,

Diane Griffin,

Diane Griffin

# MESSAGE FROM THE CEO



On behalf of Health PEI, I am proud to share our 2025-2028 Strategic Plan. Over recent months, we have made significant progress on key priorities. We did this by aligning our resources with our incredibly talented staff around focused priorities. We worked WITH our communities and partners to implement best practices. We measured our results, we learned, we pivoted, and we continue to pursue excellence in the delivery of your health care.

Our aspiration is simple: to have a nation-leading rural health care system, supporting one Island, one system, built on a foundation of strong primary care. We remain relentlessly focused on connecting every Islander to primary care with access to health care that meets or exceeds national standards.

Our new strategic plan lays out how we will build on our significant progress and is based on principles gathered through your input. We will:

- Focus on delivering the health care priorities of the elected government
- Hold ourselves accountable to the highest standards and transparently share our progress and setbacks
- Work together to leverage communities, patients, clients, residents and families to guide our work
- Support a culture that cares, values accountability and pursues excellence
- Learn, listen and respond to Islanders' needs and embrace data to support positive change

The path will have its challenges – let's remain optimistic, open-minded and work together for the sake of all Islanders.

We thank everyone who helped us to shape our plan and reminded us of why we come to work every day. Thank you to all the staff of Health PEI who go above and beyond to deliver with care and kindness each day. We offer our sincerest thank-you to all our partners for your continued support.

Sincerely,

Melanie Fraser,

Melanie Frazer

CEO

## 2025-2028 STRATEGIC PLAN

## **ABOUT HEALTH PEI**

Health PEI serves the people of Prince Edward Island (PEI) through our dedicated team of professionals, volunteers and partners. As PEI's single health authority, we are responsible for the operation and delivery of universal (publicly funded) health-care services in PEI.

We are a part of Islanders' daily lives. We are your hospitals, primary care offices, long-term-care (LTC) homes, home care visits, mental health and addictions services, blood testing and x-ray services, public health nursing services, health cards, palliative care services and so many more touchpoints within the health care system.

Our responsibilities and accountabilities are outlined in the *Health Services Act*,<sup>1</sup> related legislation, and the Provincial Health Plan.<sup>2</sup> Health PEI receives direction on the PEI Government's objectives, policies and key priorities from Executive Council through the Minister of Health and Wellness. Health PEI's Board of Directors reports directly to the Minister. The Health PEI Board of Directors is connected to Health PEI's operations (our day-to-day work) through our Chief Executive Officer. As with other government entities, the Treasury Board oversees our financial administration, including development of our budget (refer to Appendix A for our organizational structure).

Simply put, the elected government outlines the policies and priorities for health care. Health PEI delivers these priorities and other activities delegated to us by the Minister. Our strategic plan lays out our plan to deliver on these priorities and how we will use the resources allocated to us to achieve and measure success.





## **PURPOSE OF THE STRATEGIC PLAN**

The 2025-2028 Health PEI Strategic Plan sets the foundation for the organization by laying out our:

- Mission our purpose (why we exist)
- Vision our future direction (what we are striving for)
- Values our beliefs (what we stand for)
- Catalysts our enablers (how we support our work)
- Strategic pillars our focus areas (what we will be doing to achieve our vision)
- Key performance indicators (KPIs) our measures (how we measure progress)

These foundational elements support Health PEI's decision-making, direction-setting and operational planning.



## **OUR STRATEGIC DIRECTION**



## **OUR MISSION:**

**DELIVERING HIGH-OUALITY, PERSON-CENTERED CARE TO EVERY ISLANDER** 

Health PEI exists to provide excellent health care to every Island resident and visitor. Our people are dedicated to this mission and work to provide care that is safe, reliable, effective and patient-centered.



## **OUR VISION:**

A LEADING RURAL HEALTH-CARE SYSTEM, FOUNDED ON ROBUST PRIMARY CARE THAT IS ACCESSIBLE TO ALL

Working collaboratively across our organization with our patients (includes patients, clients and residents) and families, and with our communities as our partners, we will continue to innovate and build a robust rural system that delivers high-quality care.

## **OUR VALUES:**

OUR VALUES SHAPE EVERYTHING WE DO AND GUIDE US TO BE AND DO BETTER EVERY DAY

1. We demonstrate accountability.

We are collectively and individually responsible for achieving our vision, and we answer to all Islanders.

2. We act with care.

We care for Islanders, for each other, and the quality, safety, and outcomes of our work and its impacts on individuals and communities.

3. We work together.

We build trusting relationships to achieve common goals. Our patients come first. We listen to and involve patients, communities and staff in the services we deliver and the challenges we solve.

4. We strive for excellence.

We hold ourselves to national standards, measure and report transparently, and continually learn and improve. We accept feedback, sharing our progress and our shortfalls.





every Islander to primary care

access to health care that meets or exceeds national standards

with provincial programs delivering best practice a more connected health system, integrating care around Islanders

## **HEALTH PEI AT A GLANCE**

Our breadth of services has grown due to population growth, increasing tourism and evolving medical care demands.

Health PEI is one of the province's largest employers. We are a key economic contributor to the Island and a partner in supporting the education and development of health care staff. We are also partners and stakeholders to many human services sectors and contribute to the social wellbeing of communities across PEI.

#### • \$1.1 Billion

- Community Health and Seniors Care: \$318 M
- Corporate Services: \$49 M\*
- · Finance \$12 M
- · Hospital Services \$345 M
- Medical Affairs \$267 M
- · Mental Health & Addictions \$78 M
- Professional Practice & Nursing Office \$5 M

#### How much is spent on staff vs equipment vs technology or capital?

- Salaries and benefits \$807 M
- Capital/Equipment expenses \$14 M
- Operating Expenses: \$254 M



OUR BUDGET

- 7,374 Employees (Permanent, Casual and Temporary employees and salaried physicians)
- · 274 Physicians
- 81 Nurse Practitioners

- 375+ Professional Groups (including nursing, allied health, administrative, support services – housekeeping, food services, maintenance)
- · Over 900 volunteers



- · 7 Acute and Community Hospitals
- 9 Public LTC Homes

 Multiple Community Health Sites, including 17 Patient Medical Homes (PMHs)



- 95 K+ Emergency Department Visits
- 12 K Surgical Procedures
- 177 K Diagnostic Imaging Tests Completed
- · 3 M Laboratory Tests Ordered

- 5.7 K Home Care Clients
- 379 K Primary Care Visits
- 3.4 K Out of Province Referrals



- Supported by more than 100 partners, including 12 foundations and auxiliaries
- Hospital foundations across PEI fund most medical equipment in hospital settings, including large investment
  items such as imaging equipment, surgical equipment, and many on-going replacement costs for patient beds,
  wheelchairs, intravenous (IV) pumps, etc. Some foundations support workforce development and clinical services.
- Community and charity organizations, including Pat and the Elephant and Meals on Wheels, are a critical support to Health PEI services.
- Prince Edward Island's post-secondary educational institutions and partners, including the University of
  Prince Edward Island, Holland College, Memorial University, Dalhousie University and College de l'Île, serve as a
  significant pipeline for Health PEI across many disciplines. Health PEI is proud to employ many local graduates.

