



## **Vice President, Medical Affairs**

### **Executive Briefing**

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#### **1. Role Description**

#### **2. Supporting Documents**

- Organization Chart
- CMH Strategic Plan 2022-27
- Clinical Services Growth Plan 2022-27
- CMH Quality Improvement Plan 2025-26 – Narrative & Workplan
- Cambridge North Dumfries Strategic Framework 2022-25
- McMaster University Michael G. Degroote School of Medicine, Waterloo Regional Campus 2025 Update

*\*Note items above are hyperlinked to the appropriate documentation.*



## **Vice President, Medical Affairs**

Join a hospital where everyone makes a difference! Recognized as a top employer in the Waterloo area and Southern Ontario, accredited with Exemplary Standing by Accreditation Canada, recognized by The Beryl Institute for our commitment to patient experience, more than 10 years of incredibly strong financial and quality performance, the most technologically advanced hospital in the region with two new/renovated patient care wing opened and a post-construction operating plan to expand services for Cambridge North Dumfries – that is just part of the Cambridge Memorial Hospital (CMH) story!

If you are ready to help us meet our next challenge and you have a zest to make an impact in our community, this is an opportunity not to pass on.

As a member of the senior leadership team, the Vice President Medical Affairs (VPMA) will provide strategic leadership and ensure that CMH is accountable for meeting its organizational goals. The VPMA will lead the execution of several of the organization's strategic priorities – leading work focused on elevating partnerships in care, joy in work and reimaging community health.

The successful VPMA candidate will balance a clinical and administrative role within CMH – with the VPMA role anticipated to require approximately 3 days each week. Beyond the administrative role, the VPMA will be an associate/active member of the professional/medical staff, joining a team of incredible clinicians committed to quality care and patient experience.

### **Key Accountabilities**

- Provides overall program direction, performance and operations – ensures that each of our medical program and service plans align with and achieve the organization's goals
- Monitors clinical performance metrics and develops action plans for areas requiring improvement.
- Fosters alignment among physicians across the organization to ensure the strategic and operational goals and metrics are achieved
- Implements the clinical services plan, ensuring the teams have the necessary resources to meet the plan's goals
- Ensures medical directors are embedded within the program leadership effectively
- Participates in the budgeting and resource allocation to optimize medical and clinical services.
- Participates in financial planning and cost management, ensuring efficient use of resources.

- Works with financial and operational leaders to ensure cost-effective delivery of care.
- Acts as a champion for the new Electronic Medical Record (EMR) and for the opportunities for improvement in care possible, supporting the organization's goal for EMRAM stage 6
- Provides advice and guidance on the EMR work as a member of the project's steering committee
- Fosters and maintains an effective leadership team
- Models effective leadership practices by role modelling the organization's values
- Promotes collaboration and teamwork among staff within the portfolio and throughout the organization

### **Direct Reports**

- Medical directors in Emergency Services, Laboratory Services, Medical Services, Mental Health Services, Surgical Services and Women's & Children's Services
- Lead physicians for several key efforts for CMH – access and flow, hospital information systems and operational excellence

### **Key Collaborators**

- Chief of Staff
- Vice President, Clinical Services and Chief Nursing Executive (VP/CNE)

### **Year 1 Success**

Upon completing the first year in this role, the VPMA will have contributed to the success of CMH by:

- In collaboration with the COS and VP/CNE, updating and implementing the clinical services plan to account for the government-approved growth plan
- Developing a strong team of medical directors through recruiting for the vacancies and further developing the team
- Successfully implementing a new electronic medical record (EMR)
- Recruiting a team of medical leaders to ensure a successful implementation of the EMR
- Working with the medical leadership and hospital leadership team to advance several key performance metrics related to access and flow within the hospital and more broadly, in the community
- Establishing strong relationships with leaders and staff throughout the organization
- Developing processes to enhance accountability throughout the organization
- Contributing effectively to system integration through the work of the Cambridge North Dumfries Ontario Health Team and its member organizations

- Working with our Ontario Health Team member organizations to advance system integration
- Contributing to the achievement of the hospital's other corporate priorities
- Ensuring strong linkages between the portfolio's goals and the hospital's strategic plan
- Developing positive working relationships with the Ministry of Health, Ontario Health, other hospitals and other partners, such as the McMaster University Michael G. Degroote School of Medicine, Waterloo Regional Campus

### **Education/Professional Credentials**

- Licensed by the College of Physicians and Surgeons of Ontario, or eligible for licensure.
- In good standing with the College of Physicians and Surgeons of Ontario.
- Completion of an accredited educational program in business, leadership or health administration, or a commitment to achieve such a program.
- Eligible for Associate/Active Staff Privileges at Cambridge Memorial Hospital.

### **Experience/Background**

- Progressive hospital medical leadership experience, ideally a portion of the required hospital experience gained managing one or more clinical services in a community hospital environment.
- Established track record of accomplishments in management, particularly involving successful, collaborative work with physicians.
- Understanding the governance processes and the respective roles and responsibilities of the Board, management and the Medical/Professional Staff as well as the similarities and differences between Chief of Staff and the Vice President, Medical Affairs roles.
- Experience working effectively in a collaborative model with COS and CNE
- Working knowledge of Ontario's health system, public hospital legislative and regulatory requirements.
- Ability to foster respect and trust of the Hospital's staff, leadership and Medical/Professional Staff and Board of Directors.
- Commitment to continued professional development and education.
- Strong desire and willingness to continually develop and improve leadership skills and competencies.
- Minimum of 5 years leadership experience, preferably in progressively more responsible leadership position(s) preferred.
- In progress of attaining or have the Canadian Certified Physician Executive (CCPE), Certified Health Executive (CHE), Master's degree in a health care or related discipline or equivalent executive leadership certification strongly preferred.
- Academic medical leadership experience an asset.

## **Competencies Needed – Leads Self, Engages Others, Achieves Results, Develops Coalitions, System Transformation**

### **Leads Self**

- Passionate about the CMH values – Caring, Collaboration, Accountability, Innovation, Respect
- Straight forward, transparent communication style
- Leads by example within the organization and demonstrates accountability for their personal behaviours and practices.

### **Engages Others**

- Able to interact positively and collaboratively within a multi-disciplinary environment with all levels of the organization, including the Board, the President & CEO, the Chief of Staff, the Vice President Clinical Services/CNE and the Medical/Professional Staff
- Exceptional leadership and relationship management skills with ability to influence and create sustainable outcomes along with the ability to manage, communicate, and motivate the Medical/Professional Staff
- Supports, coaches, and mentors others in achieving their personal best

### **Achieves Results**

- Driven to achieve results and to find opportunities to continuously improve service – has a bias for “getting things done”
- Possesses the courage, curiosity, and intellectual capacity to identify bold solutions to complex problems and can capitalize upon new ideas, tools and technology.
- Possesses the ability to develop, lead, and sustain an evolving culture that will continue to value innovation, learning, teaching, and a highly collaborative integrative and efficient approach to achieve the best patient outcomes.

### **Develops Coalitions**

- Demonstrated experience in creating connections, trust and shared meaning with individuals and groups.
- Able to gather intelligence, encourage open exchange of information, and use quality evidence to influence action across the system.
- Political astuteness and ability to negotiate through conflict and mobilize support. and across political and organization boundaries, including other health care partners and providers, and with patients, their families, Ontario Health and Ministry of Health

### **System Transformation**

- Demonstrated ability to balance risks with knowledge, wisdom, and intellectual capacity, and bases all decisions on the well-being of patients and families, fiscally sound practices and the organization’s vision and strategic goals.

- Strategic thinker, thinking analytically and conceptually, questioning and challenging the status quo, to identify issues, solve problems, and experience in the design and implementation of effective processes across systems.
- Able to foster a climate of continuous improvement and creativity
- Able to scan the environment for ideas, best practices, and emerging trends that will shape the system.

If you are seeking a rewarding leadership opportunity where you can shape a bright future and make a difference, please submit a covering letter and CV, in confidence to:

**Stephanie Fitzgerald, Office of the President & CEO**

Cambridge Memorial Hospital

700 Coronation Blvd, Cambridge, ON N1R 3G2

Tel: 519-621-2333 extension 2350

Fax: 519-740-4907

Email c/o: [sftizgerald@cmh.org](mailto:sftizgerald@cmh.org)

**About Cambridge Memorial Hospital**

*As part of our commitment to the health and safety of our patients, staff and community from COVID-19, subject to any accommodation required by applicable human rights legislation, Cambridge Memorial Hospital requires that all staff have received all required doses of a COVID-19 vaccine approved by Health Canada.*

*The successful external applicant is required to provide the applicable criminal record check, as requested by Human Resources, in accordance with federal and provincial legislation. Valid criminal record checks are in original format and dated with two months from date of conditional offer from CMH.*

**CMH Inclusion Statement**

At Cambridge Memorial Hospital (CMH), community matters to us. We acknowledge and are grateful for the opportunity to meet, work and offer healthcare on the traditional territories for the Anishinaabe, the Haudenosaunee and the Chinnonton.

We are committed to providing and fostering a respectful, caring, and inclusive workplace; one that generates belonging. We want a work culture where people are free to express their authentic selves and can bring their best daily. That includes a workplace that is free from violence, harassment and discrimination of any kind.

We welcome all applicants and encourage members of equity-deserving groups including Indigenous and LGBTQ2SIA+ communities regardless of race, gender,

sexual orientation, gender identity or expression, lifestyle, age, educational background, national origin, religion, neurodiversity or physical ability. We promise to ask if needed, and to provide reasonable accommodation to you during the recruitment and selection process to ensure an equitable experience.

To support all of us in this journey, Cambridge Memorial Hospital is an employee partner with the Canadian Centre for Diversity & Inclusion (CCDI) and provides access to all CMH members to CCDI resources and education. We encourage you to reflect upon our inclusive commitment to you as we welcome and encourage you to explore a promising future career at CMH.

**We thank all those who apply, however only those selected for an interview will be contacted.**

*Cambridge Memorial Hospital (CMH) proudly integrates AI-based technologies into its applicant screening process to enhance recruitment. These tools are designed to reduce bias and uphold fair hiring practices based on skills, education, and experience. CMH's AI serves to assist, not replace, human decision-making, with results audited to ensure quality and equity. This initiative reinforces the hospital's commitment to Equity, Diversity, and Inclusion, ensuring the best talent is selected while adhering to our core values.*

**Closing date for applications is May 23, 2025**

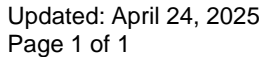
***We thank all those who apply, however only those selected for an interview will be contacted.***

Our Vision – creating healthier communities together  
Our Mission – An exceptional healthcare organization,  
keeping people at the heart of all we do  
Our Values – caring, collaboration, accountability, innovation, respect

To learn more about CMH, please visit our website at [www.cmh.org](http://www.cmh.org).

Several supporting documents are provided to assist potential candidates in evaluating this opportunity:

- Organization Chart
- CMH Strategic Plan 2022-27
- Clinical Services Growth Plan 2022-27
- CMH Quality Improvement Plan 2025-26 – Narrative & Workplan
- Cambridge North Dumfries Strategic Framework 2022-25
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2022–2027 Strategic Plan  
**reimagineCMH**



# Introducing Our 2022–27 Strategic Plan

Community matters to us. It is our purpose to be an exceptional, community-focused hospital for Cambridge, North Dumfries and the Region of Waterloo. We were the first to open our doors within the region. And despite the recent challenges caused by a long pandemic and staffing shortages, our doors have remained open for almost 14 decades! We are unabashedly proud of this legacy and the service we provide to our communities. Yet, we cannot rest on the strengths that brought us to this point. We must continue to be better and to keep focused on the bright future that lies ahead.

This is why we have strategic plans and we have a new one to share! It's not an ordinary plan. It is an extraordinary one!

