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Policy, Planning and Evaluation

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# 2025-2026 HEALTH PEI BUSINESS PLAN

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# MESSAGE FROM THE HEALTH PEI CEO



On behalf of Health PEI, I am proud to present the 2025-2026 Health PEI Business Plan. The strategic actions outlined in this annual plan reflect the government's priorities and will set the foundation for Health PEI to becoming a nation-leading rural health care system powered by robust primary care.

We recognize it is important to listen to the voices of Islanders we see every day. We will continue to build upon successes and learnings from past experience in engaging with health system users.

Through system transformation we will continue to build and enhance a health system that can grow when and where it's needed, be modernized to best support our operations, and continue to move forward to provide the care the Islanders deserve.

I look forward to working with our dedicated Health PEI team, communities, partners, Islanders and the PEI government over the next twelve months by focusing on our strategic priorities and actions to best support our system.

Respectfully submitted,

Melanie Frazer

Melanie Fraser,

Chief Executive Officer

# **2025-2028 HEALTH PEI** STRATEGIC PLAN AT A GLANCE









## INTRODUCTION

With over \$128.9 million dollars (\$47.7 M investments for operations and \$81.2 M capital)<sup>1,2</sup> in funding growth for the 2025-2026 Fiscal Year, the Health PEI Business Plan is a critical planning document that outlines how resources allocated in Health PEI's budget will deliver on the government's priorities outlined in the PEI Provincial Health Plan (2023-2028)<sup>3</sup> demonstrating value to Island taxpayers.

Using the Health PEI 2025-2028 Strategic Plan⁴ as a roadmap, the business plan outlines key actions, supported by government investments, for the 2025-2026 fiscal year (April 1, 2025 to March 31, 2026).

The submission of this report satisfies legislative requirements outlined in the Health Services Act<sup>5</sup> the Financial Administration Act<sup>6</sup> and accountability requirements to the PEI Legislative Assembly, the Minister of Health and Wellness and the public. The business plan is developed and communicated pursuant to Accreditation Canada's QMentum Governance and Leadership Standards.<sup>7,8</sup>

## **ACCOUNTABILITY**

#### **Legislative Responsibilities**

Health PEI is a crown corporation responsible for the operation and delivery of publicly funded health care services in PEI. The Health PEI Board of Directors is accountable to the Minister as established in the *Health Services Act*. The Board is connected to the operational organization through the Chief Executive Officer (CEO). Health PEI, led by the CEO, operates programs and services throughout PEI in both hospital and community settings.

#### **Leadership Accountability**

Public reporting is directed by both legislation and Treasury Board policies. To monitor progress on the implementation of new investments, Health PEI will:

- Develop the Health PEI Business Plan (start of fiscal year) and Health PEI Annual Report (end of fiscal year).
- Regularly report key performance indicators (KPIs) to the Executive Leadership Team (ELT), Health PEI Board of Directors and the Department of Health and Wellness (DHW).
- · Review the organization's annual Audited Financial Statements.
- Submit regular investment status updates to ELT, Health PEI Board of Directors and the DHW.

# **STRATEGIC PRIORITIES**

Health PEI's strategic priorities support our vision of becoming a leading rural health care system, founded on robust primary care that is accessible to all. To help us move forward in achieving our vision, we will be focusing on the following priorities:



2. Access to health care that meets or exceeds national standards

3. One Island Health System with provincial programs delivering best practice

4. Build a more connected health system, integrating care around Islanders



# **STRATEGIC PILLARS**

Our vision to deliver high-performing, innovative and sustainable rural health care is anchored by four strategic pillars:





# WHO WE ARE AND OUR WORKFORCE



• \$1.1 Billion

## OUR PEOPLE

- 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

# OUR PLACES

- 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.\*

\*Partners include: community organizations, health charities, non-governmental organizations (NGOs), service providers, government departments and academic institutions)

Health PEI's Budget and Resource Summary in the next section provides an overview of our overall budget and budgeted resources available for the 2025-2026 fiscal year.

