



WRHN

Waterloo Regional
Health Network

WRHN Integrated Services Plan

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WRHN acknowledges that we gather, work, and heal on the traditional territory of the Haudenosaunee, Anishinaabe, and Chonnonton Peoples. Our healthcare team and community provide health services within the Haldimand Tract Treaty of 1784 that granted six miles on either side of the Grand River to the Haudenosaunee confederacy.



Our Future

Outstanding care that's personal, seamless, and reimagined.

Our Purpose

Lead boldly, serve with compassion, consistently deliver high-quality care, and partner to advance health for all.

Our Values

Put People First | Find a Way | Be Our Best | Thrive Together

Strategic Plan 2026-2029

Care Reimagined.

Principles:

Health Equity & Environmental Sustainability

Truth & Reconciliation

A Learning & Partnered Health System



Innovation



Financial Flexibility

Enablers



Thriving Teams Deliver Outstanding Care



Advance Personalized Care



Build Our Network for Better Health

Strategic Directions

Over the next three years, WRHN will build the strong foundations required to operate as one network—advancing quality, equity, and access for a rapidly growing region.



Operationalizing Our Plan

Beginning in May 2025, WRHN undertook a comprehensive five-phase strategic planning process with extensive engagement, gathering thousands of inputs from team members, health system partners, and the community. The process included environmental scans, PESTEL analysis, system trend reviews, and iterative refinement informed by the Board, Senior Leadership Team, and Steering Committee. The final products of these engagements include 10-year Future, Purpose, and Values statements, the WRHN 2026-2029 Strategic Plan, and our Integrated Services Plan.

WRHN's Integrated Services Plan is a living document that outlines the high-impact initiatives and projects that WRHN will undertake from 2026-2029 to bring our three strategic directions to life: Thriving Teams Deliver Outstanding Care; Advance Personalized Care; and Build Our Network for Better Health.

The Integrated Services Plan outlines the coordinated approach to implementing our Strategic Plan through two critical pillars: Clinical Services and Enabling Services. By combining clinical and enabling service priorities into one plan, they become interconnected and mutually reinforcing.

While initiatives have been categorized to fit into one direction, many support all three directions, as they support team member and culture development, improve how we care for our community, and help to build the foundation for our network. Additionally, some of the work of the first year of our plan is to explore and test, and so not all initiatives may advance, dependent on internal or external factors. Finally, it is important to acknowledge the many other projects and efforts underway across WRHN that do not appear in this document, but that will also result in substantial benefits for team members and patients in the years to come.





Fostering A Culture of Curiosity

Collaborative Exploration

WRHN's initiatives are brought to life through a deliberate focus on exploration within a learning and partnered health system. By working alongside patients, families, staff, community partners, and leaders, we identify issues and generate ideas. We co-design and test solutions, learn from data and lived experience, assessing and scaling innovations that improve delivery, and adapt in real time—this is how we will innovate care.



Health equity, environmental sustainability, and Truth and Reconciliation are embedded throughout this work, helping to surface gaps, unintended impacts, and systemic barriers that may otherwise go unseen. These lenses encourage open dialogue, challenge assumptions, and guide co-designed solutions that are more inclusive, culturally safe, and responsive to the diverse communities we serve.

Thoughtful Implementation

As One WRHN, we are continuing to explore many of the initiatives that have emerged through this process to understand how they can be responsibly funded, supported, and sustained. Not every idea will progress immediately; initiatives are assessed based on readiness, impact, feasibility, and alignment with strategic priorities. Those that advance are supported through co-design, innovation, and disciplined stewardship, ensuring the right partnerships, resources, and governance are in place. This approach allows WRHN to move thoughtfully from exploration to action—balancing innovation with accountability as we reimagine seamless, personalized care.





An Aligned Strategic Plan

The clinical and enabling service focus areas are intentionally aligned to advance WRHN's three strategic directions—Thriving Teams Deliver Outstanding Care, Advance Personalized Care, and Build Our Network for Better Health—by shaping how care is delivered across the network.

Thriving Teams Deliver Outstanding Care comes from developing our team—by strengthening employee experience, wellbeing, leadership capability, and change readiness, WRHN ensures teams are resilient, supported, and focused on delivering high-quality care in a safe, learning-focused environment. Care is enabled through AI, which helps to streamline workflows, reduce administrative burden, and provides timely information and insights to support confident decision-making.