\*Corporate Services includes Office of the CEO, corporate communications, academics office, medical residency program, transformation and strategy, legal, services, policy, planning and evaluation, emergency management, business continuity, Board operations, human resources, Health Informatics, Interoperative Electronic Health Record.

Delivering health care on a small rural island requires partnering with other provinces, governments, health authorities and institutions to provide services that our small size cannot support.

We partner with provinces across the country to acquire services and contribute to advancement in the delivery of health care nationally. Health PEI partners closely with our neighbouring provinces in Atlantic Canada to support many highly specialized services, for support during critical resource shortages, and to share knowledge and evidence to advance health care outcomes for the region.

## **WHO WE SERVE**

Understanding the people of PEI is essential to planning health services that meet their needs. The graphic below highlights key trends such as the aging population, increasing cultural diversity, rising rates of chronic disease and economic disparities. These factors shape how people receiving care in PEI, including visitors to our province, use the health system and how Health PEI plans services.



#### POPULATION GROWTH

- 2024: 178,550 (+2.8% from 2023)3
- 2049 (projected): ~225,700<sup>4</sup>



#### AGING POPULATION

- 2024: 20.6% of Islanders are 65 or older<sup>3</sup>
- 2049 (projected): 23.5% will be 65 or older<sup>5</sup>



#### CULTURAL DIVERSITY

- Indigenous population in PEI (2021): 2.2%6
- Francophone population (2021): 3%3
- Foreign-born residents (2021): 7.8%<sup>3</sup>



#### ECONOMIC DISPARITIES

- Total health expenditure per capita (2024 preliminary): \$9,4637 (Canada: \$9,0547)
- Median household income (2020): \$73,5008 (Canada: \$84,0008)
- Unemployment rate (2023): 7.3% (Canada: 5.4%)



#### CHRONIC DISEASE

• 2023: 55.8% of Islanders live with one or more chronic conditions<sup>9</sup>, Canada: 41.6% <sup>9</sup>

Islanders' health outcomes are falling behind the rest of Canada. This is a serious concern and a call to action.

Health PEI is working together with communities, our partners and staff to make the necessary improvements to deliver health care.

Health PEI

## **HEALTH OF ISLANDERS**

#### **Life Expectancy At Birth**

Prince Edward Island

82.0<sub>YRS</sub>

(2015 to 2017)10

#### **Obesity Rate**

Prince Edward Island

(Age 18 and older, 2022)11

#### **Smoking Rate**

Prince Edward Island

(Age 12 and older, 2022)11



19.7% Canada

(Age 12 and older, 2022)11

#### **Physical Activity**

53.9%

(Age 18 and older, 2021)11



Prince Edward Island

**Mood Disorders** 

11.4% Canada

(Age 12 and older, 2022)11



#### **Diabetes**

Prince Edward Island

8.0% Canada

(2023)12

Cancer

563

Canada

#### COPD

Prince Edward Island



## **High Blood Pressure**

Prince Edward Island



(2023)12



#### **Prevalence of Chronic Conditions**

#### **Hospitalized Heart Attacks**

Prince Edward Island

213

Canada



## **Hospitalized Strokes**

Prince Edward Island

139

Canada

(2024)15

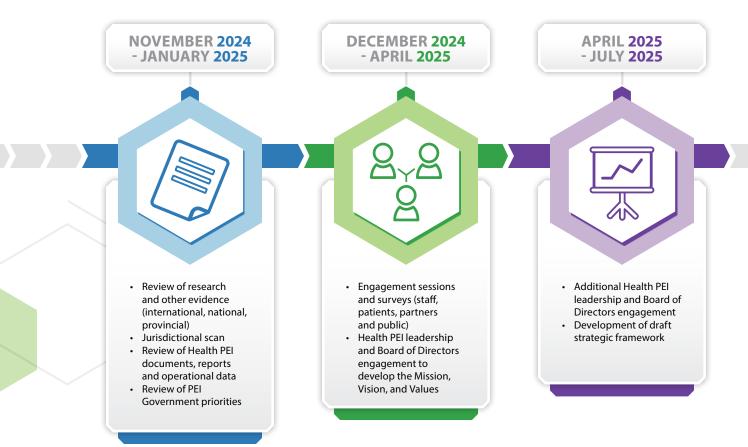


#### (Cancer Incidence Rate, 2022)13

Prince Edward Island

## **SHAPING OUR PLAN**

To inform the plan, we conducted reviews of research and other evidence, a jurisdictional scan of health care priorities, and extensive engagement both inside and outside the organization.



ONGOING INPUT
IS CRITICAL TO
ENSURE HEALTH
PEI'S SUCCESS.
WE ARE COMMITTED
TO CONTINUED
ENGAGEMENT AS
WE IMPLEMENT THIS
STRATEGIC PLAN.

We reviewed international and Canadian research and other evidence, as well as health care strategies in other Canadian jurisdictions, to ensure our direction and priorities make sense in regional, national and international contexts.

To ensure alignment with provincial needs and government direction, we leveraged Health PEI data and examined provincial government priorities outlined in the *Provincial Health Plan: Building a Healthier Tomorrow 2023-2028*, Ministerial and Executive mandate letters, provincial budget and Speech from the Throne.

We sought input from Health PEI staff and leadership, community organizations, professional associations and colleges, unions and the public, as well as patients and families accessing our services. We included interviews, small group discussions, community partner workshops, surveys and open submissions.