## **BUDGET AND RESOURCE SUMMARY**

	2025-26 BUDGET ESTIMATE • \$	2024-25 FORECAST • \$	2024-25 BUDGET • \$
EXPENDITURE			
CORPORATE SERVICES*	49,283,600	49,857,300	45,497,500
FINANCIAL SERVICES	12,448,500	13,494,600	12,033,300
MEDICAL AFFAIRS	266,607,500	216,983,500	237,574,800
HOSPITAL SERVICES	344,887,500	346,941,600	318,900,900
COMMUNITY HEALTH AND SENIORS CARE	318,350,300	293,913,400	275,696,500
MENTAL HEALTH AND ADDICTIONS	78,414,000	72,472,200	76,944,700
PROFESSIONAL PRACTICE AND CHIEF NURSING OFFICE	5,271,900	4,515,300	5,186,200
GROSS EXPENDITURE	1,075,263,300	998,177,900	971,833,900
REVENUE			
TOTAL OPERATING	32,852,100	32,231,200	32,329,100
TOTAL CAPITAL PROJECTS - External Organizations	6,314,300	6,065,900	6,314,300
GROSS REVENUE	39,166,400	38,297,100	38,643,400
NET HEALTH PEI EXPENDITURE	1,036,096,900	959,880,800	933,190,500
CAPITAL PLAN			
CAPITAL IMPROVEMENTS AND REPAIRS	57,406,300	44,888,100	49,027,400
CAPITAL EQUIPMENT	23,848,600	23,044,900	17,637,300
TOTAL CAPITAL EXPENDITURES	81,254,900	67,933,000	66,664,700

<sup>\*</sup>PEI Estimates of Revenue and Expenditures 2025/26

2025-26 Capital Budget and Five-Year Capital Plan: Capital Investments ensure the province's health infrastructure is maintained and modified or expanded to meet health service needs of changing demographics. The health sector invests in health facilities, such as hospitals (e.g., QEH - Roof Replacement, Medical Resident Facility and Childcare Centre, Building Controls Metasystem, Generator for CT, Air Handling Units and Laundry Facility Upgrades, PCH - Renovations and Repairs, KCMH - Building System Upgrades and Master Planning and Redevelopment), Primary Care Collaborative Care Centers (East Prince, Queens County and Summerside), Ventilation Upgrades to SH, WWM, BGH & QEH, Primary Care Clinic to Support the UPEI Medical School and Medical Home, Paving at Health PEI Facilities, Lease Space & Capital Fit-up for Sexual Health, Options & Reproductive Services (SHORS) and Obstetrics and Gynecology (OG) at The Mount, Clinic Renovations, Expansions of South Shore, Guilfshore, and Central Queens Patient Medical Homes, and Long-Term Care Bed Replacements. Capital investments are also made in technology and medical equipment including Radiology Information System, Hospital EHR, Long Term Care IT Solution, Mental Health and Addictions IT Solution, Large Volume IV Pumps, QEH Nutrition Services Equipment, Equipment for UPEI Patient Medical Home, Application of Surgical Wait List Management Software. Five-year capital plans are prepared annually to ensure that the significant costs associated with capital investments are strategic, cost effective and align with other health sector planning.

\*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.

Data as of March 31, 2025 for Total Full-Time Permanent Equivalents (FTE): 5,263.7. FTE total derived from Health PEI budget documents and PeopleSoft System.

# **KEY STRATEGIC ACTIONS FOR 2025-2026: OUR COMMITMENTS**

The Government of PEI's direct investments into Health PEI supports the delivery of services in our rural health care system. For each fiscal year of the 2025-2028 strategic plan cycle, investments and initiatives that advance our core business areas towards strategic priorities will be shared. This work will be supported by applying the approaches of the Right People, Right Care, Right Place and Right Time during planning and implementation. Our core business areas linked to this year's business plan include:

- · Recruiting and retaining a sustainable workforce
- · Integrating and connecting Islanders to primary care
- · Building a health system centered on provincial programs, delivered locally and working together with communities

Our funded and approved key deliverables in this year's budget (April 1, 2025 to March 31, 2026) are outlined in the following section and will be used as a basis for Health PEI's operational plans.



## STRATEGIC ACTIONS

#### **Access to Primary Care:**

Connecting Islanders to primary care equitably through a Patient Medical Home (PMH), integrating existing primary care assets and recruitment of health professionals.

#### **Primary Care Access and Patient Affiliation**

- Continue the expansion of PMHs across the province including collaborating with the University of Prince Edward Island's (UPEI) PMH –PMH 2.0 to launch the next phase of supporting high-quality team-based care and continuous improvement.
- Expand virtual care to support increased access to primary care and reduce pressures on Island emergency departments (EDs).
- Maintain an accurate and transparent patient registry and use it as a tool to better understand demand for primary care services at a geographic level.
- Integrate primary care assets from broader health system into primary care teams and connect services around patients.