We consulted with over 1400 people from our community. They told us what CMH meant to them. They described the compassion, skill and humanity of our staff, physicians, midwives and volunteers. How our people touched their lives and those of their families, neighbours and friends. Community partners and businesses said it was important to maintain CMH as a vibrant, accessible and reliable hospital. They want the hospital to grow and reflect the diversity that is in our communities. They want us to keep collaborating. And we couldn't agree more. Over the next five years, the way we think, plan and act will be guided by five Strategic Pillars — Advance Health Equity; Elevate Partnerships in Care, Reimagine Community Health, Increase Joy in Work and Sustain Financial Health.

The good CMH does resonates beyond its walls. So much so, it became apparent to revisit our aspirations and the means by which we will attain them to better reflect who we are to our staff and our community. This is why you will see a new Vision and Mission in this plan. The Vision captures the essence of what we desire for our people and our community: "Creating healthier communities, together." Alongside, the Mission supports how we will attain it: "An exceptional healthcare organization keeping people at the heart of all we do."

Take a moment to read through this document. See what speaks to your values and sparks your energy. Imagine what can be done — together. Why? Because we value and need you. You are an important part of the CMH community and for us, community matters.



# About Us

## Our Hospital

Cambridge Memorial Hospital's (CMH) roots dig deep, tracing back to 1888 when it was the first hospital to open its doors within the Region of Waterloo.

From its humble beginnings in a two-story house with a cottage that doubled as a nursing school, CMH grew into a strong, values-based and community-focused hospital emphasizing patient and family centered care. Cambridge Memorial Hospital continues this legacy as a modern, thriving acute care facility that offers a full complement of health care services and collaborative partner within the Cambridge North Dumfries Ontario Health Team.

Learn more about us at [www.cmh.org](http://www.cmh.org)

## Territorial Acknowledgment

Cambridge Memorial Hospital is a place of community, healing and peace. We acknowledge and are grateful for the opportunity to meet, work and offer healthcare on what is the traditional territories for the Anishinaabe, the Haudenosaunee and the Neutral Peoples.

These Indigenous Peoples have been on this land for thousands of years. We recognize their historical connection to it and thank their elders — past and present — for their many contributions.

## Our Community

CMH provides healthcare to the communities of Cambridge, North Dumfries and Region of Waterloo. These areas represent the coming together of people from diverse, close-knit and proud communities. Located along the Grand River watershed, this vibrant growing community is united by its heritages, rivers, and culture.

## CMH by the Numbers

**1440**  
Staff

**250**  
Physicians

**500**  
Volunteers

**190**  
Beds

# We are proud to celebrate the successes of our people.

## Some recent achievements:

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2021 Ontario Health Trillium Gift of Life Network Eligible Approach Rate Award

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2019 Accreditation Canada Exemplary Standing

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BPS organization since 2013 with over 13 leading practices

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2020 Beryl Institute Innovative Patient/Family Advisor Award

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"This is a good time to let everyone know about the wonderful work at CMH."

**CMH Volunteer**

# Our 2022–27 Strategic Plan

## Vision

Creating healthier  
communities, together.

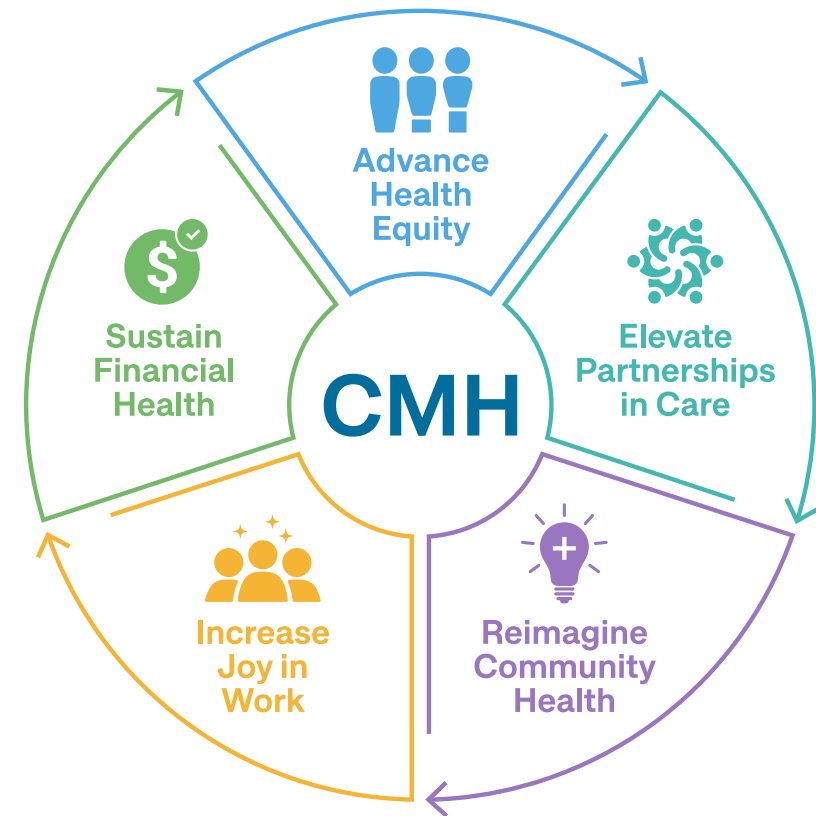
## Mission

An exceptional healthcare  
organization keeping people  
at the heart of all we do.

## Values

Caring  
Collaboration  
Accountability  
Innovation  
Respect

## Strategic Pillars



# Vision

[ 'vi-zhən ] noun.

A design-oriented statement that describes what Cambridge Memorial Hospital aspires to become in the future.

**Creating** reflects the idea of co-designing and evolving

**Communities** is more inclusive than the singular "community" as it recognizes the diversity of the population we serve

**Together** demonstrates a commitment to community partnership and inclusivity

**Creating  
healthier  
communities,  
together.**

# Mission

[ 'mi-shən ] noun.

An execution-oriented statement that describes how Cambridge Memorial Hospital will achieve its vision.

**Exceptional** reflects the pride we take in all we do at CMH

**People** recognizes the importance of everyone involved in healthcare: patients, family, care partners, care providers, hospital staff, etc.

**Heart** conveys how people are always at the centre as well as our passion and caring nature

**All we do** refers to all of the interactions and processes involved in healthcare and the idea that healthcare is more than just “work”

**An exceptional  
healthcare  
organization  
keeping people  
at the heart of  
all we do.**

# Values

[ 'val-(,)yü ] noun.

Values drive our goals and behaviours. They are reflected in all of our interactions.

## Caring

Our core is to build strong trusting relationships with our patients, care partners, and one another. We act with empathy, kindness, compassion, and patience in our daily interactions.

*I care for myself, my colleagues, our patients, and our community.*

## Collaboration

We value the power of our combined perspectives and our diversity as a multidisciplinary team. We engage in partnerships with our patients and care partners. Together, we are stronger.

*I work together as part of the team to provide exceptional care.*

## Innovation

We seek out better ways to enhance our operations and ultimately improve patient care. We do this by inquiry, critical thinking and with creativity.

*I seek to improve the way we work.*

## Respect

We treat everyone with dignity and act in accordance with the individual's choice, regardless of their circumstance. We value diversity, support equity and inclusion, and protect privacy.

*I seek to understand various perspectives.*

## Accountability

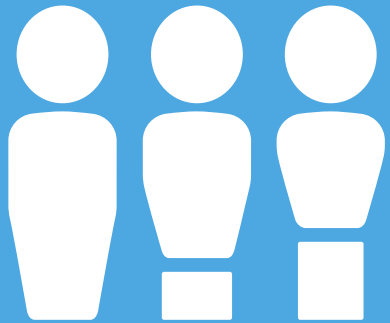
We are responsible for our decisions, actions and their impacts. We deliver the highest standards of safety, quality and service in alignment with best practices and evidence. We are honest and transparent in our communications, behaviours and actions.

*I anticipate the impact of my decisions and consider different perspectives.*



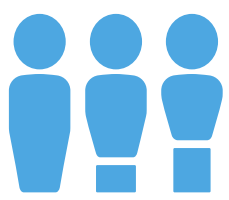
"The patient experience from the moment they enter the building should be considered. It's also important to consider intersectionality. One size will not fit all."

Community Social Services  
& Support Director



# Advance Health Equity





# Advance Health Equity

## What does this mean?

Advance Health Equity promotes the need for diversity, equity, and inclusion to increase equitable access to healthcare and support a work culture where every individual can reach their full potential.

## Why does it matter?

**For our patients, families and care partners:** Everyone deserves equitable access to care that makes them feel safe, accepted and empowered at each step of their healthcare journey. As our diverse communities continue to grow, it is important that we work together to understand their healthcare needs and remove barriers in their care experience.

**For our staff, physicians, midwives and volunteers:** It is important for our people to have the resources and support they need to reach their full potential. This involves creating an inclusive environment that promotes continual learning, celebrates our differences and encourages everyone to be their authentic selves.

## Over the next five years we will:

- Make meaningful change to our culture to establish CMH as a safe space where all individuals can access the care they need and team members are empowered to perform to the best of their ability. (Diversity, Equity and Inclusion Plan)
- Advance the Truth and Reconciliation Commission of Canada's Call to Action 22: "Recognize the value of Aboriginal healing practices and use them in the treatment of Aboriginal patients in collaboration with Aboriginal healers and Elders where requested by Aboriginal patients." (Indigenous Reconciliation Action Plan)
- Promote, provide and maintain an environment where respect, independence, and dignity are demonstrated at all times to everyone. (Accessibility Plan)
- Create inclusive and integrated care experiences that support the well-being and independence of older adults and care partners. (Seniors Health Plan)

"Everyone is involved in  
healthcare. We are smarter  
and stronger together."

CMH Staff Member



# Elevate Partnerships in Care







# Elevate Partnerships in Care

## What does this mean?

Elevate Partnerships in Care highlights the importance of collaboration across all levels to ensure the highest quality and safest care experience.

## Why does it matter?

Healthcare involves everyone, not just healthcare professionals. Collaboration and true partnership both within and beyond our walls are essential for ensuring everyone's healthcare needs are met. This includes empowering patients, families and care partners by providing them with the information, tools and resources to be active partners in their care.

## Over the next five years we will:

- Improve access to care by reducing wait times, establishing community partnerships, creating new and innovative opportunities to become a leading community hospital in our region. (Clinical Services Growth Plan)
- Strive to be a leader in consistently partnering with patients by respecting them as individuals, and valuing the role of their support system. (Patient Experience Plan)
- Maintain exemplary standing with Accreditation Canada. (Quality and Safety Plan)
- Establish a Site Master Plan to address clinical and non-clinical growth opportunities and a Building Systems Requirements Plan for renewals and upgrades required to meet current and future needs of CMH. (Capital Redevelopment Plan)

"Let's lead on the innovation front. Let's actually reimagine community health and change healthcare for this region."

Community Member



# Reimagine Community Health





# Reimagine Community Health

## What does this mean?

Reimagine Community health demonstrates how we will use innovation and embrace transformation to improve the way we deliver healthcare.

## Why does it matter?

It is time for us to move away from the traditional model of healthcare in order to create a more connected and modern system of care. An innovation mindset enables us to tackle increasingly complex challenges and leverage data, analytics and technology to improve healthcare delivery within our region.

## Over the next five years we will:

- Transform the healthcare journey. (Cambridge North Dumfries Ontario Health Team Plan)
- Create a digital infrastructure which supports CMH's vision for the future as evidenced by increasing the abilities of our electronic medical record as well as implementation of organizational support systems. (Digital Health Plan)
- Advance projects that make a practical difference to our community and establish a stronger identity in research and innovation. (Research and Innovation Plan)
- Increase organizational capabilities to gain insight from analytics for operational and strategic decision making by making performance data more accessible, strengthening data quality and increasing knowledge and understanding performance data. (Operational Excellence Plan)



"It's all about the people. They are our most important asset and resource, and we need to make sure they feel valued."

Community Member



# Increase Joy in Work





# Increase Joy in Work

## What does this mean?

Increase Joy in Work reflects our commitment to improving the well-being of our team by creating meaningful and enabling work environments.

## Why does it matter?

Our staff, physicians and midwives are united by a common goal — to care for others. In order to achieve this goal and provide the best patient care, our team requires a positive work environment that supports their physical, psychological and spiritual health.