#### **ENGAGEMENT**



**462** staff survey responses

**473** public survey responses

**50+** engagement sessions

80+ community groups and partner organizations engaged

19 submissions received

70+ reports and articles reviewed

#### **WHAT WE LEARNED**

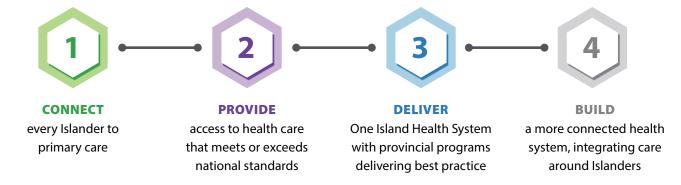
Throughout the development of the plan, key themes and challenges emerged:

- **Evolving expectations** Islanders expect access. Access that is timely, convenient and includes digital health services.
- One Island There is still much work to be done to operate the system at a provincial level. Silos still exist in areas that were previously operated independently.
- Access to care As the demand for services grew and the workforce shrank, it became harder
  for Islanders to access timely care. Wait times are increasing and services are stretched. Access to
  primary care has become our single biggest issue. Pressure not addressed early in the system
  leads to greater demands on other parts of the system and poorer outcomes.
- Workforce recruitment and retention PEI has and will continue to face challenges accessing a stable health workforce.
- **Population impacts** Our smaller population limits the range of services we can offer and our purchasing power for equipment and supplies. Seasonal increases in demand—driven by tourism, temporary residents and respiratory illness—necessitate flexible, responsive delivery models that support both population health and economic growth.
- **Socioeconomic pressures** Rising costs of living, housing insecurity and food affordability affect Islanders' health and increase demand for publicly funded services. These pressures are especially hard on vulnerable populations.
- **Subspecialities of Medicine** As medicine evolves, the ongoing sub-specialization of disciplines and providers means PEI may have needs that cannot be resourced effectively. We must plan for the changing care models and pathways and work with partners to develop new service arrangements to ensure Islanders have access to highly specialized care. By thinking creatively, investing and working regionally we will support our path to success.
- Demographic shifts PEI's population is growing and becoming more diverse. This calls
  for more inclusive and culturally safe services that are responsive to newcomers and
  marginalized communities.
- Climate and environmental risks Whether it be hurricane season, rising temperatures in the summer or the air quality issues associated with wildfires the health system must be prepared to adapt services and infrastructure to reduce and respond to environmental impacts.

## **HEALTH PEI'S PRIORITIES**

Our priorities support our vision to become a leading rural health care system, founded on robust primary care that is accessible to all. All parts of the health system on PEI must work towards this vision.

#### **Our Strategic Priorities:**



Our work over the next three years will be supported by strategic pillars to guide our approaches.

## **STRATEGIC PILLARS**

Given the breadth of services and vast range of actions required to achieve our vision, we have chosen to organize our activities under the following strategic pillars:



Delivering health care is complex. Having a simple approach can be a practical way to achieving strategic outcomes. We start with Right People, because health care is a business about people. We cannot achieve success without the right workforce of talented individuals who are inspired to contribute to our goals.

For Right Place and Right Care, we must embrace that we are a rural health care system and that the best care is designed and developed provincially and delivered locally with the input of communities. Right Place also refers to a focus on care that is consistent wherever Islanders live. Care can be delivered locally for a large proportion of our services, however the delivery of specialty services on a rural island may be supported provincially, regionally or more broadly through new partnerships and technology including virtual care that ensures access to medical care as it advances. This work will be supported by input and engagement with communities on the design and connections into local health system requirements.

Finally, focusing on Right Time means ensuring we have a robust and sustainable system that provides timely access to health care services and is focused to meet the needs of today and tomorrow. We will hold ourselves accountable to meet or exceed national benchmarks to ensure that we build a health care system that provides Islanders access to care on par with other Canadians. Our focus on timely access to primary care remains our priority and extends to all health services.

DELIVERING HEALTH CARE IS COMPLEX.
HAVING A SIMPLE APPROACH CAN BE A PRACTICAL
WAY TO ACHIEVING STRATEGIC OUTCOMES.



## A. RIGHT PEOPLE

Right People is about making sure we have a healthy, supported and sustainable workforce to deliver the right care, in the right place, at the right time. Health PEI must position itself as an employer of choice to attract and retain skilled employees and build a stable, accountable and highly skilled workforce for today and to meet future demands.

## **OUR PROGRESS:**

Health PEI is pleased to report significant workforce growth across the health system in 2024-2025. Hiring initiatives expanded the pool of physicians, nurses, allied health and support staff to reinforce Health PEI's commitment to stabilize the workforce and create an environment where staff can thrive.

#### **Health Workforce Expansion:**

- Merging recruitment teams from Health PEI and the Department of Health and Wellness to form a unified Workforce Recruitment Team under the Health PEI Human Resources division.
- Finalized 2025 recruitment targets for physicians, nursing, allied health and support roles.
- 41 physicians hired in the 2024 calendar year.
- 28 physicians hired in the 2025 calendar year to date:
  - Target of 60 by the end of 2025 calendar year.
- 1,277 new hires (excluding physicians) for Health PEI in 2024-25 fiscal year. Includes 373 Permanent, 103 Temporary and 801 Casual hires.
- 13 new Nurse Practitioners (NPs) hired for Health PEI in 2024-25 fiscal year:
  - 7 new NPs (3 Permanent and 4 Casual)
  - 6 Registered Nurse (RN) employees who moved into NP roles upon completing their training.

## **OUR PLANS:**

- We will remain focused on improving and modernizing hiring processes across all of Health PEI's 375 plus
  professional groups. Building capacity within the recruitment area, Lean process improvements, modernization of
  technology to support marketing and recruitment efforts, and ongoing measurement and reporting will continue
  to be features of this work.
  - Support and retain our people to establish a healthy, safe and sustainable workforce where people can
    thrive. Build a supportive environment where staff are safe and healthy through development and
    implementation of programs, policies and procedures which focus on staff safety and violence prevention
    in our diverse workplaces.
  - On-boarding and training supports will be developed for staff focusing on multiple areas, including
    transition to practice. Creating Communities of Practice for collaborative, interdisciplinary learning will
    benefit both student learners and Health PEI staff.
  - Implement the staff engagement plan for Health PEI staff that delivers on efforts to increase retention and position Health PEI as an employer of choice with a positive culture focused on care and giving back.