#### **Meeting Standards:**

Systematically identifying and implementing best practice, evaluating performance against national benchmarks.

- Initiatives to decrease wait times for medical services:
  - Reduce diagnostic imaging (DI) wait times:
    - Magnetic Resonance Imaging (MRI) Wait Times Develop Request for Information (RFI) to explore new partnerships and optimize MRI scan protocols.
  - Reduce surgical wait times for all specialties through improved efficiency, development of standardized procedures and guidelines, increasing surgical volumes and optimized resourcing.
  - Reduce wait times for ophthalmology services work with internal and external partners to improve access to cataract surgery, streamline care and meet national benchmarks.
- Work to reinstate the Intensive Care Unit (ICU) at Prince County Hospital (PCH) to re-establish full critical care capacity for the western region of PEI and to ensure that PEI has two fully operational ICUs.

#### **Putting Infrastructure in Place:**

Working to build and upgrade our facilities and obtain the equipment needed to deliver our capital plan.

- Development of new PMHs, Community Health Centres, the Mental Health and Addictions Campus and expansion of access to long-term care (LTC) through addition of LTC beds throughout the province.
- Re-development and master planning work for Queen Elizabeth Hospital (QEH) and Kings County Memorial Hospital.
- Continued engagement with communities in East Prince and West Prince on health system needs.



#### **Stabilizing the Workforce:**

Supporting a healthy and sustainable workforce.

- Complete workforce transition and lead change management activities to integrate the Department of Health and Wellness Recruitment and Retention Team with the Health PEI Talent Management Team, forming a unified recruitment unit under Health PEI Human Resources.
- Start the development of a multi-year workforce plan in collaboration with the Department of Health and Wellness's Workforce Planning team.
- Implement the staff engagement strategy and formally start the initiative with "Years of Service" recognition in October 2025.
- Support a safe and healthy workplace through development and implementation of programs, policies and procedures focusing on staff engagement, violence prevention, learning and effective internal communication resulting in increased staff and provider satisfaction and openness to report any safety concerns.

#### **Recruitment and Retention**

- Continue to improve and modernize hiring processes across Health PEI's 375+ professional groups.
- Create modern collective agreements with improved compensation and classification structures, with RN classification as an example, that work for a multi-generational workforce.
- Flexible Hiring Initiative started in Winter 2025 to support timely and efficient recruitment for full-time equivalent, permanent positions. This initiative supports the stabilization of the health workforce and enhances Health PEI's internal capacity.
- Continue to support recruitment of physician, physician assistant, associate physician, NP and provider workforce.

#### **Professional Development**

- Create pathways for health care professionals through the initiation of a new PEI based Practice Ready Assessment Program, the Bachelor of Nursing Student Employment Program and the Health PEI-McMaster University 12-Month Hospitalist Fellowship Program.
- Create Communities of Practice for collaborative interdisciplinary learning in collaboration with the Clinical Learning and Simulation Center at the UPEI Faculty of Medicine and Interprofessional Health Education Facility.



Putting structures and resources in place to ensure continued alignment with system priorities and move toward our vision.

#### Leadership and Accountability

- Put in place a leadership team that is accountable and positioned to lead system transformation and improve health service delivery, including cascading performance impact and growth agreements to provide focus and account for individual responsibility.
- Utilize clinical and operational dyads or partners to provide efficient and innovative leadership of the health system.
- Continue to build foundational structures to proactively identify, mitigate and prevent risks in health care delivery i.e., internal audit and enterprise risk management capacity.
- Transition from the self-insurer to Healthcare Insurance Reciprocal of Canada (HIROC) effective October 1, 2025. Learn, share and implement across Health PEI all of the opportunities that HIROC has to offer with the goal of developing a fulsome risk management program focused on the pillars of the Quintuple Aim.

#### **Systems Transformation**

- Implement a framework to deliver operational excellence across all levels of Health PEI to enable focus, alignment with priorities and continuous improvement.
- · Develop and implement a standardized and evidence-informed approach to policy and procedure development.
- Develop and Implement the Performance and Accountability Framework (balanced scorecard), aligned with the Quintuple Aim, designed to track and measure progress against key organizational metrics and demonstrate individual accountability.
- Develop a master data plan to identify what data we have, what we need and how to use it to better understand and respond to current and future health needs. Health PEI will work with regional and national partners to maximize the value of our data assets.

