



# Strategic Plan 2025–2028

*Transforming Primary Care on the Saanich Peninsula*



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## Message from the Executive Director

Shoreline Medical Society began in 2016 as a small clinic of five physicians in Sidney. At the time, the shortage of primary care providers was reaching a crisis point and putting local hospital services at risk.

Since then, we have grown and thrived—opening a second clinic in Brentwood Bay, saving the Peninsula’s only youth clinic from closing, and welcoming 20 net-new primary care providers along with dozens of nurses, counsellors, social workers, allied health professionals, and staff. Our providers also deliver maternity, palliative, hospital, urgent, and long-term care to the broader community.

Today, thanks to the continuing contributions of Shoreline primary care providers, hospital services are more stable, and nearly 16,000 residents who once faced uncertainty now have a dependable place to turn for care.

This Strategic Plan (2025–2028) builds on that foundation. It focuses on four priorities: financial resilience, people-centred growth, leadership in care innovation, and a nurturing team culture. With this plan, we will safeguard the care our community relies on today while preparing for tomorrow—because our work is not done. One in five Saanich Peninsula residents is still waiting for a primary care provider, and we must also plan for future retirements.

Shoreline was built by this community, for this community. Thank you for your trust and support as we continue to deliver care that is public, accessible, inclusive, compassionate, sustainable, and team-based—care that reflects the values of Shoreline Medical Society and the community we serve.

*Leslie Keenan*

Executive Director, Shoreline Medical Society



**Leslie Keenan**

Executive Director, Shoreline  
Medical Society

## Our Story

Shoreline Medical Society was founded in 2016 to respond to a critical shortage of primary care on the Saanich Peninsula. At the time, thousands of residents were without primary care, and local hospital services which rely on family doctors were at risk.

From those urgent beginnings, Shoreline has grown from five to 25 primary care providers working alongside dozens of nurses, counsellors, social workers, allied health professionals, and staff. Today, we operate two full-service clinics and the region's only youth health clinic, and our providers also deliver maternity, palliative, hospital, urgent, and long-term care across the community.

A defining feature of Shoreline is the way our physicians contribute beyond the clinic walls. They play a key role at Saanich Peninsula Hospital through the Doctor of the Day program, ensuring unattached patients in hospital receive timely care. In addition, Shoreline primary care providers deliver maternity care, accompany patients through palliative care at home and in hospital, and support long-term care facilities so residents can receive consistent, trusted care close. Collectively, these efforts strengthen the broader health system and make sure the Peninsula's most vulnerable patients are not left behind.

Over the past four years, Shoreline has attached more than 15,900 patients and prevented 12 patient panels from being orphaned. As one of the first community-based primary care organizations of its kind in British Columbia, Shoreline has become a leader in demonstrating the power of team-based care and inspiring other communities to adopt local, people-centred, innovative approaches.



Youth clinic volunteers and patients in action

## Vision, Mission, and Values

### Vision

To transform primary care on the Saanich Peninsula by leading with innovation, compassion, and community.

### Mission

Shoreline Medical Society delivers high-quality, people-centered primary healthcare through a collaborative, team-based model that bridges clinic, hospital, and home. We champion sustainable, community-anchored care that meets the evolving needs of patients and strengthens the local health system.

### Values

- Compassionate Care – empathy, dignity, respect
- Collaboration – team-based integrated care
- Community Commitment – services shaped by local needs
- Innovation – learning, technology, creative models
- Equity – inclusive care for all
- Sustainability – wise resource management
- Empowerment – engaged, supported team



Dr. Andrea Lewis, Board Chair, Shoreline Medical Society

## Strategic Priorities

### **1. Sustainable Financial Roadmap - Develop a sustainable financial roadmap to support high-quality patient care and organizational resilience.**

#### *What We Will Create*

A diversified, reliable and well-organized revenue strategy that includes contributed and earned revenue with reduced dependency on inconsistent funding streams.

#### *The Impact It Will Have*

Shoreline will have the financial stability and capacity required to sustain and expand high-quality, people-centred care across its clinics and programs.

### **2. Reliable, People-Centered Care – Ensure Shoreline’s care is dependable, responsive, and community-anchored for strategic growth.**

#### *What We Will Create*

An expanded clinical service model that ensures consistent, high-quality care and prepares Shoreline to scale in alignment with real community needs.

#### *The Impact It Will Have*

Patients will experience more consistent, accessible, and relationship-based care, while the organization gains readiness to grow services sustainably and thoughtfully.

### **3. Champion Innovative Care Model – Lead as a local solution to BC’s primary care challenges through Shoreline’s collaborative model.**

#### *What We Will Create*

A clearly articulated, evidence-backed care model that integrates team-based care, niche services, and system navigation. A suite of communications and engagement tools that position Shoreline to contribute to policy discussions and alignment with like-minded funders.

#### *The Impact It Will Have*

Shoreline will be recognized as a leader and trusted partner in advancing sustainable primary care in the community, unlocking new partnerships, funding opportunities and policy influence.

**4. Nurture Our Team - Diligently care for our team through a nurturing and people-centred culture**

*What We Will Create*

A workplace environment that fosters belonging, well-being, and professional growth.

*The Impact It Will Have*

Shoreline will retain, attract, and empower a high-functioning, engaged, and collaborative team equipped to deliver exceptional care and to drive innovation within an increasingly complex healthcare environment.



## Call to Action

Shoreline is committed to safeguarding today's care while growing responsibly for tomorrow. We invite partners, donors, and the community to join us in shaping the future of health care on the Saanich Peninsula.