- 2. Build a multi-year workforce plan that will allow Health PEI to develop and recruit the necessary staff and providers to meet today's demands and the demands of the future, using all opportunities to stabilize our workforce and reduce reliance on contracted staff.
- 3. Create a culture and environment of team-based delivery where scopes of practice can be fully embraced and deployed to bring both professional satisfaction and maximize care access and quality.
- 4. Build a highly skilled, strong, accountable leadership team to implement clinical and operational change management and interprofessional collaboration across the organization and to ensure all health services are properly planned and managed for today and into the future.
- 5. Create opportunities for academic leadership roles to strengthen our commitment to being a learning health system and leadership that extends from early training into ongoing professional development.
- 6. Leverage PEI's invaluable committed community partners, volunteers and individuals to support the planning, monitoring and delivery of care across the province. Health PEI will also leverage partnerships with other organizations in PEI and across the region and country.
- 7. Commit to using accountability measures at the individual and organizational level and sharing transparently how our talent and resources are tied to our health outcomes.
- 8. Strengthen our collaborative partnerships with union leadership, association and bargaining agent partners to support a stable and engaged workforce to achieve our shared strategic goals.

#### Islanders Caring for Islanders: Health PEI Gives Back

Health PEI is more than a health system; it's a community of Islanders caring for Islanders.

Our 7,400+ staff are neighbours, friends and family committed to delivering safe, high-quality care.

To support our people, we've launched a new Engagement Strategy focused on listening, recognition and commitment to accountability, care, excellence and working together.

Three new committees—Social, Engagement & Diversity, Inclusion & Belonging—are leading initiatives that connect our teams with the communities we serve. From blood drives and food bank support to celebrating Pride and honouring Truth and Reconciliation, Health PEI staff go beyond their professional roles to support our communities.

"Our care teams live, work, and give back alongside the people they serve."

For patients, it's a reminder that their care team is part of their community. For providers, it's a chance to engage in meaningful initiatives beyond clinical care. For Islanders, it's a clear signal that Health PEI stands with them—in care and in community.

By being present, visible and actively contributing, we strengthen trust and bring compassion into the heart of Island life.



#### **Nurse Practitioners: Leading Community-Based Care**

In Eastern Kings, NP Sherri McKinnon has cared for generations and across needs from prenatal to geriatric care for nearly 20 years. "I've cared for great-grandparents, their children and now their grandchildren," she said.

PEI is a national leader in NPs per capita, reflecting Health PEI's strategic investment in advanced nursing leadership. NPs diagnose, treat, prescribe and lead care across the lifespan, especially in rural and primary care settings.

Their integration has improved access and reduced ER visits, and patients report incredible care and satisfaction from interactions with NPs. NPs are trained to manage patient panels, support unattached patients and lead interdisciplinary teams. Their scope continues to grow, now including authority to admit and discharge patients from acute care.

Health PEI values NPs not only as skilled clinicians but as system leaders. Many contribute to governance, policy development and transformation initiatives, ensuring their expertise shapes the future of care.

As PEI builds a more resilient, community-rooted health system, NPs will remain critical contributors to building a leading rural health-care system.

#### **Practice Readiness: Welcoming International Physicians**

To strengthen PEI's physician workforce, Health PEI—alongside the Department of Health and Wellness, the College of Physicians and Surgeons of PEI and community partners—is launching a Practice Readiness Assessment (PRA) Program.

This initiative fast-tracks qualified international family physicians into Island practice through a 12-week clinical placement in PEI. The hands-on experience ensures alignment with PEI's care models, health system and communities. The program will expand our pipeline of physicians practicing medicine in a rural setting.

This is about more than licensing; it's about relationships," said Dr. Johan Viljoen,
Chief Medical Officer. "The PRA embeds physicians in real-world settings and connects
them with communities from day one, supporting long-term retention and belonging.

The PRA complements existing recruitment efforts and reflects proven success in other provinces. It positions PEI as a leader in inclusive, innovative workforce development ensuring timely access to care across the province.



## **B. RIGHT CARE**

The Right Care speaks to the provision of high-quality, evidence-informed care that is appropriate, effective and takes into consideration the values and preferences of those we serve.

## **OUR PROGRESS:**

#### **Patient Medical Homes:**

#### Recruitment

- · Continued recruitment of Longitudinal Family Medicine (LFM) Specialists and NPs into the system.
- Team-based care was expanded by integrating allied health and nursing professionals, including licensed
  practical nurses, dietitians and physiotherapists into PMH teams ensuring patients receive care from the
  right provider at the right time.

#### **Quality Improvement (QI)**

- All PMHs engage in regular QI activities focused on enhancing patient access, care quality and team collaboration.
- Each PMH tailors QI activities to their home and team. These efforts ensure every team member is supported to work to their full potential in delivering care.

## **OUR PLANS:**

- 1. Health PEI will advance the quality of care to support improved health outcomes by implementing and maturing provincial programs for our health services. The design and standardization of the services are developed, managed and measured based on best practice and clinical evidence. Provincial programs are deployed locally and tailored to unique patient populations, volumes and community input. Standardization leads to optimal outcomes while local delivery leads to equitable access and is reflective of the rural health system.
- 2. Collaborate with regional and community partners to design services that meet Islanders' current and future needs, while strengthening interprovincial partnerships to ensure access to specialized services and advanced care pathways that are not available within Health PEI. As provincial programs are developed, the incorporation of off-Island/satellite models will be considered.
- 3. Health PEI is committed to being a learning health system grounded in continuous improvement, evidence-informed decision making and collaborative innovation. This emphasizes the systematic gathering and synthesis of data to generate actionable insights. Through rigorous use of evidence, we will deepen our understanding of system-wide challenges.
- 4. Health PEI will build Audit and Enterprise Risk Management capacity to proactively identify, mitigate and manage current and future risks in health care delivery. This includes developing internal audit functions to detect issues early, implement controls and support informed decision-making for risk prevention and investment.



