



Tactical Plan 2023/2024- Reviewed July 2023

Pillar	Strategic Direction	Tactical Plan Initiatives	Explanation
<p><b>CARING</b></p> 	<p><b>1. Continually pursue the safest possible care for our patients.</b></p>	<p>Enhance Recovery After Surgery (ERAS)</p>	<p>Reduce the length of stay for inpatient bowel resection patients</p>
		<p>Implementation of the new PCA/PCEA pumps</p>	<p>Create implementation plan and education material for the organization to ensure continued patient access to safe pain management.</p>
	<p><b>2. Ensure a safe and healthy workplace for our staff.</b></p>	<p>Initiate table top cyber events</p>	<p>Creating mock cyber security exercises with staff</p>
		<p>Revamping of NVCI and de-escalation training</p>	<p>Train the trainer complete- look at training all staff</p>
	<p><b>3. Further our commitment to service excellence so that we provide a warm, friendly, and personalized care experience to the community we serve.</b></p>	<p>Implement the process of completing follow up calls for chemotherapy &amp; Immunotherapy patients</p>	<p>Chemotherapy clinic staff making follow up calls about appointments, care , side effects etc.</p>
		<p>Initiate the Chest Pain Care Clinic</p>	<p>Help cardiac patients to be seen in a more timely manner with Dr. Almane.</p>
		<p>Attain Use Blood Wisely Certification</p>	<p>National certification to decrease inappropriate red blood cell transfusion practices</p>
	<p><b>4. Offer team based care</b></p>	<p>Through patient feedback, it has been identified that</p>	

<b>that is culturally safe and judgement-free, where patients and their families feel part of the care team.</b>	Implement AODA strategies to address visual and hearing impairments	patients would like a way for staff to know they have a deficit ex. Hearing impaired etc. Possibility of adding signage or armbands
	Create and Install welcome signs in different languages based on our community demographics	Banner signs to be replaced in front parking lot with welcoming phrases
<b>5. Partner more deeply with patients, families, and caregivers with patient-centred care as a guiding principle.</b>	Initiate walking program for patients living with Type 1 & Type 2 diabetes	Identified as a way to help patients get motivated to include exercise in their routine
	Patient and family hand hygiene audits	With volunteers and IPAC collaborate to conduct hand hygiene audits on patients and families. Carried over from 2022/2023 Tactical Plan
	Implement CBORD APP for patient meal selection	Upgrading and testing the application. Contract purchased , next steps implementation
	Implement the new patient entertainment systems	Install of new patient TVs in all inpatient rooms, chemo and dialysis. Carried Over from 2022/2023 Tactical Plan
	Ensure continued involvement of PFAC in the accreditation process	Active involvement with teams, reviewing standards, tracers and survey exercise
	<b>6. Bolster the range and depth of quality</b>	CT replacement

	<b>Improvement initiatives by engaging patients and staff.</b>	Endoscopy Quality Framework	Surgeons, anesthesiology, internal medicine, endo. Identify key indicators, scorecards, quality metrics tracking for endo
		Colposcopy quality framework	
		Standardizing interdisciplinary documentation in Cerner	Review discharge documentation, and standardize
		Co-design of falls prevention and harm reduction project	Implement all interventions identified from gap analysis.
		Installation of Burlodge equipment to accommodate tray delivery for M300/2100	Replacing bulk units with trays, moving away from dining room to tray delivery similar to other inpatient units
<b>EMPOWERING</b> 	<b>1. Help patients, families, and caregivers be more active in their care while in hospital and prepare them for discharge and care beyond their stay</b>	Produce & improve patient education videos on what to expect on the hospital website, social media channels, etc.	Updating current education and create videos to improve patients experience and access to care. Carried over from 2022/2023 Tactical Plan
		Implement new patient satisfaction survey Qualtrics	New patient survey as per OHA. Carried over from 2022/2023 Tactical Plan
		Revamp bipolar education videos for patients and families	Bipolar video shown to patients by psychiatrist. Looking at updating
	<b>2. Enhance the ability for patients, families, caregivers and staff to share feedback and be informed of progress made.</b>	Add PFAC member to complete patient experience interviews	Start onboarding PFAC members to complete patient experience surveys
		Create and implement patient surveys in Diagnostic Imaging	PFAC consultation, online survey created, need work with IT, QHR codes, paper copies