#### **Voices of Our Patients, Families and Communities**

- Engage our patients and their families in future health care planning including involving our Patient and Family Partners on Health PEI committees, working groups and engagement sessions with health system users to support planning different Health PEI initiatives.
- Plan and execute Community Health Needs Assessments (CHNAs) in alignment with Accreditation Canada standards for health system planning and engagement across the province to help understand health and wellness at a local community level including strengths and needs of PEI communities.

#### **Health Care Services:**

Our work supports 24/7 care across the province and is driven by increasing volumes and new care requirements.

#### Service Needs

- Reduce ED wait times by improving inpatient bed availability through optimized transition times and streamlined discharge processes, including transitions to LTC.
- Implement agreement with Health Canada's Substance Use and Addictions Program.

#### **Collaboration with Regional and Community Partners**

Continue to work with Atlantic provincial partners - Horizon Health Network (HHN), Vitalité Health Network
 (VHN), Nova Scotia Health Authority (NSHA), Newfoundland and Labrador (NL) Health Services and the provincial
 governments to develop inter-provincial health services agreements through strengthening existing partnerships,
 developing care pathways to ensure access for Islanders to specialist services.

#### **Our Digital Future:**

PEI's Digital Strategy 2024-2029 sets the path forward to reimagine care delivery using secure digital solutions and providing tools and information to assist Islanders in being active participants in their care.

#### e-Health

- Continue to implement the Elimination of the Hybrid Record Road Map to close the gaps in electronic clinical documentation. Key actions include:
  - Expand Provincial Electronic Medical Record (EMR) use to Public Health & Children's Developmental Services, Cancer Screening Programs and additional PMHs.
  - Continue to implement the LTC Information Management System (IMS).
  - Launch the Clinical Information System (CIS) Behavioural Health Module for Mental Health and Addictions inpatient services.
  - Implement the Advance Capture Module in CIS which focuses on the digitization of out of province health records.
- Launch MyHealthPEI an online portal that enables residents to view components of their health information and provides features that support health management.
- Launch the provider portal an online portal for community partners to access the health information required to support their work, beginning with pharmacists.
- Continue to implement the Modernizing Healthcare Connectivity Project to strengthen the health care network infrastructure to enable the secure and reliable use of wireless, non-information technology (IT) medical devices.
- Launch the AI (artificial intelligence) Scribe pilot project to support clinical documentation and reduce administrative burden for primary care providers.
- Begin the implementation of a centralized surgical intake and wait list management software where all surgical referrals will be reviewed based on current wait times and patient needs before being assigned to specialists.
- This software will support meeting and tracking national standards of care for surgical wait-times.



As we start our next three-year strategic plan, we are striving to make meaningful change in health care delivery with the following expected outcomes:

- · Access to primary care for all Islanders
- Care that is accessible and available irrespective of socio-economics status, age, gender, culture, ethnicity and location
- Health system that is reflective of the population's current and future needs
- Improved patient experience
- Improved staff and provider experience
- Safe and inclusive environments for patients, staff and providers
- · Delivery of health care services meeting or exceeding national benchmarks
- Modernized IT clinical infrastructure to support operations
- · Accessible health information for Islanders

#### **Performance Measurement and Reporting**

Members of ELT are responsible for the investments described throughout this business plan. Regular monitoring and reporting allows Health PEI to track progress, issues and where efforts and resources need to be refocused.

Progress will be monitored and reported on through a Balanced Scorecard aligned with Health PEI's strategic priorities and the Quintuple Aim to provide the gold standard for evaluating system performance, monitoring and improvement. As the Balanced Scorecard is developed, KPIs included will be meaningful, will have assigned targets, will be actionable and will align across our strategic priorities and pillars providing a health system view. Appendix A outlines potential Health PEI KPIs and areas to be monitored which will serve as the foundation of the Health PEI Balanced Scorecard.

# FEATURE: EVOLVING INTO A LEARNING HEALTH SYSTEM (LHS)

At the center of our work is our commitment to safe, high-quality care. Over the next year we will implement principles and practices that foster a safe, reliable learning environment that is grounded in continuous improvement, evidence-informed decision-making and collaborative innovation.

This approach emphasizes the systematic gathering and synthesis of data to generate actionable insights. Through the use of evidence, we will deepen our understanding of system-wide challenges. Across the organization we will seek to:

- · Foster a culture of learning and reflection
- Engage meaningfully with stakeholders and communities in the development of interventions
- Implement changes thoughtfully and responsively
- Evaluate what works, for whom and under what conditions

By embedding these principles into our operations, we aim to enhance the quality, equity and sustainability of the health system – ensuring it remains responsive to the needs of those we serve.