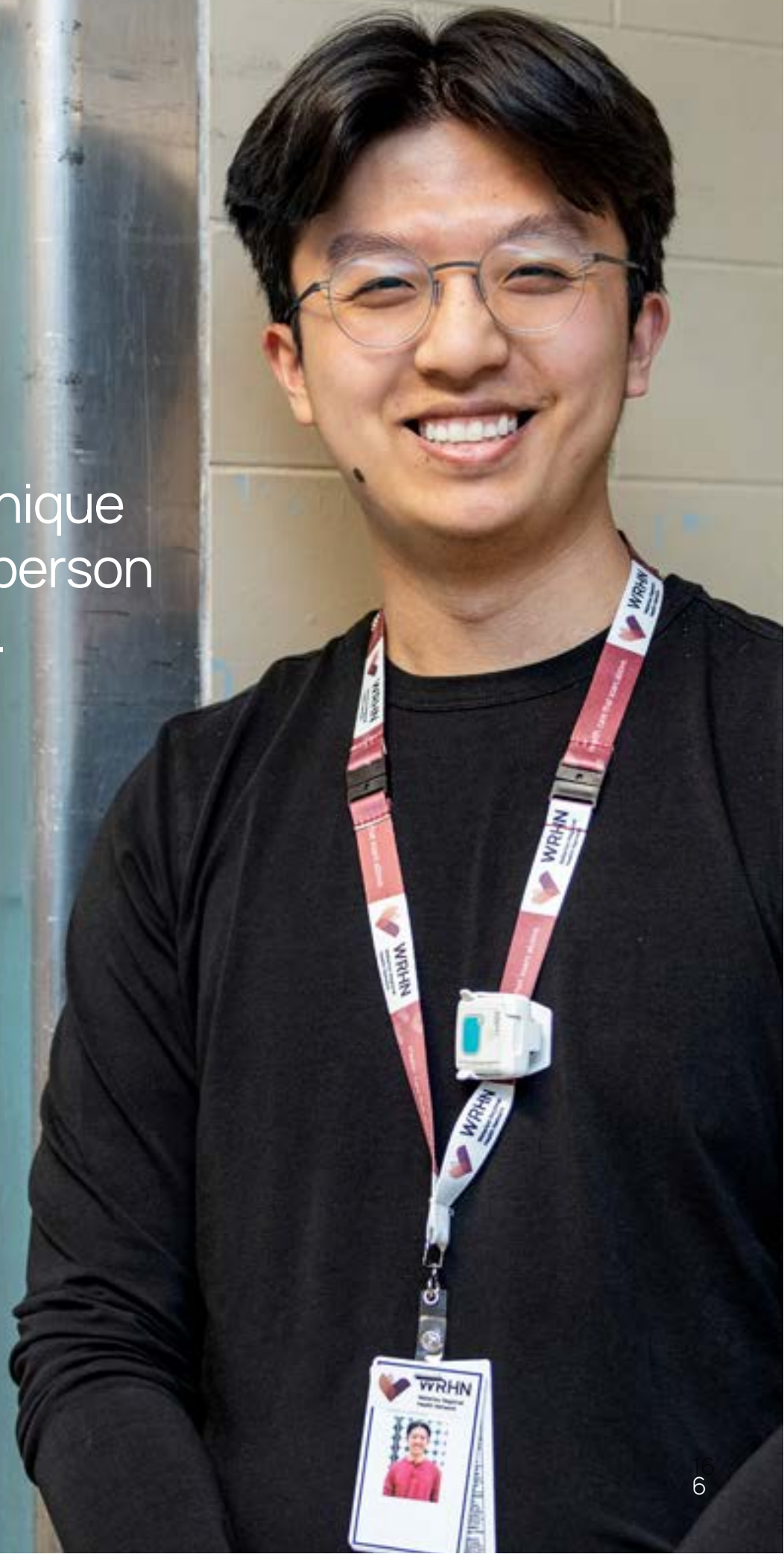
Advance Personalized Care is realized through compassionate, timely care where you are, supported by modern digital and data infrastructure that enables care to be designed around people's needs and delivered in the right setting, including beyond traditional hospital walls. AI-enabled tools and interoperable systems support new models of care, while a strong culture of safety, quality, and just practice ensures consistent, reliable care across the continuum.

Build Our Network for Better Health is sustained through strong resource stewardship, including disciplined financial management, enterprise risk governance, and long-term capital planning. These foundations support the safe scaling of innovation, regional integration, and modernization needed to prepare WRHN for the future of care.

Together, these focus areas ensure day-to-day clinical delivery consistently reinforces WRHN's strategic directions and long-term vision for better health.



Meeting the unique
needs of each person
we serve.