- 5. Health PEI will develop a master data plan to identify key data to assess and address current and emerging health needs. Enhanced data on system performance will support strategic resource allocation and service improvement. Collaboration with regional and national partners will maximize the value of these data assets.
- 6. Health PEI is focused on connecting every Islander with primary care by expanding the PMH model. Working with the University of Prince Edward Island's (UPEI) newest PMH, we will test and improve our approach—"PMH 2.0"—to deliver high-quality, team-based care. We'll also better coordinate services by mapping existing health care resources and integrating them into primary care, making it easier for patients and providers to access the care they need.
- 7. Health PEI is strengthening primary care to focus not just on access and affiliation, but also on prevention and early intervention. Health PEI will use evidence-informed preventative care guidelines and connect and embed practices and services across the primary care system, to enhance preventative care. Connecting our updated PMHs ("PMH 2.0") to social services and resources will provide other opportunities to help prevent issues by addressing the social determinants of health.
- 8. Patient Medical Neighbourhoods (a network of care involving multiple providers and services, with primary care practices as the central hub for coordinating care) offer an opportunity to gather the community, non-governmental organizations and other health-adjacent services that help provide excellent primary care. Health PEI will create an inventory of these services and develop relationships to better understand what each group offers. This will streamline services and maximize community and volunteer resources.
- 9. Health PEI will listen to and value the voices of our patients, families and communities through their engagement and participation in working groups, committees, councils and surveys/focus groups, including the completion of Community Health Needs Assessments. Health PEI works to improve how people access care and share feedback by strengthening our new patient relations program. This helps us better respond to individual needs and improve service quality.
- 10. Cultivate an environment where all staff, patients, partners and community members feel respected, valued, heard and supported. We will take meaningful steps to ensure fair access to resources, opportunities and care across our health system, including identifying and addressing barriers to optimal health that may arise from differences in age, gender, gender identity, sexual orientation, race, ethnicity, ability, language, geography, social status, literacy level or health status.
- 11. Build and support a culture of quality and safety and patient experience through advancement of Just Culture, quality improvement and enhancing how information on patient experience is collected. This includes implementing a Performance and Accountability Framework, aligned with the Quintuple Aim, designed to track and measure our progress against key organizational metrics.

#### One Island, One System: Integrated Care in Action

Integrated care is the foundation of Health PEI's strategic direction—ensuring every Islander receives coordinated, person-centered support across their health journey.

A One Island Health System means working as one—across primary care, hospitals, long-term care, mental health, public health and community services.

It's about breaking down silos and aligning resources to put people and communities at the heart of care.

"By creating provincial programs, deployed locally, we are improving the quality and equity of care while engaging key partners to support local delivery to meet Islanders close to home," said Corinne Rowswell, Provincial Executive Lead, Health System Integration and Flow.

#### **Integrated Care in Action**

The Provincial Critical Care Program, serving both Prince County Hospital (PCH) and Queen Elizabeth Hospital (QEH), is a leading example. Guided by a taskforce of clinicians and community voices, it delivers care as one program across two sites, extending into emergency, surgical and off-Island services.

A daily provincial huddle, aligned with new levels of care definitions, has improved system-wide awareness and collaboration. Teams now proactively ensure the right patient is in the right place receiving the right care—supporting timely transitions, optimizing critical care bed use and strengthening collective decision-making.

By embedding integrated care into our system, we're building a proactive, resilient and connected health system where every Islander feels seen, supported and valued.

#### **Culturally Connected Home Care: In Partnership with Indigenous Communities**

For First Nations communities, home care is more than a service—it's an extension of culture, family and land. Receiving care at home allows Elders and loved ones to remain close to their language, traditions and spiritual well-being.

Health PEI works in partnership with PEI's two First Nations communities to deliver home care that is culturally safe, coordinated and rooted in the community. These relationships are built on trust, respect and deep listening.

Provincial Home Care collaborates with First Nations Health and community care programs through a bilateral forum—creating a sustainable space to improve services for First Nations patients. Together, partners identify best practices, strengthen communication and take coordinated action to support aging in place with dignity.

This community-based approach ensures care reflects Indigenous perspectives on wellness—holistic, relational and guided by the voices of First Nations peoples. It's a model of partnership that honours tradition while improving health outcomes.



## C. RIGHT PLACE

Right Place ensures Islanders can access care in the setting that best matches their clinical needs, whether that is at home, in primary care, in the community, in hospital or through regional partnerships. In a small, rural province, this becomes a balance of providing care where it can be made available and connecting it to Islanders in a way that is sustainable and ensures access.

## **OUR PROGRESS:**

Providing care in the Right Place, through improving access and flow, was a major focus in 2024-2025. This work resulted in shorter emergency department (ED) wait times, better discharge rates and expanded access to primary care.

- There was a 28% reduction in ED wait times for inpatient beds (from more than 29 hours) in Quarter 3 (Q3), fiscal year (FY) 2024/2025 vs. Q1 FY 2025/2026.
- As of July 2024, to the present day, there were no bed closures due to understaffing.
- Home discharges at PCH increased by 31% between January and April 2025.
- Introduced visual-flow tools on inpatient units at both PCH and QEH.
- Launched discharge planning rounds on units at PCH and QEH to address discharge barriers and reduce hospital length of stay, with plans to expand to other hospitals.

## **OUR PLANS:**

- Health PEI is improving how patients move through the health system to ensure they receive care in the right place
  at the right time. A new clinical-operations leadership model is guiding this work, with a focus on better discharge
  planning and coordination between care settings. By strengthening primary care and integrating services around
  people at home, we aim to provide seamless, community-based care.
- 2. Equip Islanders and care providers with information and education to guide them to the right place for care and supports, including health, social and community services, based on their individual health needs. Implement *MyHealthPEI*, which is an online portal that allows residents to view components of their health information.
- 3. Digital tools such as virtual care help us promote equitable access to care by addressing barriers related to geography, language and socioeconomic status. By leveraging digital channels for the delivery of health care, we can create more opportunities to reach patients, staff and providers where they live without the added challenges associated with physical travel.
- 4. We will continue to work towards one health record and make it easier for patients and clinicians to access health information on or off the Island. We will also implement tools like Artificial Intelligence (AI) to help improve how care is provided, including helping clinicians spend less time on paperwork and more time with patients.
- 5. Health PEI is working to build and upgrade facilities and obtain the equipment needed. Over the next few years, this will include new PMHs, Community Health Centres, LTC beds, the Mental Health and Addictions Campus and the re-development of Kings County Memorial Hospital.
- 6. Health PEI will work with the Department of Health and Wellness to support the development of a strategy to support Islanders and patients aging and receiving care at home. Leveraging our PMHs and neighbourhoods, our home and community assets, and working closely with partners in the social services sector will allow Islanders to remain healthy and cared for at home.