As a part of this groundwork, we will focus on building a culture of learning, improving clinical and patient related outcomes through our work in the following areas:

#### Learning as a Culture

Through a collaboration between UPEI, Memorial
University of Newfoundland (MUN) and Health PEI,
a province-wide medical education program was
created and launched in 2025. The medical school
will drive strengthened clinical teaching and reflect
the unique needs of the PEI's population. As learners
and teachers from this program, alongside other

students, are embedded in Health PEI's day-to-day operations, we will enhance connections to research and move towards both embedding evidence into practice and developing evidence through practice.

#### **Quality Improvement**

- Educate and coach health care leaders on roles and responsibilities in quality improvement processes and work planning.
- Begin the process to update key quality and patient safety documents including the Health PEI Integrated Quality and Patient Safety Framework and policies regarding incident management and quality improvement (QI).
- Work in partnership with Health PEI programs and services to identify opportunities for system improvement with recommendations to support quality care and patient safety.
- Deliver education/training to programs/services/QI
   Teams (QIT) on the Plan-Study-Do-Act (PDSA) cycle.

#### **Patient Safety**

- Provide leaders with education, coaching and support on incident management, disclosure and promote a Just Culture.
- Facilitate and lead reviews of serious, harmful patient safety incidents (Quality Reviews) and identify the need to complete a QI Activity (QIA); identify areas for health care system improvement and recommendations for action from an incident.

#### **Accreditation 2026**

- Launch the Canadian Patient Safety Culture survey for the fall 2025; Communicate the survey results and develop an action plan.
- Prepare and provide communications on the accreditation process for Health PEI's 2026 onsite

- accreditation survey [assessment of Health PEI on 25 sets of standards and Required Organizational Practices (ROPs)].
- Update accreditation resources for the organization (e.g., ROP and Did You Know information packages, mock tracer tools).
- Provide support to programs, services and QITs on Accreditation Canada standards and ROPs including updates to QIT action plans and monitoring indicators from accreditation self-assessment survey results and review of standards.
- Work with the Leadership QIT and Health PEI Board of Directors to review Leadership and Governance Standards and work plan development.

#### **Just Culture**

 Promote Just Culture training and education for all Health PEI staff and leaders. Just Culture is a part of safety culture where people can speak up – questioning existing practices, share concerns and admit mistakes.

#### **Patient-Centered Care**

#### **Patient Experience**

- Develop Person-Centered Care Framework.
- Coach and educate Health PEI leaders and staff on the importance of being responsive to feedback provided by health system users and the process to address feedback.
- Develop a Patient Experience Survey Strategy including approaches to streamline and standardize the survey process across Health PEI.
- Work with programs and services to identify opportunities for patient experience improvement using feedback and recommendations from patients and/or families.

#### **Patient Navigation**

- Collaborate with program and service leaders on ways to improve access to care including communicating barriers to care identified by patients, families and the public.
- Deliver education to staff, leaders and the public on Health PEI programs and services that can be utilized if access to care is needed.

#### **Patient Relations**

- Build and support an integrated, responsive and consistent approach to individual patient and family feedback within Health PEI programs and services.
- Strengthen mechanisms to track, trend and report patient and family feedback performance indicators in order to identify system improvements.
- Provide education on the concern resolution process and coach leaders and managers on conflict resolution.

#### **Patient and Family Partners**

- Connect Patient and Family Partners to various committees and groups within Health PEI.
- Educate staff and leaders on the role of the Patient and Family Partner.

#### **Ethics**

- Clinical and Organizational Ethics: Provide education and tabletop sessions for staff and leaders on the Ethics Framework to support an ethical culture within the organization.
- Research Ethics Board: Collaborate with leadership and the MUN Faculty of Medicine – Regional Campus at UPEI. to support the growth of health research at Health PEI.