## Over the next five years we will:

- Provide the resources and expertise to support a healthy and engaged workforce that holds a positive attitude toward the organization and the patients we serve. Together, we will create an inclusive work community where people are valued and experience joy in work which is foundational to creating an exceptional healthcare organization. (Human Resources Plan, Employee and Physician Engagement Plan, Wellness and Well-Being Plan)
- Support, highlight and breathe life into the stories that anchors the hospital's vision, mission and values. (Corporate Communications and Engagement Plan)



"Having a solid financial  
plan is the glue that holds  
everything together."

CND OHT Partner



# Sustain Financial Health





# Sustain Financial Health

## What does this mean?

Sustain Financial Health shows our dedication to not only keeping a balanced budget but also building a strong foundation for investment and growth.

## Why does it matter?

Fiscal responsibility enables us to continue providing exceptional patient care while investing in long-term growth opportunities. This is important for addressing the healthcare needs of our diverse communities today and in the future.

## Over the next five years we will:

- Have funds available for strategic investments to implement the Clinical Services Growth plan, complete the Capital Redevelopment Project and implement new systems to support hospital operations. (Multi-year Financial Plan)
- Make investments to complete the Capital Redevelopment Project, modernize information systems, make ongoing facility improvements, and purchase required medical equipment. (Multi-year Capital Plan)

# Get Involved

Help us create healthier communities, together!

Learn more at [www.cmh.org](http://www.cmh.org)



**Join Our  
Healthcare Team**



**Volunteer  
With Us**



**Donate to the  
CMH Foundation**





# Clinical Services Growth Plan 2022-2027

Dr. Winnie Lee and Stephanie Pearsall

# Agenda

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# Objectives

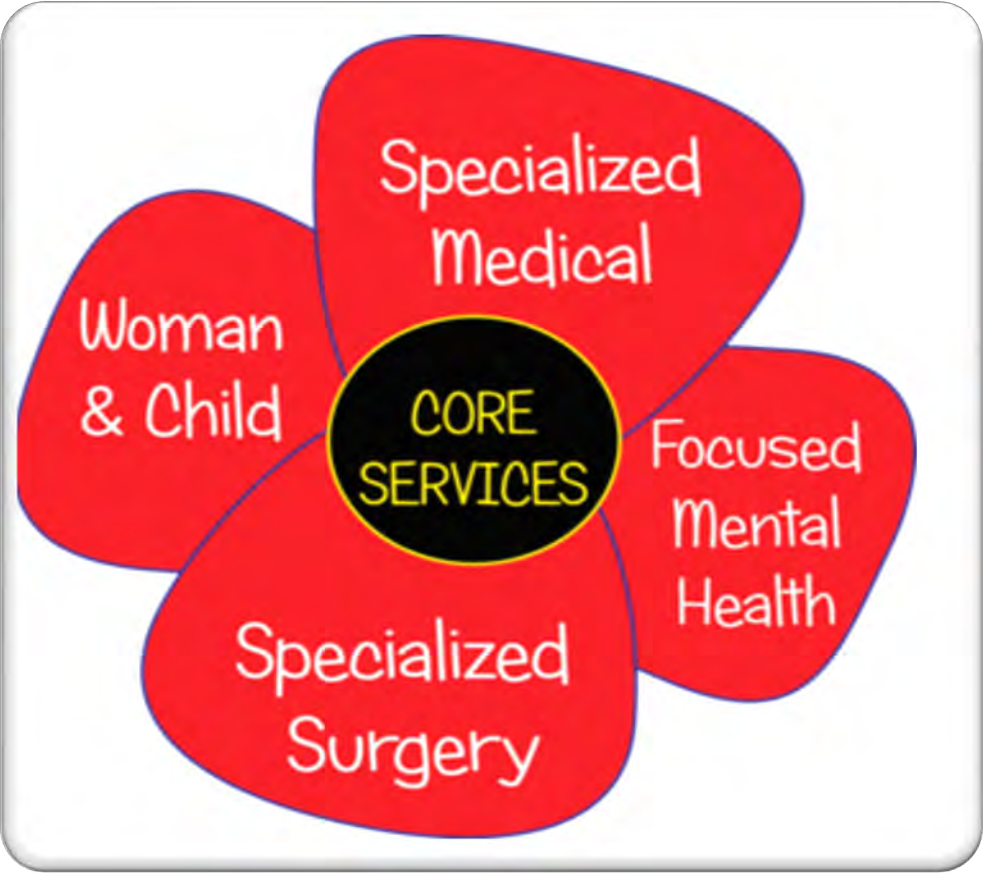
- To articulate the clinical services that will be required in the future for the community
- To provide the framework and direction of future infrastructure requirements to enable changes to service provision and provide for the community in the future
- To outline a roadmap or way forward

***An evolution and iterative process that continues to refine over time***



CMH Clinical Services Strategy: 2017-2021

Petals of Care



# CMH Strategic Plan 2022-2027

## Vision

Creating healthier communities, together.

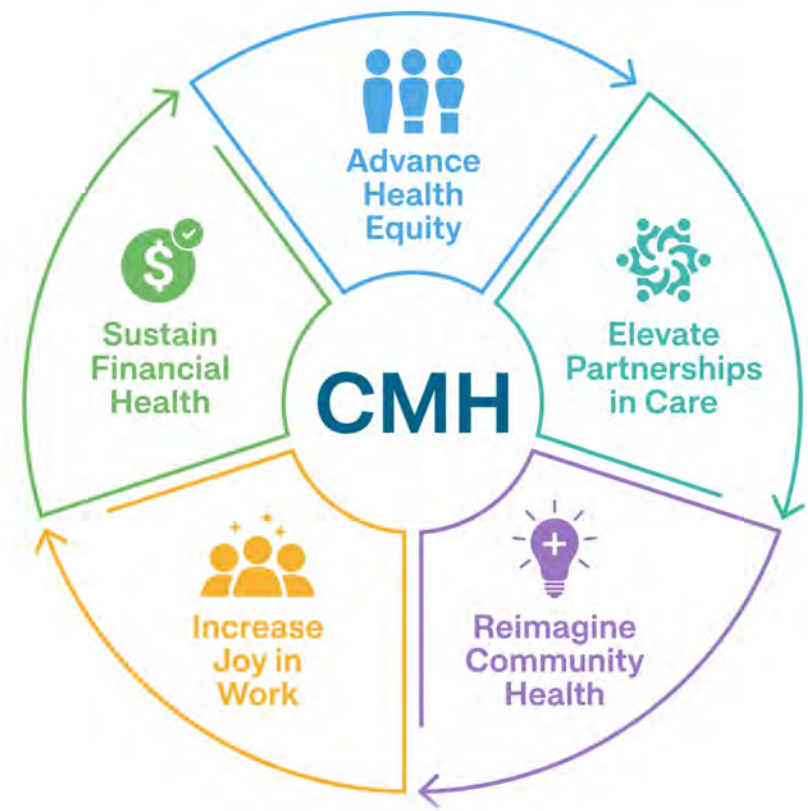
## Mission

An exceptional healthcare organization keeping people at the heart of all we do.

## Values

- Caring
- Collaboration
- Accountability
- Innovation
- Respect

## Strategic Pillars





# Aligning with the Strategic Plan



# Guiding Principles



**One System  
of Care**

Clinical pathways and processes that cross specialties, departments and care units.

**Care Closer  
to Home**

Clinical pathways that enhance care delivery closer to home

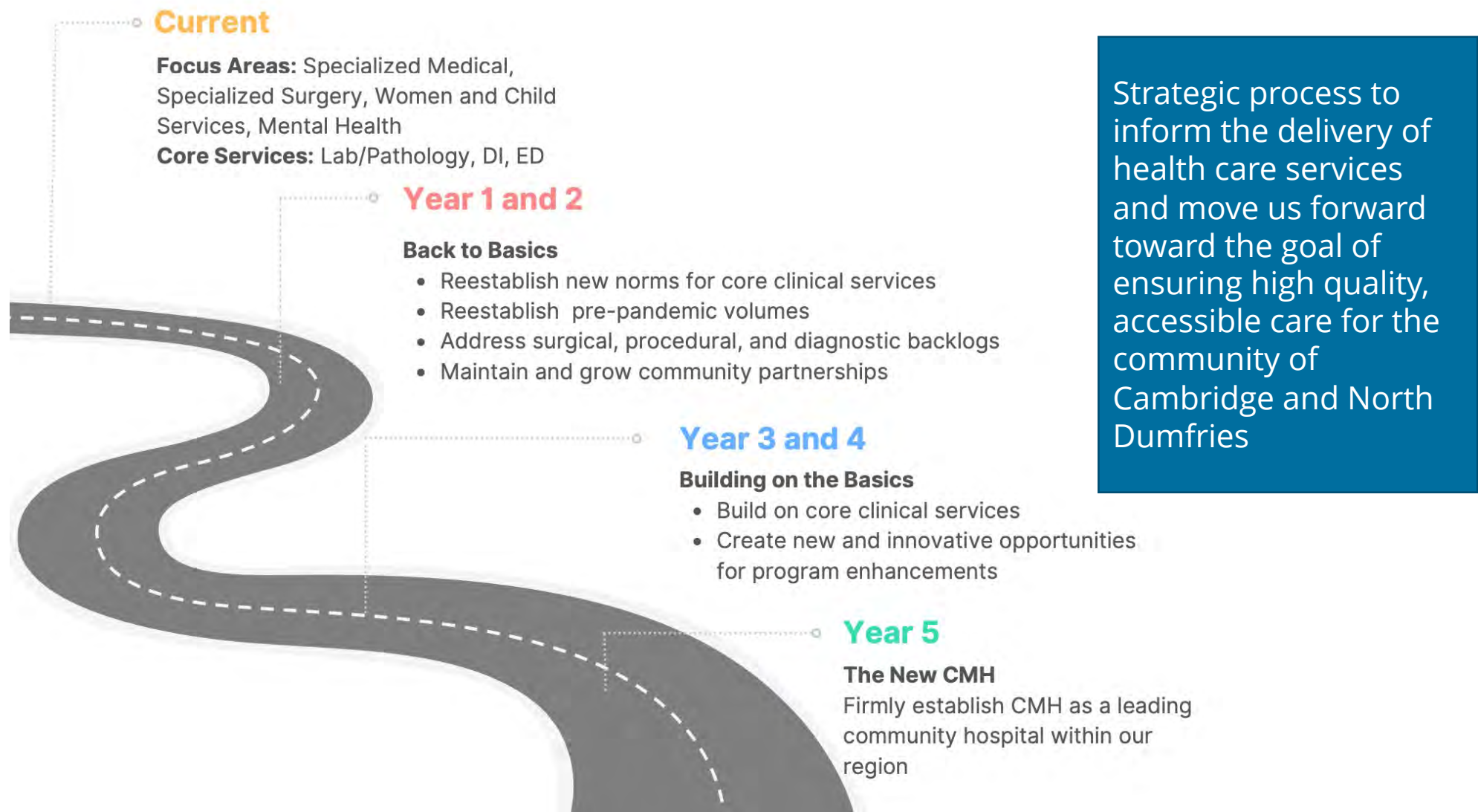
**Right Place, Right  
Person, Right Time**

Access to clinical services that meet the needs of the community, supported by the right workforce and right equipment

**Better  
Together**

Collaborate with partners to build a network of clinical services that meet the needs of the community