## Mental Health Supports When Needed: Open Access Counselling Expands

Health PEI is leading Atlantic Canada with its province-wide Open Access Counselling model, which launched in May 2024. Islanders of all ages can now access same- or next-day mental health and addictions support with no referral or appointment, in Charlottetown, Summerside, Montague, O'Leary and Alberton.

Each site is staffed by trained counsellors offering solution-focused, strengths-based care. Flexible options like evening and virtual sessions ensure equitable access for those facing barriers such as transportation or childcare.

The impact is clear: more Islanders are accessing care, wait times for specialized services are down, and clinicians are supported through a team-based model that fosters resilience and sustainability.

Our strategic plan focuses on connecting these community-based services with primary care providers to ensure Islanders have resources navigated to them.

#### **Stronger Together: Atlantic Health Partnerships**

As Canada's smallest province, PEI knows that collaboration is key to solving big health system challenges. Health PEI has built strong partnerships with Atlantic health authorities—sharing ideas, scaling solutions and improving care across borders.

Together, we're tackling shared challenges like workforce shortages, rising costs and fragmented data. Our size allows us to move quickly, test innovations and adapt faster—amplifying impact through regional collaboration.

#### **Key initiatives include:**

- Seamless Care Across Borders Through the Atlantic Data Sharing Agreement, we're enabling secure, efficient health information exchange so patients receive safe, informed care—even when treated in other provinces.
- Advancing Health AI As a founding member of the Atlantic Health AI Working Group, Health PEI is co-developing ethical, equitable and Indigenous-informed AI tools and governance frameworks.
- Strengthening the Nursing Workforce -Through the Atlantic Nursing Partnership, we're working to share best practices, tools and resources that support RN professional development and support new RNs in their transition to practice.
- Ensuring access for Islanders to specialist care
- Through our work in developing the Maritime Inter-Provincial Health Services Agreement, Health PEI is working with our Atlantic partners Horizon Health Network (HHN), Vitalité Health Network (VHN), Nova Scotia Health Authority (NSHA), to develop care pathways and service agreements for specialist services including vascular, pediatric endocrinology and cardiac surgery.

From virtual care to procurement modernization,
Health PEI is ready to lead and learn—building a
better health system through regional collaboration.





### D. RIGHT TIME

Right Time ensures people receive care when they need it, leading to optimal clinical outcomes.

## **OUR PROGRESS:**

Investments in staffing and process improvements led to measurable gains in timely, patient-centered care. Highlights include:

#### **Surgical Improvements:**

- Implementation of new procedures for Operating Room (OR) bookings.
- In Q1 of FY 2025-2026, we performed 22% more hip and knee replacements compared to the same period last year.
- Health PEI has completed 3,330 cataract surgeries from January July 2025, which is nearly double from the same period in 2024.

#### **Diagnostic Imaging Wait Times:**

#### **Computed Tomography (CT) and Ultrasound**

- CT and ultrasound volumes have increased due to ongoing efforts to build capacity including increased staffing and system efficiency.
- The number of CTs completed in Q2 FY 2025-2026 increased by 10.2% vs. Q2 in FY 2024-2025.
- The number of ultrasounds completed in Q2 FY 2025-2026 increased by 18.8% vs. Q2 in FY 2024-2025.

#### **Magnetic Resonance Imaging (MRI) Wait Times**

- MRI wait times are improving for all priority levels. 90<sup>TH</sup> percentile (maximum time 90% of patients waited) wait time improvements for FY 2025-2026 Q2 vs. FY 2024-2025 Q2:
  - Urgent (target 14 days): 29 days vs. 40 days
  - Semi-urgent (target 28 days): 174 days vs. 377 days
  - Non-urgent (target 84 days): 669 days vs. 742 days
- Progress is being made to work through the backlog, wait times may go up for a period of time as we process our longest waiting patients.

## **OUR PLANS:**

- 1. Health PEI is establishing plans to connect every Islander to primary care whether or not they have a dedicated provider.
- 2. Significant work continues to build a better patient registry and use it as a tool for understanding demand for primary care services at a geographic level. We will leverage data to understand patient and clinical needs by volume and location. The Unaffiliated Virtual Care (VC) Program provides unlimited VC to patients on the registry, thereby providing timelier access to primary care. The Virtual Care for All initiative will deliver increased access to primary care through virtual care to support better care for all Islanders.

3. Health PEI will work to improve measurement and reporting to ensure we have accurate and timely data to ensure we meet national benchmarks for access to health services.

4. Patient Medical Neighbourhoods, offer an opportunity to gather and organize the community, NGO and other health adjacent services that help provide excellent primary care. As part of our ongoing strategy, we will actively create an inventory of these services and develop relationships with the services to understand what they can do and deliver. This will provide an opportunity to maximize the input of community and volunteer resources and streamline these services.

5. Health PEI has a plan to improve access to surgeries and reduce wait times across all procedures. Building on progress made last year, we are expanding resources, reviewing staffing and using new technology to support centralized referrals and track wait times. Our goal is to meet or exceed national standards, starting with hips and knees and extending to all surgeries.

6. Our strategies include continued efforts to organize and implement initiatives to decrease wait times for diagnostic services including MRI, CT, X-ray, ultrasound and echocardiograms. We will implement activities related to staff recruitment, new technologies to improve efficiencies with equipment, technology and programs to centralize referral and management of capacity and active reporting on wait times.

#### PMH 2.0: Smarter, Stronger Primary Care

Health PEI is transforming access to primary care, making it more timely, consistent, team based and rooted in community. With 17 PMHs now active across the province, Islanders have access to a dependable home base for care that is built around their needs.

A PMH is more than a clinic. It's a coordinated care team of physicians, NPs, allied health professionals, support staff and community navigators, all working together to wrap care around the patient. Islanders are connected to teams that know them, support them and help them stay well. To date, PMHs have been built or converted from existing clinics, laying the foundation for a more integrated system.

PMH 2.0 builds on lessons from early implementations and introduces a standardized, data-driven model designed to improve access, strengthen continuity and ensure every Islander has a reliable place to turn. It is a future-ready model aligned with Health PEI's commitment to accessible, community-rooted care.