One WRHN Team Reimagining Care

CLINICAL SERVICES

- Delivering high quality clinical services is at the core of our mission—advancing personalized care and meeting the evolving health needs of our community. Informed by extensive engagement and a vision of Safer Care Together, the clinical service priorities for the next three years align service delivery with population health trends, system integration goals, and new models of care to guide decisions on capacity, service design, and investment. Key focus areas include:
 - **Compassionate, Timely Care Where You Are**
Focused on getting people the right care, at the right time, in the right setting (including virtual and community-based care) through intentional partnerships across our network.
 - **Safety**
Making safety a visible WRHN-wide priority, building a just and learning culture, high-reliability practices, and measurement rooted in the quintuple aim so that safety and quality are embedded in every decision and every care setting.
 - **AI-Enabled Operations and Care**
Building WRHN's digital and data foundations (optimizing Cerner/HIS, strengthening data quality and governance, and advancing analytics) so leaders and teams can make insight-driven decisions. Putting the structures in place to safely scale automation and AI over time.





One WRHN Team Reimagining Care

ENABLING SERVICES

Enabling Services provide the infrastructure and capabilities that make clinical transformation possible. By embedding enabling services at the planning stage, we ensure programs have the tools, technology, and support needed to succeed. Key focus areas include:

Developing Our Team

Building a future-ready, resilient workforce by strengthening employee experience, wellbeing, and leadership capability. Teams will be supported by clear communication, solid data, innovation, and change leadership to deliver on our priorities.

Modernizing Our Infrastructure and Processes

Modernizing our digital, data, and physical infrastructure through AI-enabled systems, integrated ERP and Health Information Systems (HIS) platforms, cloud-based environments, and facility upgrades. Standardized processes and modern tools will improve efficiency, reliability, cybersecurity, and support new models of care.

Resource Stewardship

Advancing stewardship through disciplined financial management, enterprise risk governance, and long-term capital planning. Optimizing workflows, evidence-based investment decisions, and regional integration to ensure resources are used responsibly while enabling innovation and system transformation.





Thriving Teams Deliver Outstanding Care

The strategic direction Thriving Teams Deliver Outstanding Care is central to achieving **One WRHN**, creating an **Inclusive and Supportive Workplace**, and establishing **AI-Enabled People, Care, and Operations**.

One WRHN

We will build a unified WRHN team, a values-driven culture, and a consistent approach to care, through integration of people & culture, processes, and tools & technology.

Initiative: One WRHN – What We Will Achieve:

- Operating as One – A single service delivery model will unify cross-site programs, aligning people, processes, and technology to be everyday ready.
- Integration of People & Culture – Roles and responsibilities will be standardized to support cross-site mobility. Staff will be guided through PSLRTA-compliant workforce transition in a transparent and supportive way.
- Tools & Technology – Staff, applications, and payroll will be consolidated into unified systems, simplifying administration and improving the overall employee experience.
- Signage & Wayfinding – Consistent signage and branding across all sites will eliminate legacy elements and provide clear, intuitive navigation for patients, staff, and volunteers.

Inclusive and Supportive Workplace

WRHN will foster a supportive and inclusive working environment, where people want to work, and where team members thrive through collaboration and provide the best care they can every day.

Initiative: People & Culture Strategy Execution – What We Will Achieve:

- Key priorities within WRHN's People & Culture Strategy will be advanced by strengthening workforce engagement, developing talent, and fostering a safe, inclusive, thriving and connected organizational culture.

Initiative: Innovation Strategy – What We Will Achieve:

- WRHN's high-impact priorities will be maximized through exploring new models of care, testing practical approaches, integrating emerging technologies and strengthening partnerships.

AI-Enabled People, Care, and Operations

WRHN will have a future-ready workforce that is confident, prepared, and ready to deliver the future of healthcare.

Initiative: AI Enterprise Strategy – What We Will Achieve:

- Workforce capacity will be increased through the adoption and use of an AI strategy that provides governance, strategic focus, and evaluation models for AI-enabled initiatives.





Advance Personalized Care

The strategic direction of Advance Personalized Care builds directly on WRHN's commitments to **Seamless and Timely Care**, **Care Closest to Home**, and **Quality and Safety**.

Seamless and Timely Care

Delivery models will be expanded and improved to ensure that care is consistent, equitable, and seamless.

Initiative: Care Reimagined – What We Will Achieve:

- Care will be redesigned to be more accessible, connected, and people-centred—shifting services into the community and coordinating care through new models to deliver timely access to care. In-hospital initiatives will further improve efficiency, safety, and outcomes.