# CSGP Roadmap

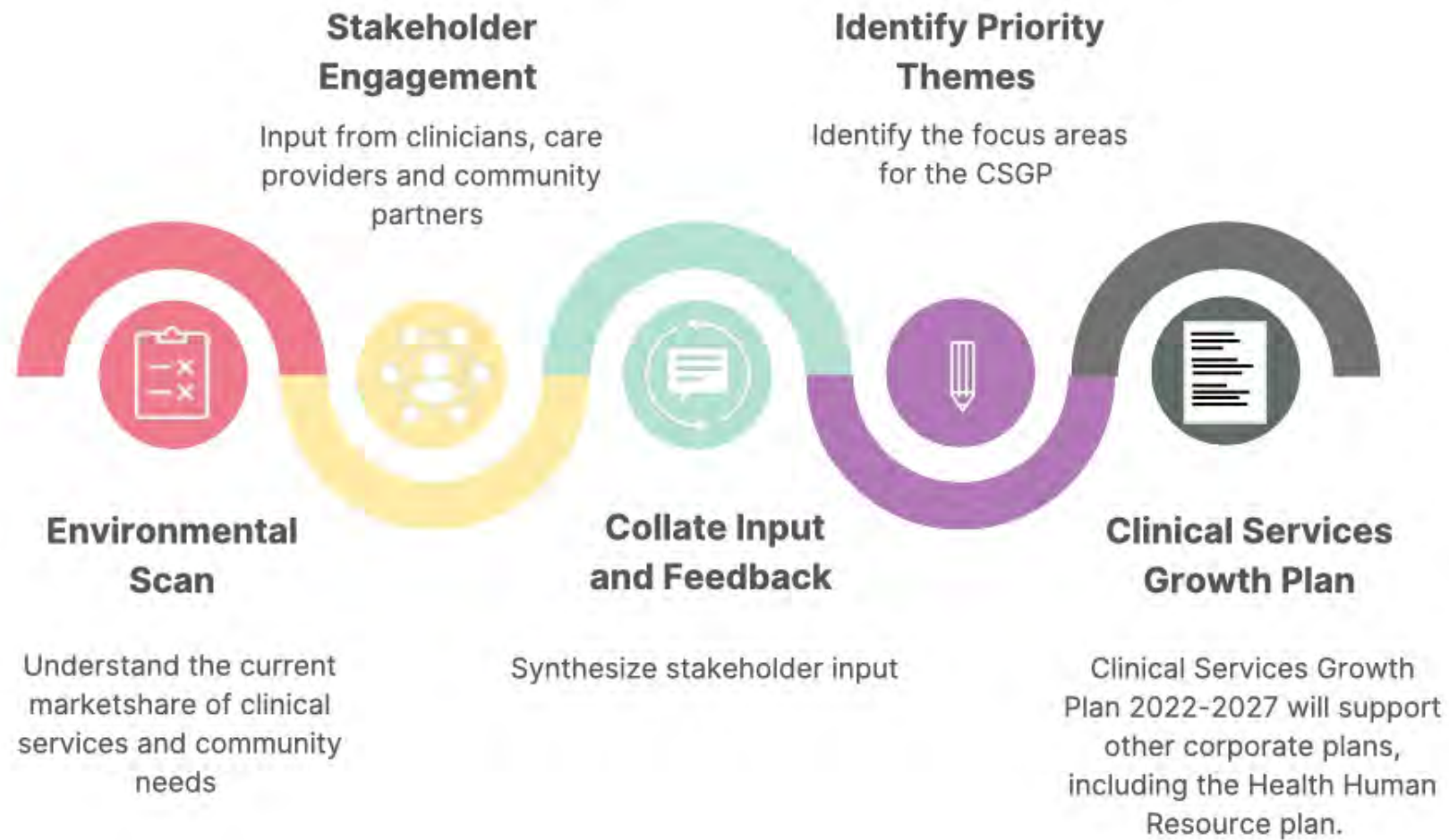


Our Vision - CSGP Priority

*Creating Healthier Communities, together*



# Helping to build CMH, together....





## Building CMH, together...

# Have your say!

- ❑ How do you view your Department/Program today?
- ❑ How do you see your Department/Program in the future?
- ❑ How do you envision your Department/Program reaching that future?
- ❑ What is the “wish list” of programs/clinical services for your Department/Program?
- ❑ What partnerships or divestments do you envision for your Department/Program?
- ❑ General feedback/comments



# Building CMH, together



**MAC**

- Advance Preparation
- Environmental Scan
- MAC Presentation, Feedback and Updates

**Dyad Leadership**

- Attend leadership meetings
- Program/Department data review
- One-on-one feedback sessions

**Programs & Beyond**

- Department meetings, Surgical Council from Nov '22 to Feb '23
- PFAC, NAC, CMHVA
- Operations

**Collate Feedback**

- Identify priority themes

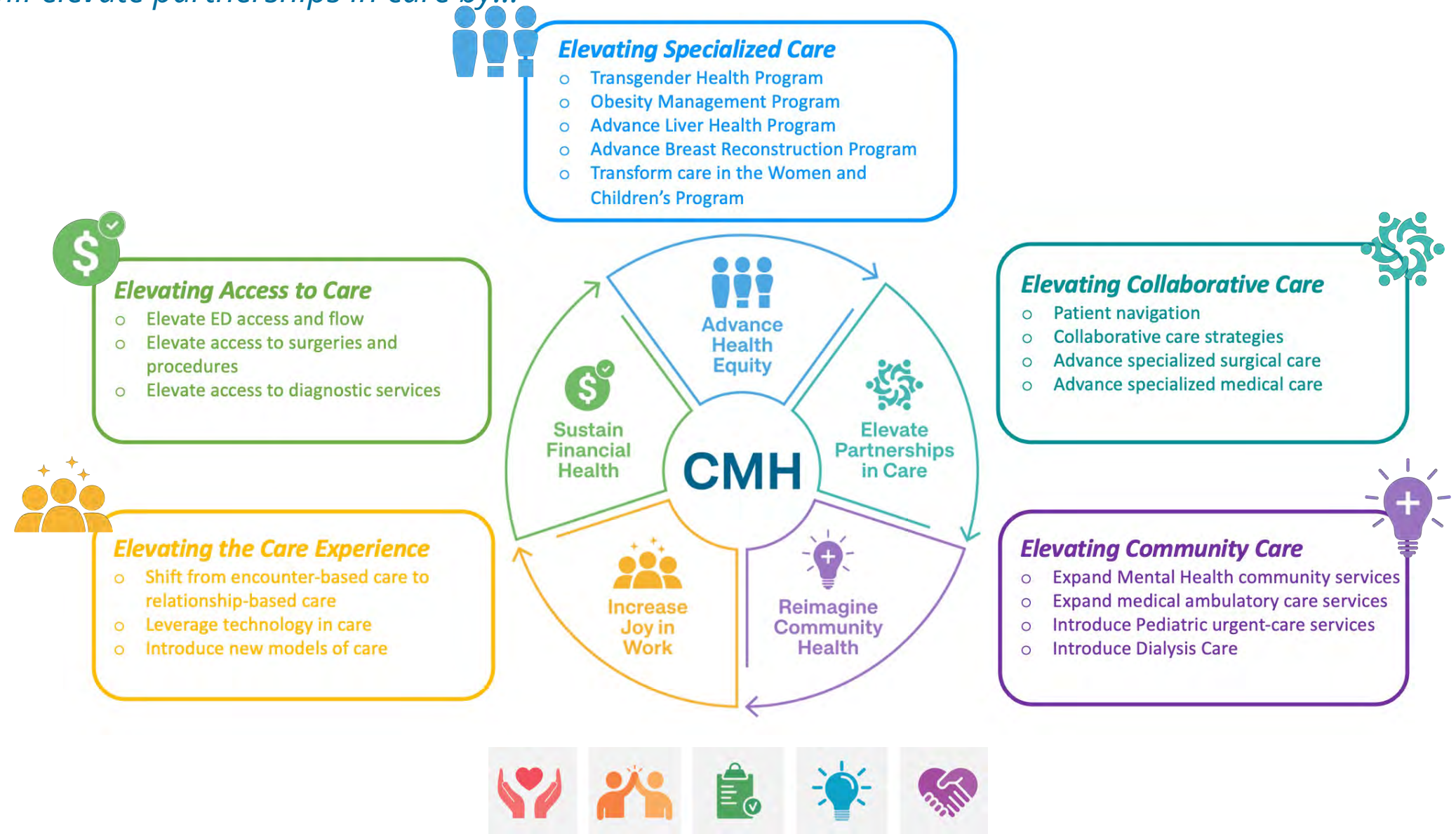
***Care reimagined***

- Draft CSGP
- Follow-up engagement with Programs and Departments



# Care reimagined

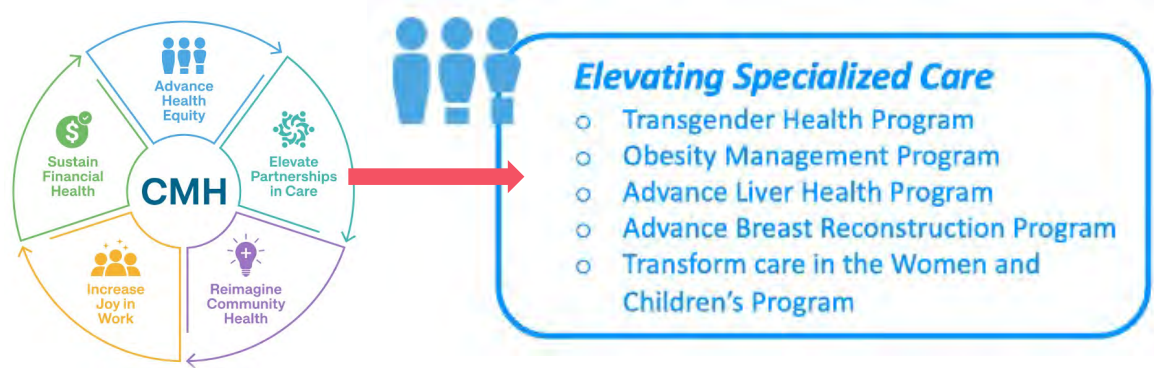
We will elevate partnerships in care by...





# Elevating Specialized Care

*We will elevate partnerships in care by...*

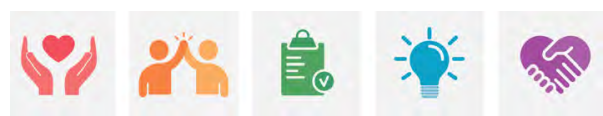


## Why does this matter?

Everyone deserves equitable access to care. As our diverse community continues to grow, it is important that we work together to understand their healthcare needs and remove barriers in their care experiences.

## What does this look like?

We have a diverse community that has increasingly complex needs. We will adapt to support the health care needs of our community by creating inclusive and integrated care experiences that support the well-being of our patients.

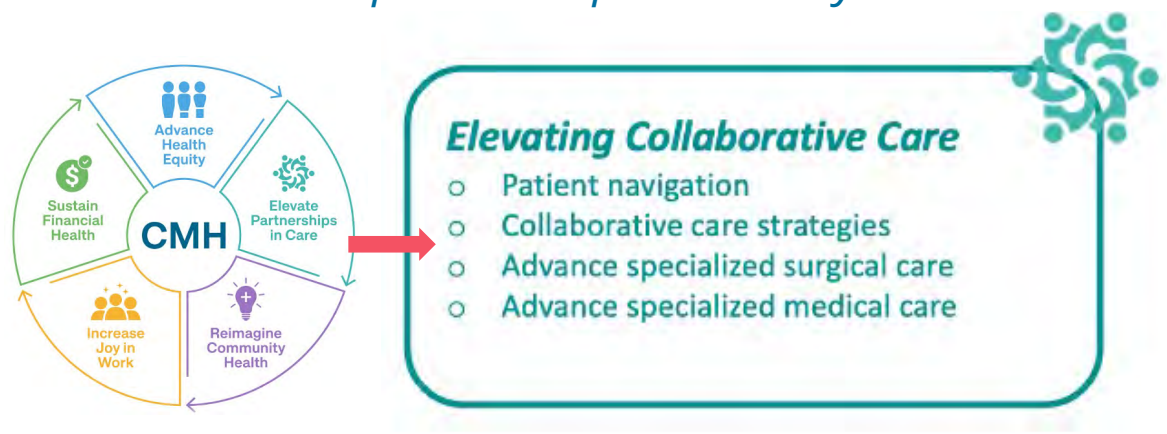


## Over the next 5 years we will...

- ✓ Develop an integrated multi-disciplinary **Transgender Health Program** with an affirming approach to gender identity and care. It will support individuals in their journey **with care closer to home**. We will create collaborative networks with community partners and beyond to support wrap-around medical, surgical and mental health services as we strive for **one system of care**. It will be a “first” at CMH that continues our commitment to health equity.
- ✓ Develop a multi-disciplinary **Obesity Management Program** that supports well-being, helping the community stay healthy, and encouraging preventative care. Our ambition is to provide integrated care, offering the **right place, right person, and right time, working better together** with community partners to provide comprehensive weight management care. It is our commitment to population health management.
- ✓ Continue to advance our **Liver Health Program** with increased access to specialized medical care, new and innovative treatments and diagnostics, including integrated ultrasound services, supporting **care closer to home**.
- ✓ Continue to grow our **Breast Reconstruction Program** that has brought **care closer to home** for our breast cancer patients - the only program of its kind in the Waterloo Wellington Region that has also supported the **right care, right person at the right time**.
- ✓ We will transform our **Women's and Children's Program**, supporting all stages of maternity care. This is fundamental to a healthy mother and baby. Our ambition is to work **better together** to proactively provide care at the **right place, with the right person at the right time**. This gives children the best start in life, supporting them to be safe and healthy. We know that caring for children takes us working together as **one system of care** for their mental, social, economic, and physical well-being.