#### **Key features include:**

- Patient-Centered Design Care is organized around the needs, preferences and lived experiences of Islanders.
- Integrated Services Seamless coordination of health and social support, with shared resources across the Patient Medical Neighbourhood.
- Community and Patient Governance Patients and communities have a voice in shaping care delivery.
- Choice and Flexibility Islanders can access a range of providers and clinical staff based on their needs.
- Academic and Innovation Environment PMH 2.0 serves as
  a living lab for testing, evaluating and scaling new care models,
  technologies and staffing approaches.
- Training Ground for Future Professionals Supports interdisciplinary education and workforce development.
- Innovation Hub Accelerates system learning and continuous improvement.

PMH 2.0 is a cornerstone of Health PEI's transformation strategy, supporting the Quintuple Aim and enabling better health outcomes, improved patient and provider experiences, enhanced equity and sustainable system performance.

#### Striving for Excellence -Transformation Office

To support Health PEI in keeping pace with change and bringing the organization closer to excellence in the delivery of health care, Health PEI launched a Transformation Office in 2024-2025.

The vision of transformation at Health PEI is to support and empower our dedicated health workers while building capacity within our health system. We aim to refocus on our core priorities, drive meaningful system transformation and create a resilient, efficient and innovative health care environment that benefits both our committed professionals and the patients they serve.

This small team of professional project managers, engineers and health system operators has worked closely with their organizational counterparts to make measurable improvements in some of our most challenging areas including the need to improve surgical wait times, access to surgery and access to primary care. We will maintain a small and nimble team and continue to point its capacity on system-wide challenges that require a central location to convene and solve. We want the Transformation Office to become the source of truth for tracking our progress and failures and offer business intelligence which spans program silos and provides advice and intelligence on how to solve our biggest challenges.



## **HOW WE WORK**

Great care starts with a strong foundation. The **Quintuple Aim** is our guiding framework to make decisions, set goals and reflect on the impact we're making. The Quintuple Aim is the gold standard in health care for a balanced approach to decision-making and evaluation of performance.

What does the Quintuple Aim look like for Health PEI?



#### **IMPROVED HEALTH OUTCOMES**

Robust primary care delivers the best population health outcomes.

1

2

#### **ENHANCED CARE EXPERIENCE**

Expand role of patients and communities in building and delivering care. Leverage unique asset of PEI – strong, tight communities – to support health system.





#### **VALUE FOR MONEY**

Deliver health services that meet or exceed national benchmarks by leaning into best practice and supporting evidence-informed change. Connect services and integrate investments around patients to maximize value for money.

3



#### **IMPROVED STAFF AND PROVIDER WELLBEING**

Provide a safe, inclusive workplace that supports staff and providers in being able to fulfill their roles and their professional aspirations.





#### **ADVANCED HEALTH EQUITY**

Make sure all Islanders have access to high-quality care regardless of socioeconomic status, age, gender, ethnicity, culture or location.

5



These aims are connected. Progress in one must be looked at in the context of the others. When used for decision making, this framework supports a balanced consideration of success factors. When used to evaluate performance, the framework provides an opportunity to adjust efforts to ensure results meet the needs of the organization, the individual, and the population at large.

While Quintuple Aim is the framework for decision-making, evaluating options, and performance, **Operational Excellence** (**OpEx**) supports "how" we achieve our objectives. OpEx is an approach that enables focus, alignment and continuous improvement at all levels of the organization.

OpEx ensures everyone in our organization plays a role in improving our system. It establishes an approach where people are not only skilled and empowered to make improvements, but are also supported by all levels of leadership, effective systems and a culture that embraces asking good questions and implementing effective management systems and data-driven, evidence-informed improvements. This starts with clear priorities and measures that we are all working towards across our organization.

We will continue to focus on the five key building blocks of OpEx to support consistent, high-quality performance, and long-term success.

ORGANIZATIONAL FOCUS & ALIGNMENT	Ensures we are united in direction and priorities
MANAGEMENT SYSTEMS	Provides the tools and techniques to support consistent performance
PEOPLE DEVELOPMENT	Equips our workforce to grow, adapt, and lead improvements
IMPROVEMENT METHODS	Outlines the methodology for making improvements
LEADERSHIP BEHAVIOURS	Shapes a supportive culture through leadership that inspires and leads by example

Together, we'll unlock greater value from the resources we have and continue delivering high-quality, sustainable care.

#### Teaching Tomorrow's Doctors: PEI's Medical School Opens

The opening of Memorial University's Faculty of Medicine – Regional Campus at UPEI marks a historic milestone. With 20 Island students in the inaugural class, PEI now offers the highest per capita access to medical education in Canada - boosting seats from 11 to 27 annually.

This expansion is about more than numbers; it's about building a sustainable health system. Health PEI, in partnership with Memorial and UPEI, has created a province-wide Medical Education Program, including a new teaching and residency space at QEH with simulation labs and dedicated study areas.

Faculty appointments among Health PEI physicians have doubled, strengthening clinical teaching and advancing PEI's evolution into a learning health system.

"We're seeing a surge of interest from physicians who want to teach and train right here on the Island," said Dr. Preston Smith, Chief Academic Officer and Dean of Medicine. "We also know that when medical learners complete their residencies in our communities, they're far more likely to stay and build their careers here. It's one of the most powerful tools we have to grow and retain our rural health workforce."

The medical school also drives economic growth, research investment, and development of PEI's health and life sciences sector.

With expanded residency seats and a strong retention rate, Health PEI is cultivating a new generation of physicians who are deeply connected to Island communities. Through integrated academic-clinical leadership, medical education is being shaped to reflect the unique needs of PEI's population, ensuring that future care is not only locally grounded, but also innovative, responsive and sustainable.

WITH EXPANDED RESIDENCY SEATS AND A STRONG RETENTION RATE, HEALTH PEI IS CULTIVATING A NEW GENERATION OF PHYSICIANS WHO ARE DEEPLY CONNECTED TO ISLAND COMMUNITIES.





## MONITORING AND REPORTING PROGRESS

At Health PEI we all have a responsibility to commit to the execution of our strategy and transparency in our reporting and monitoring. Through transparent and consistent reporting, we will:

- Help all staff understand how their work contributes to organizational success
- Foster a sense of shared responsibility and forward momentum
- Create clarity around our strategic objectives and how we're working to achieve them

We will use the strategic plan as a guide to develop our operational plans, including our annual budgets to support our daily work.