Initiative: Emergency Department Innovation Challenge – What We Will Achieve:

- A focused "test-and-scale" pathway for high-impact Emergency Department (ED) throughput changes, to reduce wait times.

Care Closest to Home

Service models will be adapted to ensure that the right care is provided at the right time and in the right setting. When appropriate, care will be provided outside of the hospital, in homes and community settings. Services will be expanded within the hospital so that patients do not have to travel as far to receive the care they need.

Initiative: Hospital at Home – What We Will Achieve:

- A Hospital at Home program will be introduced to transition appropriate inpatient care into the community and virtual environment, improving patient experience and expanding hospital capacity.

Initiative: Grow Regionalized Access to Care – What We Will Achieve:

- Regionalized programs will grow and strengthen by expanding advanced services, launching and scaling inpatient programs, and increasing lab and diagnostic imaging capacity—ensuring specialized, high-quality care is available across the region and positioned to meet future demand.

Quality and Safety

A relentless focus on quality and patient safety will lead to better patient care, and a better environment for staff, providers, and volunteers.

Initiative: Preventable Harm – What We Will Achieve:

- Fewer incidents that cause harm across the hospital, due to initiatives targeting Hospital-Acquired Pressure Injuries (HAPI), fluid and electrolyte imbalances, bed and stretcher optimization, obstetric trauma prevention, constant care strategies, hospital acquired infections and delirium prevention.

Initiative: Patient Engagement Roadmap – What We Will Achieve:

- By deploying the Patient Engagement Roadmap, a culture of collaborative, engagement-driven planning and decision-making will be strengthened, leading to improved experiences and a higher quality of care.





Build Our Network for Better Health

The strategic direction Build Our Network for Better Health envisions WRHN becoming a fully integrated hospital network by 2029—through a **Strong and Stable Foundation, Optimized Digital Systems**, and through advancing the **Future of Care**.

Strong and Stable Foundation

By focusing on essential activities, WRHN will ensure that the structures are in place to grow and flourish for future generations.

Initiative: Enabling Services Modernization – What We Will Achieve:

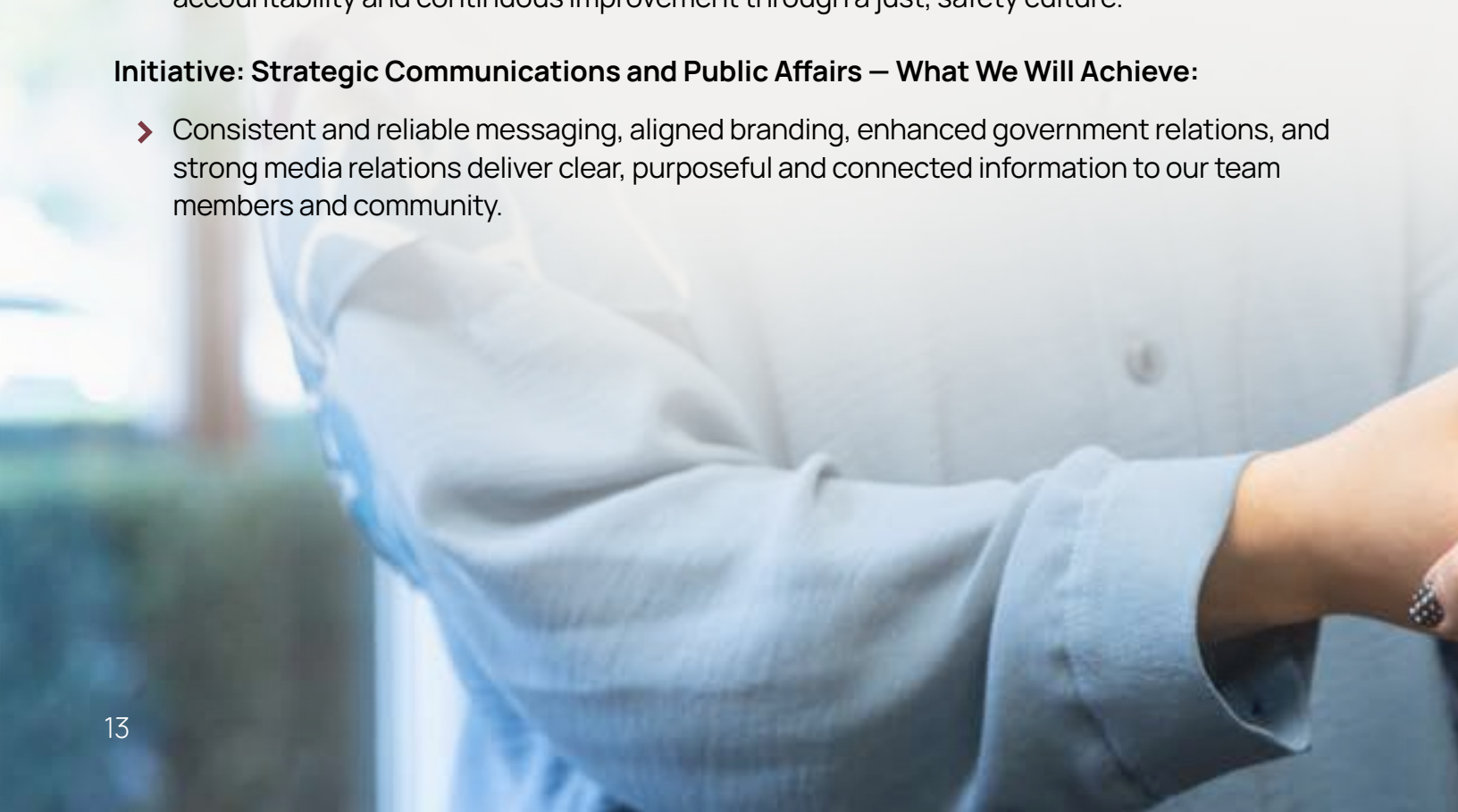
- Modernized enabling services will deliver integrated data and stronger financial oversight, improving visibility into performance, costs, and risks to support timely, accountable decisions, while exploring an enterprise-wide Enterprise Resource Planning (ERP) solution to further strengthen our foundation.