# Elevating Collaborative Care

*We will elevate partnerships in care by...*

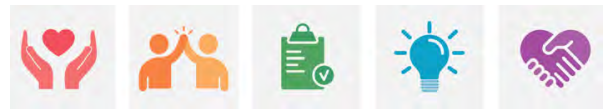


## Why does this matter?

Healthcare involves everyone. It requires collaboration and partnerships within and beyond our walls to ensure everyone's healthcare needs are met. This involves patients, their families, and care partners by providing them with the information, tools, and resources to be active partners in their care.

## What does this look like?

Adapting and developing ways to organize our services around pathways of care with community partnerships and innovative opportunities.



## Over the next 5 years we will...

- ✓ Introduce **patient navigation** pathways for patients and their care providers, focused on efficiently delivering care. The aim will be to organize services to simplify the patient journey, offering access to care **closer to home** and as **one system of care**.
- ✓ Adopt a multidisciplinary model that supports patients with increasingly complex health needs while being aligned with the different levels of care in each pathway (i.e. preventative care, surgical care, diagnostic care). This provides **care in the right place, with the right person, at the right time**.
- ✓ Enable care providers to be flexible in personalizing care to individual needs, as we provide care **better together**.
- ✓ Build and improve **collaborative care strategies** to elevate partnerships between patients and the clinical teams, streamlining access to care through referrals, co-production of patient navigation pathways, expanding diagnostic capability and access, and building digital integration and fluidity to support these pathways.
- ✓ Adapt our clinical service offerings to meet the needs of the community through **advancing specialized surgical and medical care**. This will involve monitoring health trends to continually identify needs and opportunities, such as expanding Minimally Invasive Surgery (MIS) while building upon the 2017-2021 Clinical Services Strategy. We will actively develop service offerings in-line with these shifting needs, coordinating with partners to maximize the healthcare system's ability to meet the needs of the community while we continue to bring **care closer to home** and **provide one system of care**. This includes bringing Electromyography (EMG) diagnostic testing to CMH and establishing our Breast Assessment Centre as part of the Ontario Breast Screening Program.

# Elevating Community Care

*We will elevate partnerships in care by...*



## Why does this matter?

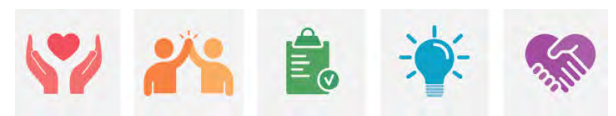
We know we must use innovation and embrace transformation to provide comprehensive and integrated care to our community. It means a connected system that supports seamless transitions in care. It means strong collaborations and partnerships, bringing care closer to home with the aim of improving access to care in our community.

## What does this look like?

Addressing the increased complexity of healthcare needs of our growing community that encompass physical, social, and mental health needs. This means expanding and introducing clinical services that align with our patient's needs.

*Over the next 5 years we will...*

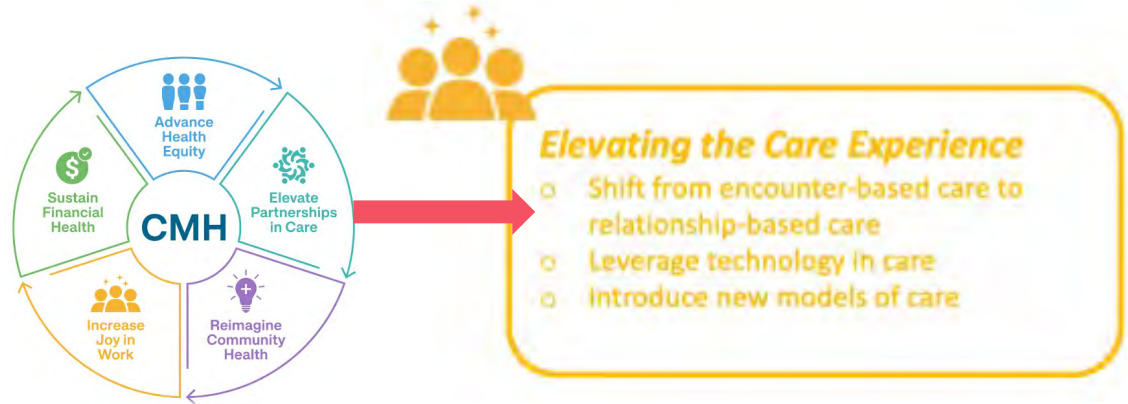
- ✓ Respond to the growing need for **mental health services** in the community, particularly in the context of the COVID-19 pandemic, with collaborative and innovative care pathways to enhance availability of mental health services. It supports building resilience and promoting well-being at a community level. It supports providing care in the **right place, at the right time, with the right person.**
- ✓ Expand our **medical ambulatory care services** to meet a growing need for community-based medical care and neurology care. It means working **better together** with our primary care and Ontario Health Team (OHT) partners to ensure care access.
- ✓ Introduce an **urgent-care pediatric service** to ensure we are always ready to respond to the care needs of our youngest patients. The pandemic has shown us that we need to build our capacity now to ensure we can meet the needs in the future. It will support **care closer to home.**
- ✓ Introduce **dialysis care** for our community, supporting **care closer to home** and supporting optimized care for our patients. It means providing **one system of care** with the expertise at CMH while partnering with system partners to deliver dialysis care.





# Elevating Innovative Care

*We will elevate partnerships in care by...*



## Why does this matter?

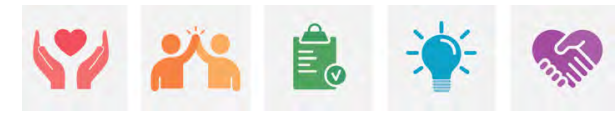
We are committed to improving the human experience. Innovation will enable our staff to focus on value-add activities for our patients...Increasing Joy in Work.

## What does this look like?

A more modern system of care that leverages technology, data and analytics to improve healthcare delivery. It will drive a more efficient system that supports cross-boundary clinical pathways, optimal care settings, seamless transitions, population health management, information flow, cancer and specialized clinical networks. We will engage in opportunities to drive innovation, research, quality improvement, and clinical service development with the aim of improving the human experience.

## Over the next 5 years we will...

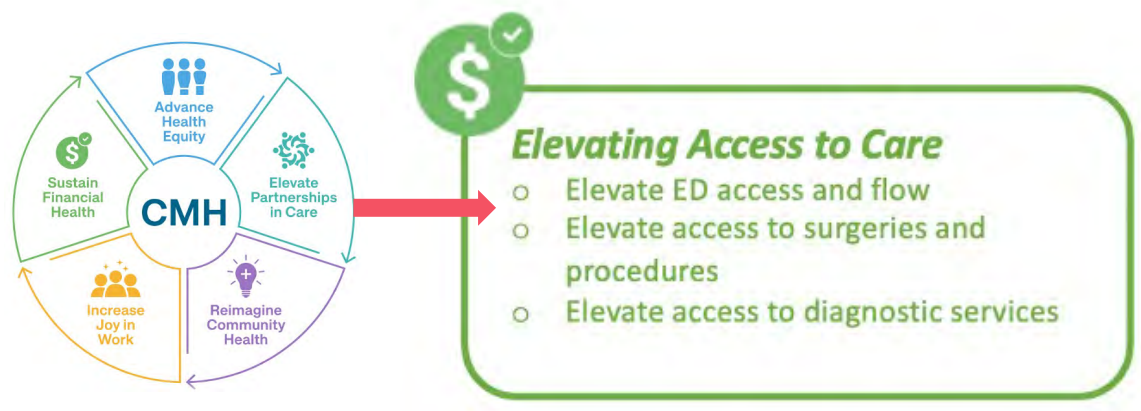
- ✓ We will **leverage technology** to its full potential. It will be a core component of our services, accelerating our ability to provide care effectively and efficiently. Digital solutions will become an enabler to delivering all four of our guiding principles of **one system of care, care closer to home, right place with the right person at the right time, and allowing us to be better together.**
- ✓ Technology will enhance our capacity to deliver longitudinal care. It will be a core component of our services. It will unlock new ways of creating value for our patients, from virtual home-monitoring, data analytics to support population health management, expanded ways to access care.
- ✓ It will allow patients to be more involved in managing their care, including patient-initiated follow-up, patient portals, and self-booking / check-in. It will improve quality and safety with digital systems integrated in clinical care and operational management.
- ✓ Digital strategies mean better access to care, **new care models**, and expanded options for care. It will build capacities in the organization with real-time insights about our performance, embrace predictive and prescriptive analytics, artificial intelligence and intelligent automation to allow staff the time to spend on value-add activities and optimize clinical pathways.
- ✓ Technology will allow us to approach every encounter as an opportunity to promote healthy behaviours, empowering patients to co-manage their health and well-being. It will allow us to **shift from a model of encounter-based care to relationship-based care.**





# Elevating Access to Care

*We will elevate partnerships in care by...*



## Why does this matter?

We are dedicated to not only keep a balanced budget but also build a strong foundation for investment and growth in our clinical services.

## What does this look like?

Fiscal responsibility allows us to continue to provide exceptional care now and in the future. This means optimizing our patient access and flow and demonstrating our ability to meet the healthcare needs of our community.