We are committed to sharing progress and learnings not only internally, but also with Islanders and our partners. Doing so strengthens trust, promotes collaboration and ensures accountability at every level. During strategy implementation, progress updates will be provided to the Government of PEI, Health PEI Board of Directors, staff, partners and members of the public through regular status reports. Reports will include an analysis of key performance indicators, expenditures and progress on investments and initiatives across the health care system. Our legislative reporting requirements, through the *Health Services Act* and *Financial Administration Act*, include the annual development of the Health PEI Business Plan and submission of the Annual Report, including Health PEI's Audited Financial Statements to the PEI Legislative Assembly.

## **MEASURING OUR SUCCESS: KEY PERFORMANCE INDICATORS (KPIs)**

As we implement our strategic plan, the status of KPIs will be monitored and assessed through a balanced scorecard based on the Quintuple Aim to provide a comprehensive lens to monitoring and improvement. Balanced scorecards provide an organization's leaders and management with a view of the organization's performance and the benefits and risks of its strategic and operational decisions. A balanced scorecard will be developed as a first step in the execution of the strategic plan. KPIs will be aligned with upcoming organization-wide performance initiatives in operational excellence.

The balanced scorecard will be continually monitored and reported on to Health PEI leadership, the Health PEI Board of Directors, staff, the Government of PEI, the public and our partners. Health PEI commits to having the balanced scorecard and associated information publicly available through our website. The following table outlines Health PEI's potential KPIs and areas to be monitored which will serve as the foundation of the Health PEI Balanced Scorecard.

#### Strategic Plan Key Performance Indicators/Areas to Measure

#### **IMPROVED HEALTH OUTCOMES**

- Access to Primary Care
- Wait Times for Medical Services (Surgery, Diagnostic Imaging) and Emergency Department meeting national benchmarks:
  - Hip and knee replacement surgeries (CIHI Benchmark: Within 26 weeks - 182 days)
  - Cataract surgeries (CIHI Benchmark: Within 16 weeks -
  - Time for Physician Initial Assessment (CAEP Benchmark 3 hours) and Time Waiting for an In-Patient Bed
- Patient in the Right Care Setting:
  - Patient Flow Average Lengths of Stay

#### **ENHANCED CARE EXPERIENCE**

- Patient Satisfaction/Experience of Care
- Patient Relations Experience Data
- MyHealthPEI utilization
- Number of Patient and Family Advisors on Health PEI committees or working groups

#### **IMPROVED STAFF AND PROVIDER WELL-BEING**

- · Employee Engagement Score
- Sick Time Hours per Pensionable Hours
- Full-Time Equivalent Growth
- Safety: % of staff rating Health PEI's safety culture as positive
- Safety: Just Culture (JC) Spread % of staff completing JC training

#### **VALUE FOR MONEY**

- · % of Non-Urgent Emergency Department Cases
- Trending for Alternate Level of Care (ALC) rates in hospitals
- Cost per Capita for Health Care (relative to other Canadian jurisdictions)

#### **ADVANCED HEALTH EQUITY**

- · Access: Total Number of Patients on the Patient Registry
- Quality of Care: Utilization of Language Services
- · Number of Community Health Needs Assessments Completed
- Utilization of Health PEI programs focused on seniors' care, children, and lower income Islanders

CIHI - Canadian Institute for Health Information CAEP - Canadian Association of Emergency Physicians



## **ORGANIZATIONAL STRUCTURE**



**HEALTH PEI BOARD OF DIRECTORS** 



**CHIEF EXECUTIVE OFFICER** 

CHIEF ACADEMIC OFFICER (0.2 FTE)

CHIEF OPERATING OFFICER CHIEF FINANCIAL OFFICER CHIEF OF PEOPLE & PROFESSIONAL PRACTICE CHIEF TRANSFORMATION & STRATEGY OFFICER CHIEF GOVERNANCE & RISK OFFICER

CHIEF MEDICAL OFFICER





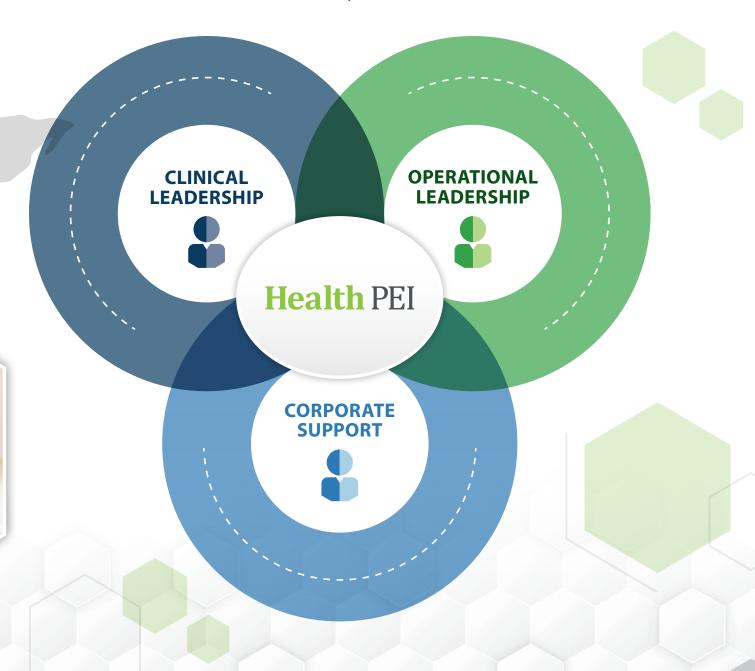


## **DYAD MODEL**

Health PEI is evolving its leadership approach to exist in a dyad model. Medical and operational leaders will work side by side, like co-pilots, sharing responsibility and making decisions together. This ensures clinical expertise and system know-how are aligned to improve patient care and support implementation.

This model supports health professionals by creating an environment where they can fully use their skills, embrace technology, and make the most of our people, technology, skills and facilities.

As a One Island Health System, we're in a unique position to take a province-wide approach through provincial programs, standardized provincially, delivered locally. By working together and staying focused on shared goals, we're building a more connected, accountable, and innovative health care system for all Islanders.



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