- 1. 2025 PEI Budget Address:
  - https://www.princeedwardisland.ca/sites/default/files/publications/budget\_address\_2025.pdf
- 2. Prince Edward Island Capital Estimates 2025-2026: https://www.princeedwardisland.ca/sites/default/files/publications/final\_fall\_2024\_capital\_estimates.pdf
- 3. Department of Health and Wellness 2023-2028 Provincial Health Plan: https://www.princeedwardisland.ca/en/publication/pei-provincial-health-plan-2023-2028
- 4. 2025-2028 Health PEI Strategic Plan
- Government of Prince Edward Island Health Services Act: https://www.princeedwardisland.ca/sites/default/files/legislation/h-01-6-health\_services\_act.pdf
- Government of Prince Edward Island Financial Administration Act: https://www.princeedwardisland.ca/sites/default/files/legislation/f-09-financial\_administration\_act.pdf
- 7. Accreditation Canada QMentum Leadership Standards (Effective May 2021)
- 8. Accreditation Canada QMentum Governance Standards (Effective October 2022)

# **APPENDIX A - KEY PERFORMANCE INDICATORS**

QUINTUPLE AIM	KEY PERFORMANCE INDICATOR/AREA TO MEASURE
Improved Health Outcomes	Improving Access to Primary Care  Affiliation of patients from the Provincial Patient Registry  New Patient Medical Homes (PMHs) and Community Health Centre established  Reducing wait times for diagnostic imaging and surgical procedures  Increasing the percentage (%) of patients treated within benchmark to align with the Canadian averages:  Hip and knee replacement surgeries (CIHI Benchmark: Within 26 weeks – 182 days)  Cataract surgeries (CIHI Benchmark: Within 16 weeks – 112 days)  Decrease the 90th percentile imaging wait times for CTs, MRI and ultrasounds  Patient Access and Flow  Reduce ED Provider Initial Assessment Wait Time (CAEP Benchmark: 3 hours)  Reduce ED Length of Stay for Admitted Patients  Average Length of Stay (Days)
Enhanced Care Experience	<ul> <li>MyHealthPEI Utilization</li> <li>Patient Relations Reporting</li> <li>Patient Experience Survey Results</li> </ul>
Improved Staff and Provider Well-Being	Stabilizing the workforce  Recruit primary care providers and corresponding roles  Recruit remaining physician vacancies leveraging new recruitment apparatus  Sick Time: Number of Sick Hours/Pensionable Hours  Relief Hours: Number of Part-Time Staff Working to Full-Time Hours  Filled Full-Time Equivalent (FTE)
Value for Money	<ul> <li>Ratio of Management to Frontline Staff</li> <li>Dependency on Casual Staff: Number of Casual Hours/Year</li> <li>Overtime (OT): Number of OT Hours/Pensionable Hours</li> <li>Trending for % Alternate Level of Care (ALC) Days</li> <li>Cost per Capita for Health Care (relative to other Canadian jurisdictions)</li> </ul>
Advanced Health Equity	Community Health Needs Assessments – process initiated/established

CIHI – Canadian Institute for Health Information

CAEP – Canadian Association for Emergency Physicians

# **APPENDIX B - ORGANIZATIONAL STRUCTURE**

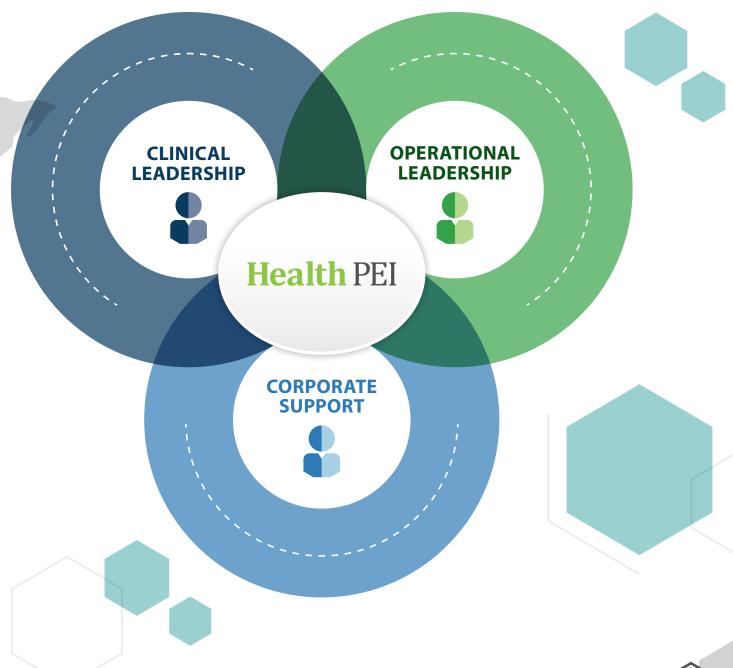


## **DYAD MODEL**

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.



# **NOTES**:

# **Health PEI**

#### Prepared by:

Policy, Planning and Evaluation

#### **Published by:**

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# 2025-2026 BUSINESS PLAN

**Health** PEI