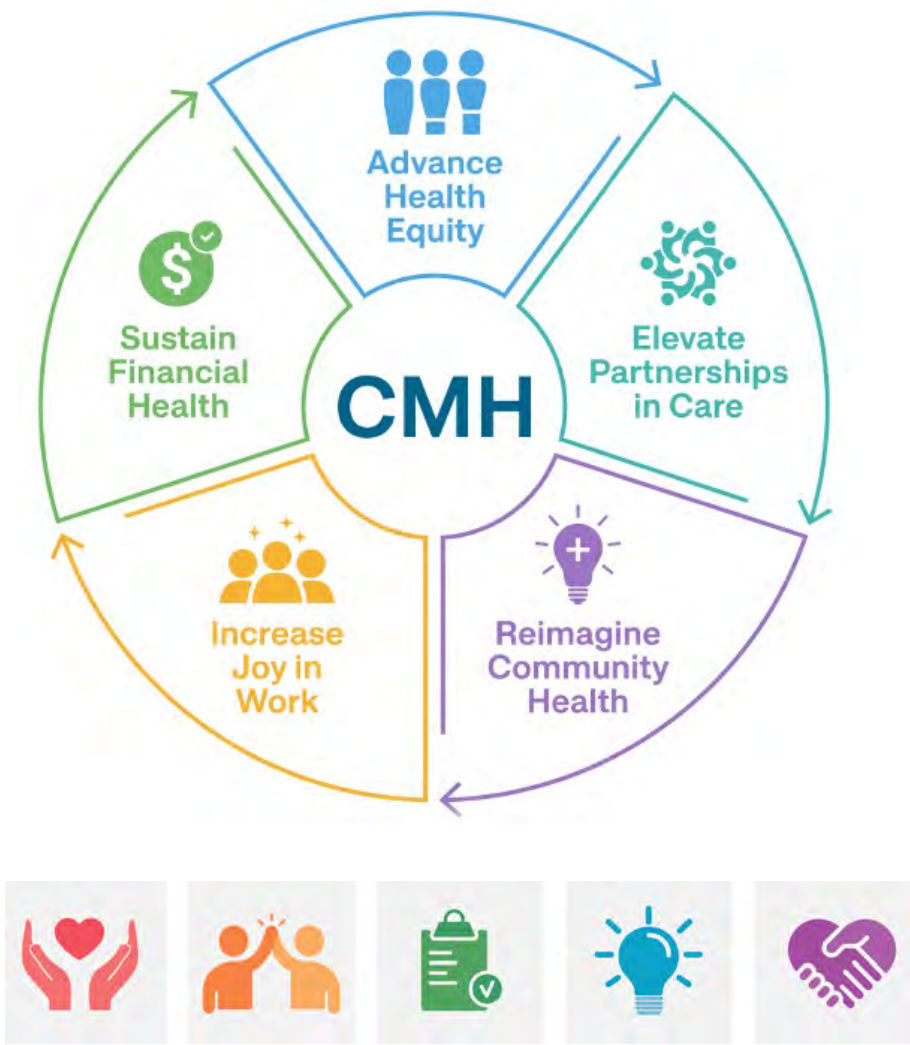


## Over the next 5 years we will...

- ✓ Develop new strategies to improve the **Emergency Department access and flow**. This starts at home with individuals and families feeling confident in knowing how to access the **right care, at the right place, at the right time**.
- ✓ Effective emergency care means people know when emergency care is needed and where to access it. Our approach will include strengthening partnerships within our Ontario Health Team (OHT) to support the community to find care when they need it. When emergency hospital care is needed, we aim to respond and work **better together** to coordinate their care in and out of hospital.
- ✓ Access and flow in the hospital will be enabled by innovative specialized care and collaborative care pathways and streamlined processes enabled by technology, that will allow us to work as **one system of care**.
- ✓ We will continue to address the impacts of the COVID-19 pandemic through improved **access to surgeries, procedures, and diagnostic services**, ensuring our patients have **care closer to home**. Addressing the backlogs as a result of the pandemic will be a priority as we promote well-being and adopt a posture of prevention in our community. This will involve strengthening how we work with our Ontario Health Team (OHT) partners to co-deliver goals around prevention, chronic disease management and care transitions from acute care. Curated digital tools such as patient portals and electronic referrals will enable us to collaboratively address the needs of our community.

# How we will deliver on the CSGP

*We will elevate partnerships in care by...*



Achieving the five Pillars of the 2022-2027 Strategic Plan includes delivery of the Clinical Services Growth Plan (CSGP). It will support all five Pillars of the Strategic Plan with a focus on “Partnerships in Care”. To deliver on the ambitions of the CSGP, we will support our clinicians and staff to lead service change with education, quality improvement skills, planning supports, and financial investments, as relevant to the scope of the change. The goal will be improve patient quality, safety and value for our patients. We know that outcomes matter to people and we want to do that effectively and efficiently.

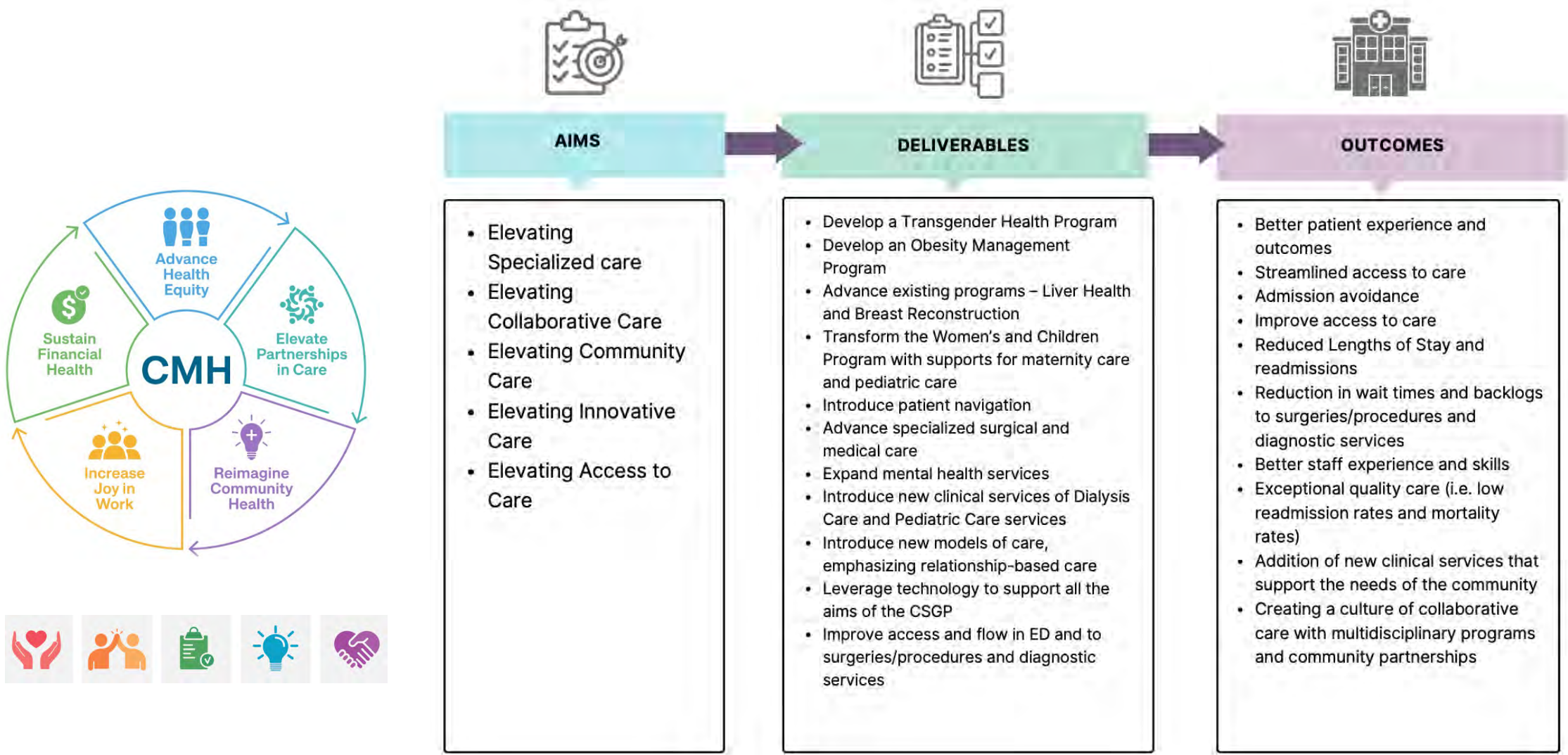
The CSGP will shift our mindset to be innovative, creating new approaches and clinical pathway redesign. We will be transformed with technology as an enabler to standardizing our practices while offering patients and staff the ability to be partners in the care journey. It will support relationship-based care, reaffirming our commitment to the human experience. We will aim to accomplish this with the principle of fiscal responsibility, seeking funding opportunities and community support whenever possible. The scale of our ambitions with the CSGP will require ongoing staff and stakeholder engagement, as it is an evolution, and iterative process that continues to refine over time to meet the needs of our community.

Implementing the CSGP will therefore need all our staff to work **better together**, to bring **care closer to home**, as we work as **one system of care** to offer care **in the right place with the right person at the right time**. This will be our path forward as we firmly establish CMH as a leading community hospital within our region.

# Measuring our Success

*We will elevate partnerships in care by...*

*reimagined care*



Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

March 28, 2025





## OVERVIEW

The past year has been a year of celebrations for Cambridge Memorial Hospital (CMH)!

After 10-years, 3 major Capital Redevelopment phases, and multiple wayfinding challenges for staff and patients, CMH has moved into a newly renovated B-Wing tower. This upgrade means that all inpatient areas, emergency department, perioperative services, and most diagnostic areas are now state-of-the-art, bright and inviting. The B-Wing tower opening ceremony was co-chaired by the Chair of the Board of Directors and the Chair of Patient and Family Advisory Council; showcasing CMH's commitment to the community and strategic pillar 'Elevating Partnerships in Care'

The celebrations continued as CMH was designated as a top employer; once as Waterloo Area's Top Employer and another as Southwestern Ontario's Top Employer. These awards, and more importantly, the efforts behind them, exemplify our strategic pillar 'Joy at Work.'

Having successfully achieved both Choosing Labs Wisely and Choosing Blood Wisely designations, CMH continues to advance quality initiatives that enhance patient safety and resource stewardship.

The 2022-27 CMH Strategic Plan introduced an 'Advance Health Equity' pillar. The CMH Diversity Council members have been leading the efforts outlined in the Diversity Equity and Inclusion Plan, reinforcing CMH's commitment to this crucial work.

The guiding principles for CMH's Quality Improvement Plan this

were to achieve the flow and access priorities set by Ontario Health, enabled by the collective and diverse strength of staff, physicians and midwives.

## ACCESS AND FLOW

Cambridge Memorial Hospital remains dedicated to aligning the flow and access initiatives with the priorities that have been identified by community members and Ontario Health. Specifically, we will continue to focus on ambulance offload times to ensure that ambulances can return to the community promptly, and on minimizing the time between patient arrival and initial assessment by a physician.

As a strategy to ensure patients are receiving care in the most appropriate setting, Cambridge Memorial Hospital has been working closely with Ontario Health to implement a Hospital-to-Home program that provides in-home assistance to appropriate patients to avoid lengthy hospitalizations. Early feedback from patients, and providers has been extremely positive.

## EQUITY AND INDIGENOUS HEALTH

Cambridge Memorial Hospital remains unwavering in our commitment to the strategic pillar 'Advance Health Equity'. CMH has an active and engaged Diversity Council (DC) that is comprised of staff from varied backgrounds who collectively advise on, and promote, DEI initiatives across the organization. We celebrate and honour diversity through a cadence of 3 – 5 holidays and observations per month, many of which are personalized through an article series titled 'Voices of CMH' that highlight stories from CMH staff and physicians about their unique journeys.

All leaders are expected to participate in the San'yas Indigenous Cultural Safety training which is also regularly offered to interested staff. The leadership team has participated in the Blanket Exercise, a powerful experiential workshop that explores the historical relationships between Indigenous and non-Indigenous peoples in Canada. CMH has welcomed Indigenous Elders to the hospital to lead drum circles, hawk feather nourishing ceremonies, and sacred fire ceremonies. CMH is represented on a regional Indigenous health council, has incorporated a smudging policy, and has access to an Indigenous Navigator role through Southwestern Ontario Aboriginal Health Access Network (SOAHAC).

Beginning in 2025-26 the organization will start to voluntarily collect sociodemographic data through an electronic survey from patients to better understand the diverse backgrounds of the population we serve. This information will assist with service and care delivery planning.

## PATIENT/CLIENT/RESIDENT EXPERIENCE

Over the past year, Patient and Family Advisory Council (PFAC) members have been active in refreshing the Patient Declaration of Values, advising on flow and access challenges, and advocating for easier patient access to personal health information with a common goal of impacting the patient experience positively.

The updated Patient Declaration of Values is a modernized version of the one from 2018; adding emphasis on diversity, equity and inclusion and a focus on timely access to, and confidentiality of, their personal health information.

## PROVIDER EXPERIENCE

The verdict is in - Cambridge Memorial Hospital is a fantastic place to work! This past year CMH was designated as a top employer twice; once as Waterloo Area's Top Employer and as Southwestern Ontario's Top Employer. Collectively these awards, and more importantly, the work behind them, embody the strategic pillar 'Joy at Work'. This is the culmination of efforts over a number of years when the organization adopted the Institute for Healthcare Improvement's (IHI) Joy at Work Framework.