Initiative: Quality Management System – What We Will Achieve:

- An integrated quality management system that embeds safety, reliability, and learning into daily operations, enhances everyday readiness, standardizes processes, and strengthens accountability and continuous improvement through a just, safety culture.

Initiative: Strategic Communications and Public Affairs – What We Will Achieve:

- Consistent and reliable messaging, aligned branding, enhanced government relations, and strong media relations deliver clear, purposeful and connected information to our team members and community.



Optimized Digital Systems

Regionally integrated digital systems and modernized access to data will support high-quality patient-centred care through easier decision-making and optimized digital platforms.

Initiative: Digital Integration & Cybersecurity – What We Will Achieve:

- Strengthened digital systems and cybersecurity will ensure safe, reliable technology across WRHN, while optimized Cerner workflows improve care transitions by delivering timely, clear information to clinical teams.

Initiative: Command Centre – What We Will Achieve:

- A centralized hub for patient flow and access across all sites, using real-time data to support collaborative, informed decisions that improve care coordination, efficiency, and team member support.

Future of Care

WRHN will continue planning for and investing in the future health of our community, through the new hospital build and ongoing site improvements.

Initiative: Redevelopment & Operational Readiness – What We Will Achieve:

- By 2029, we will be breaking ground and beginning construction at WRHN @ the University. WRHN @ Chicopee and @ Midtown will continue to expand and improve services and spaces.

Initiative: Multi-Year Budget Strategy – What We Will Achieve:

- Financial capacity will be strengthened by achieving a balanced budget through multi-year capital planning, revenue optimization, workforce efficiencies, sustainable clinical services, and optimized supply chain and inventory management.



Tracking Our Progress (under validation)

We are committed to tracking our progress against the goals of the Strategic Plan. Each initiative has been planned to support one or more progress measures.

Initiative	Progress Measures Category				
	Team Member Experience	Patient Experience	Access (Timeliness, Access and Flow)	Patient Outcomes	Operational Sustainability
One WRHN	●	●	●	●	●
People & Culture Strategy Execution	●				●
Innovation Strategy	●	●	●	●	●
AI Enterprise Strategy	●	●	●	●	●
Grow Regionalized Access to Care		●	●		●
Hospital at Home	●	●	●	●	●
Care Reimagined		●	●		●
ED Innovation Challenge	●	●	●		
Preventable Harm		●	●	●	●
Patient Engagement Roadmap		●	●	●	
Enabling Services Modernization	●	●	●		●
Quality Management System	●	●	●	●	●
Strategic Communications & Public Affairs	●	●			
Digital Integration & Cybersecurity	●	●	●	●	●
Command Centre	●	●	●	●	●
Redevelopment & Operational Readiness	●	●	●	●	●
Multi-Year Budget Strategy	●	●	●	●	●



Outstanding care that's personal,
seamless, and reimagined.



Scan the QR code to explore our Strategic Plan online.
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