A few uniquely "CMH" staff supports are as follows:

- Employee Engagement Council which is a group of staff from various roles and departments that advise leadership.
- Ember, CMH's facility dog. CMH is the first hospital in North America to have a facility dog who 'attends' work daily with their handler, rounds frequently to various departments, attends all post-code debriefs, and is available ad hoc to support staff.

- Enhanced mental health coverage for all staff (full and part time) and physicians for the past 3 years.
- A monthly wellness calendar that combines Wellness, Learning, and DEI appreciation events both at CMH, and in the broader community.
- Rotation of staff appreciation events throughout the calendar year (Children's holiday event, Thank-you event to coincide with Valentine's Day, Summer BBQ, holiday meal) organized and delivered by rotating teams of leaders.
- Many values (Caring, Collaboration, Accountability, Innovation, Respect = CCAIR) based events – staff swag jackets with value of choice on the back; I-CCAIR peer to peer recognition award; values based performance appraisals

## SAFETY

Some key achievements from the Patient Safety office over the past year include:

- Standardized incident management processes with a focus on Just Culture, including the introduction of a new patient safety dashboard, launch of a Just Culture policy, and a new patient safety newsletter, all aimed at improving transparency, engagement, and accountability.
- The patient safety newsletter, Safe-T-Cast, is published six times per year and highlights/disseminates learnings from case reviews, policy updates, and individuals or teams doing great work.
- In partnership with Professional Practice, established an inter-professional Best Practice Committee in 2024 to

promote cross-profession and cross-program collaboration. By engaging frontline staff through the use of quality improvement and project management tools to focus on implementing clinical best practices, the committee fosters Joy in Work and cultivates a culture of continuous improvement ultimately focused on enhancing patient safety.

- The hospital's Choosing Wisely Oversight Committee ensures a focused and sustainable approach, embedding best practices into daily operations. As part of its next steps, CMH is actively working through a Quality Improvement project led by the Pharmacy team to reduce unnecessary proton pump inhibitor (PPI) use, further optimizing medication stewardship. As CMH progresses towards Choosing Wisely Leadership designation, it remains dedicated to continuous quality improvement and responsible healthcare delivery.

## PALLIATIVE CARE

Supporting patients and their family during their palliative care journey is important to staff at CMH. Below are examples of initiatives that the organization is doing that demonstrate the commitment to offering high-quality palliative care:

1. Palliative care carts that enhance the patient/family experience while the patient is receiving palliative or end of life care. Each cart has a kettle, coffee machine, mood lighting, personal hygiene products, and snacks. Each cart also has a quilt that has been donated. The quilt is given to the patient to accompany them to the funeral home or the family may keep it as a keepsake. All supplies are donated.

2. With consent, a consistent symbol is placed on the door of all patients receiving palliative care to inform all team members.

3. 20 Registered staff received funding to complete the de Souza certification in 2024 and 18 staff completed the mini LEAP education in April of 2024.

4. A staff led, multi-disciplinary, Palliative Care committee was developed. Education has been developed on how to provide as well as how to document when palliative care has been delivered. The team has planned the delivery of this education to the medicine team in the spring of 2025 with a plan to spread wherever palliative care is delivered. throughout the organization.

5. Finally, the newly constructed and renovated patient care areas with over 80% private rooms, ensure that the majority of palliative care and end of life patients can receive care in a private room.



## POPULATION HEALTH MANAGEMENT

Beginning in 2025-26 the organization will start to voluntarily collect sociodemographic data from patients through an electronic survey to better understand the diverse backgrounds of the population we serve. This will support and enhance the work already underway at CMH to understand the variation in health status and access points/frequency of the population we serve.

Collectively this information will help in collaboration with community partners to achieve the strategic pillar of 'Reimagine Community Health' enabling the plan and delivery of services and care best suited to Cambridge and North Dumfries.

CMH has strong community partnerships in our Cambridge North Dumfries Ontario Health Team (CND-OHT), Collaborating Communities, Primary Care Networks, Ontario Health at Home and the many organizations that support patients as they transition to their discharge destination.

## EMERGENCY DEPARTMENT RETURN VISIT QUALITY PROGRAM (EDRVQP)

Status Update for 2 Quality Improvement Priorities from preceding year:

A.) Opportunities for improvements in the provisions of care for frail seniors

Complete a gap analysis of the organization's Senior Friendly Plan to ensure strategies are incorporated into ED standards of care. - Completed

- Collaborating with St. Mary's Hospital and Grand River Hospital

on the use the Assessment Urgency Algorithm (AUA)

designed to prioritize care and assessment for older adults. To be included in new HIS system so all 3 hospitals

communicate the same way. – in progress: being done with HIS system project work

- Incorporate the AUA in ED Nursing Assessment form or stand-alone paper format. – in progress
- Involvement from the Geriatric Emergency Management (GEM) nurse that is in ED 7 days per week. – completed

Incorporating components of Dr. Don Melady's "A Senior Friendly ED Checklist" and The Geriatric Emergency Department Guidelines – completed and 3 opportunities have been identified: policy to promote mobility, policy to minimize NPO designation and to promote access to food and drink, protocol for pain management – environmental scan in progress

Lessons learnt:

1. Ensure GEM FTE accommodates for vacations, absences etc. so all shifts are covered with no gaps in scheduled
2. Challenges in recruitment due to limited number of candidates with GEM requirements and experience

B.) Implementing a left against medical advice form specifically for use in the Emergency Department.

Incorporating education to all staff and physicians around the appropriate disposition use of left without being seen, left without being registered, and left without being treated. – completed

Left Against Medical Advice Policy assumed by Risk and policy

updated with new form for organizational use - completed

#### Quality Issues Identified During this Year's Audit

17/49 audits reflected QI opportunities. Of the 17, 6 reflected opportunities for improvements in the provisions of care for frail seniors which remains in progress, 3 reflected delays in discharge consultation follow-up, and 2 reflected imaging/testing availability. The remaining were 6 had varied underlying causes. The 5 sentinel charts were events included 2 MI (no further analysis required), 1 pediatric sepsis (physician specific follow up) and 2 coded as sentinel that do not meet this programs definition (no further analysis required).

#### QI initiatives for 2025/2026:

1. Continue the Frail Senior work outlined in 2024
2. Collaborate with our Laboratory and DI partners in improving imaging and testing availability after hours
3. Collaborate with our Diagnostic Imaging partners to improve the current DI discrepancy/call back process.

### EXECUTIVE COMPENSATION

For the CEO, the total performance-based compensation represents 10% of the annual salary for the position. The total amount of performance-based compensation available for each executive is reflected in the employment arrangements with each of them. For the CEO, Chief of Staff and Vice Presidents up to 25% of their performance-based compensation will be linked to improvement on the quality measures that is reflected in the QIP and other quality and performance metrics for the organization.

### CONTACT INFORMATION/DESIGNATED LEAD

Liane Barefoot

Director Patient Experience, Quality, Risk, Privacy & IPAC

Cambridge Memorial Hospital

lbarefoot@cmh.org

(519) 621-2333 x1229

### SIGN-OFF

It is recommended that the following individuals review and sign-off on your organization's Quality Improvement Plan (where applicable):

I have reviewed and approved our organization's Quality Improvement Plan on

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Board Chair

---

Board Quality Committee Chair

---

Chief Executive Officer

---

EDRVQP lead, if applicable

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## Access and Flow

### Measure - Dimension: Timely

Indicator #1	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
90th percentile ambulance offload time	P	Minutes / Patients	CIHI NACRS / For ERNI hospitals: Dec 1, 2023, to Nov 30, 2024 (Q1 and Q2)	100.00	43.00	Average of benchmarked peer hospital performance	

### Change Ideas

Change Idea #1 Develop and hardwire standardized roles and accountabilities for all roles involved in ambulance offload

Methods	Process measures	Target for process measure	Comments
ED Department leadership to develop standardized role descriptions; Implement with frontline staff; Monitor adherence; Explore barriers when deviation occurs; Modify	% of standardized roles developed exploration of barriers when deviation from standardized roles occurs	100% of all roles involved in ambulance offload time will have a documented standardized role by March 31, 2026	

**Measure - Dimension: Timely**

Indicator #2	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
90th percentile emergency department wait time to physician initial assessment	P	Hours / ED patients	CIHI NACRS / ERNI hospitals: Dec 1, 2023, to Nov 30, 2024/Non-ERNI hospitals: Apr 1, 2024, to Sept 30, 2024 (Q1 and Q2)	7.40	4.60	average of benchmark peer hospitals	

**Change Ideas**

**Change Idea #1** Evaluate the arrival patterns of patients vs. current emergency department physician and nurse practitioner schedules related to provider initial assessment (PIA) performance. If required, modify schedules to maximize PIA performance.

Methods	Process measures	Target for process measure	Comments
Analyze current state scheduled hours vs. PIA performance by hour of the day; if required modify to maximize PIA performance	current state analysis completed analytical modeling of options explored if required, implement changes to maximize PIA performance	If indicated by current state analysis and analytical modeling, implement schedule changes to maximize PIA performance by March 31, 2026.	



**Measure - Dimension: Timely**

Indicator #3	Type	Unit / Population	Source / Period	Current Performance	Target	Target Justification	External Collaborators
90th Percentile time (in hours) from Triage to Provider Initial Assessment (PIA) for Canadian Triage & Acuity Screening (CTAS) levels 1 & 2	C	90th percentile / ED patients	In house data collection / P4R Year	6.90	4.00	average performance from benchmark peer hospitals	

**Change Ideas**

Change Idea #1 Develop and Implement an electronic escalation process for CTAS 1&2 patients

Methods	Process measures	Target for process measure	Comments
Develop an electronic escalation process for notifying medical staff when CTAS 1&2 have arrived in the emergency department; test; modify;	Electronic escalation process developed; implemented; test for impact on PIA for CTAS 1&2 times	Develop, implement and test an electronic escalation process for CTAS 1&2 patients by March 31, 2026.	

2022-2025

# STRATEGIC FRAMEWORK

## OUR VISION

We envision a community where people access seamless and integrated services to ensure the health and wellbeing of our diverse populations

## OUR VALUES

Inclusive | Connected  
Accessible | Adaptable



## OUR STRATEGIES

### CORNERSTONE PRIORITY: Transform the healthcare journey

1. Put patients, families and caregivers at the centre of a re-designed health care experience.
2. Improve collaboration, care coordination and knowledge sharing across all partners.
3. Reduce barriers such as discrimination, stigma, culture and language to improve access to care.

## TRANSFORMATION ENABLERS

Innovate, learn and continuously improve

1. Measure and monitor the impact and effectiveness of our OHT, and adapt strategies and priorities as needed.
2. Collaborate with other OHTs to drive innovation and accelerate transformation.
3. Evolve the governance of our OHT to promote transparent and collaborative decision making.

Advance reconciliation and foster diversity, equity and inclusion (DEI)

1. Develop a Reconciliation Action Plan in partnership with Indigenous communities.
2. Eliminate experiences of stigma, racism, oppression and inequity for patients and providers.
3. Improve the experience and outcomes for vulnerable populations.
4. Develop a DEI human resource strategy so our teams best reflect the diversity of our community.

Enable the full potential of our health human resources

1. Optimize the roles and functions of health human resources across our OHT.
2. Collaborate on human resource planning to increase capacity and promote recruitment and retention across all OHT partners.
3. Partner with healthcare providers to improve the provider experience and wellbeing.

**ENABLING STRATEGY:** Implement digital health tools to increase access to care, improve care coordination and collaboration and to enable evidence-informed planning and decision-making.

To learn more about the Cambridge North Dumfries Ontario Health Team visit [www.cndoht.com](http://www.cndoht.com)





# Welcome

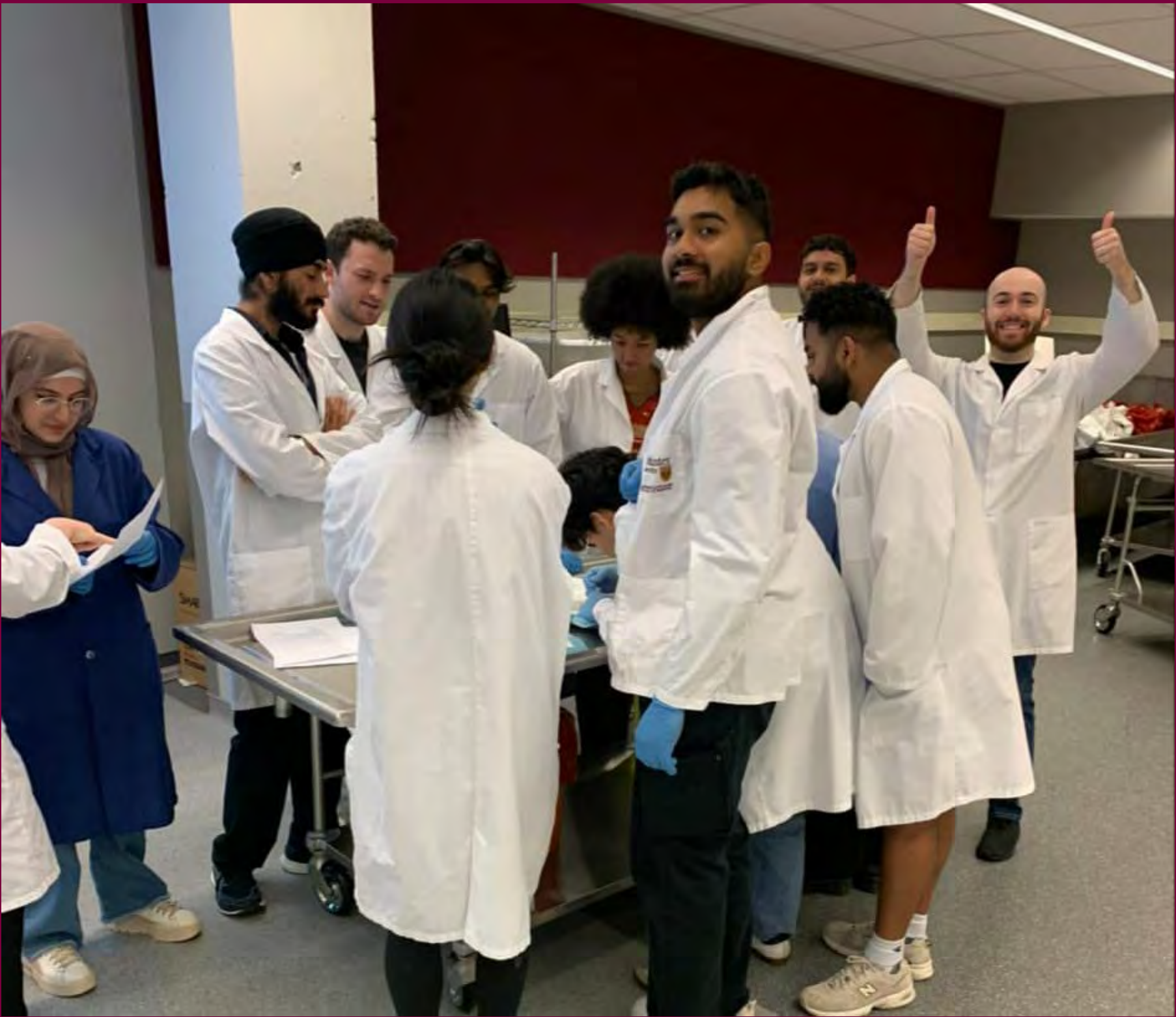
- Waterloo Regional Campus Update 2025







WRC  
Update &  
Future  
Outlook





# WRC Strategic Priorities



# Waterloo Regional Campus

## Vital Statistics

- 2007 year WRC Campus opened
- 518 undergraduate MDs
- 62 stayed in region for Post Grad Training
- 63 postgrad graduates (non-FM)
- 268 postgrad FM graduates
- 156 graduates practicing in the region (40 from UG)
- 719 faculty appointments
- 14 faculty: Academic Leadership Program
- 5 faculty: Clinician Educator Program



# WRC Class of 2025 CaRMS Match

**Family Medicine:** 2x McMaster WRC; 3x UToronto; 2x Queen's; UManitoba; UOttawa

**Internal Medicine:** 2x McMaster WRC; 2x Dalhousie; McMaster (Hamilton)

**Anesthesia:** McMaster; UOttawa

**Ophthalmology:** McMaster

**Orthopedic Surgery:** UToronto

**Pathology:** UToronto

**Pediatrics:** UAlberta

**Plastic Surgery:** McMaster

**Radiology:** UBC

27/30 matched

**Neurology:** McMaster

**Otolaryngology:** UAlberta

**Psychiatry:** UCalgary, Queen's, TMU



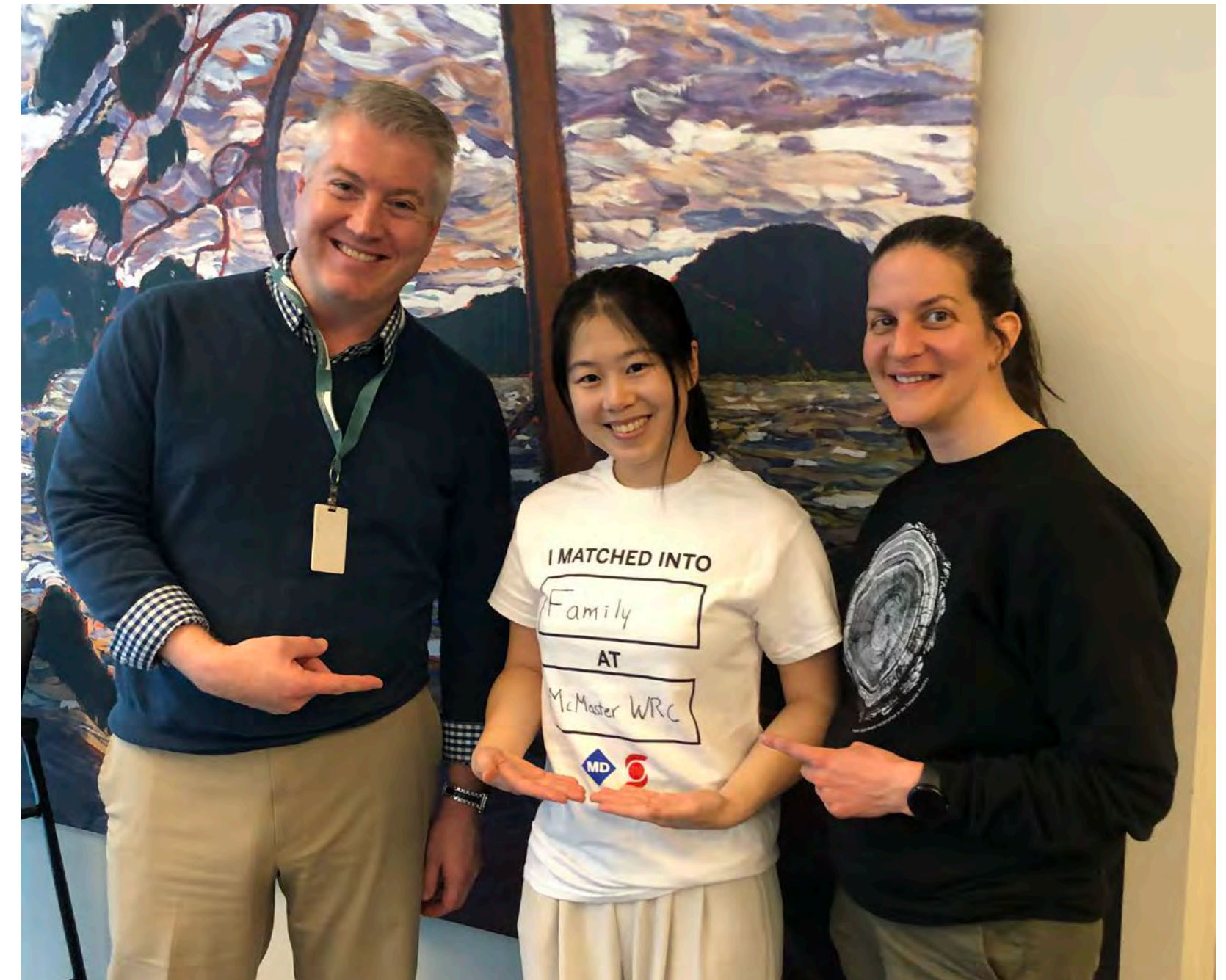


# WRC 2025 Postgraduate Match



All WRC spots filled in first iteration

- **Family Medicine**
- **Internal Medicine**
- **Pediatrics**
- **Psychiatry**
- **Family Med PGY3 Emergency Medicine**
- **Addictions Fellowship**





Future Visions









# Supporting McMaster's Innovation Agenda

1. **Support medical learners** to gain the business acumen, entrepreneurial mindset, networking skills, and practical experience in MedTech.
2. **Equip future health-care leaders** with the medical, technical and business skills to be successful in a world of accelerating technology change.
3. Provide a gateway for MedTech innovators to **connect with clinically relevant advisors** & researchers to develop practical, patient-centric, commercially viable products.
4. **Engage McMaster-affiliated Faculty** to become entrepreneurs or advisors in developing transformative technologies that solve complex medical system challenges.
5. **Host networking events** to promote emerging health technologies, foster innovation and entrepreneurship experiences.

## Partnerships:





# MACcelerate WRC MedTech Innovation Accelerator

## CLINICAL CONNECTIONS

The gateway to medical expertise

- **Clinical Advisory** Access relevant clinical expertise
- **Research & Trials** Validate news HealthTech through research or prototype trials
- **Clinical insights** Gain critical insights into health system workflows & patient needs to create viable solutions

## MEDTECH ENTREPRENEURSHIP

Cultivating health-care leaders

- **Innovated Health Elective** Medical learners dive into MedTech innovation via hands-on design thinking
- **Health Innovation Bootcamp** Medical learners attend or help lead this 6-week intro to MedTech entrepreneur essentials
- **Be an entrepreneur** Turn your vision into impactful solutions and patient outcomes

## MEDTECH INNOVATION NETWORKING

Connect, collaborate, innovate

- **MedTech Mixers** Connect & collaborate with MedTech entrepreneurs, funders & clinicians
- **Innovated Health Science Fair** Showcase your medical innovation or learn about emerging solutions
- **Tech in Medicine** PGME & UGME learners gain first-hand experience with new digital health technologies





# MACcelerate Programs & Activities 2024

Program	Event / Activity
<b>Clinical Connections</b>	38 MAC clinical faculty registered as MACcelerate advisors
	32 MedTech start-ups actively working with MACcelerate
	2 MedTech investor pitches (Cobionix, eye3) to Celesta
<b>MedTech Entrepreneurship</b>	Innovated Health: UGME MedTech design elective (Spring/25)
	WRC PGME Event: Tech in Medicine; Intro to AI-Scribes (Jan/25)
	Health Innovation Bootcamp (Fall/24 pilot. Next session: Winter/25)
<b>MedTech Networks</b>	MedTech Mixer: Intersection healthcare & technology (Feb/24; 45 attendees)
	IWD HealthTech Panel: MACcelerate-hosted women in MedTech (@ Invest Ottawa, Mar/24; 150 attendees)
	Digital Health Day: Accredited WRC physician event (Apr '24; 25 attendees)
	Seeker Labs: Innovation community exploration (June '24; 25 attendees)
	MedTech Science Fair Showcase: 12 start-ups; 40 advisors; 90 connects (Nov '24; 60 attendees)
	MAC Matchmaking Session (VPR-led): MACcelerate hosting 1 <sup>st</sup> MedTech startup matchmaking session with McMaster researchers (Feb/25)
	<u>UW/THE Digital Health Summit</u> WRC presentation: Clinician & startup collaboration in digital health innovation (Apr/25)



# UGME Facilitated Health Innovation Bootcamp

- MACcelerate hosted seven startups at The Clinic Health Innovation Bootcamp WRC pilot in Fall 2024
- UGME learners participate as facilitators
- 1/3 of class 2027 are engaged in MACcelerate