		Implement patient feedback/thank-you cards for Maternal Child Women's Health	Positive with the O.R, MCWH identified as an area that does not always receive measurable feedback from patients
		Implement Patient Connect Patient Rounding for Housekeeping/Food Services	30 patients surveyed a month with questions pertaining to cleanliness and food satisfaction
		Incorporate patient compliments module in patient complaint software (RL6)	Upgrade to our current RL6 system to include patient feedback. Training underway. Carried over from 2022/2023 Tactical Plan.
		Implementation of safety huddles throughout the organization (inclusion of patient and families in huddles)	Initiated roll out in staff development. Carried over from 2022/2023 Tactical Plan.
		Implement survey on the hospital website	Gather data on patient experience/feedback to identify strength and opportunities for improvement
<b>3. Assist staff with work-life balance, enhance recognition, and help them through compassion fatigue</b>		Transition the coders to a remote work set up	As a method of recruitment/retention, remote working offered in most other organizations
		Develop a standard process for staff recognition weeks	Carried over from 2022/2023 Tactical plan
		Host event for staff and family	Wellness team planning a baseball event to all staff and their families. Plan Sept 2023
		Complete work life pulse survey for staff and physicians	Review results of patient safety and work life pulse survey to identify any gaps.
<b>4. Invest in staff through enhanced training, giving tools, equipment, techniques and coaching to help them work to the best of their ability.</b>		Initiate advanced training in pediatrics (PALS/Online Pediatric Training)	Train ED staff in pediatrics, identified as a need for staff
		Initiate CISM (Critical Incident Stress Management Training)/ASIST (Applied Suicide Intervention Skills Training)	

		Implement Gentle Persuasive Approach Training (GPA) to staff	Train the trainer - funding to support 4 trainers (2 through medical field, 2 through BSO). Carried over from 2022/2023 Tactical Plan.
		Initiate Accreditation Tracer training sessions	Virtually by Accreditation on Canada. 3x3 hour virtual sessions for up to 25 learners to increase our internal capacity to assess our compliance with accreditation standards and learn how to systemically preform our own tracer and survey exercises
		Review and revamp Attendance Management Program and process	Post COVID-19, to look at managing attendance and reducing absenteeism in the workplace. Carried over from 2022/2023 Tactical Plan
		Initiate AORN C-section training for staff	Staff trained in scrubbing/circulating to assist with C-sections
		Implement tracheal suctioning training and education to inpatient physiotherapists	Formalized training to standardize expectations across all inpatient physiotherapists
		Explore internal capacity to provide certification training	ACLS, PALS, NRP ,BLS, PIECES (Physical, Intellectual, Emotional, Capabilities, Environment, Social). We currently contract this service out to a 3rd party provider and pay staff time and the cost of the course.
		<b>5. Bolster communication and teamwork across the hospital, between units, and within units.</b>	Share OPOC (Ontario Perception of Care) survey results for Mental Health into monthly reporting
<b>GROWING</b>	<b>1. Build a forward-looking</b>		



**1. Build a forward-looking plan to invest in capital projects, IT infrastructure and equipment needs that allows for sustainable growth.**

Investigate renovating the waiting room space to accommodate One Day Stay area	Change 2500 waiting room to accommodate stretchers to hold one day stay patients
Investigate a Closed Model CCU	Stakeholder engagement, admission plan, increase CCU level 3 needs, critical care physician recruitment
Engagement and planning for expansion to the new professional building	Feedback from staff, management group, PFAC about next steps
Renovation of current cafeteria space	Engaging PFAC and staff with drawings and next steps with renovations
Create a business continuance and disaster recovery plan	Kevin Somerville and Dave O met with directors and still in the process of analyzing data. Carried over from 2022/2023 Tactical Plan.
Renovate oncology space	Board approval, drawings complete, engagement of patients throughout the process. Carried over form 2022/2023 Tactical Plan.

**2. Leverage virtual care and redesign patient flow to enhance patient experience while promoting community health through physical distancing, where**

ONECHART WebEx integrated virtual visits	Pre-op clinic, anesthesiology. To free up clinic space and improve patient satisfaction and utilization.
Optimize palliative care virtual visits	Consults for MAID when patients are unable to travel

**3. Continue to advance our energy conservation management through**

Re-vitalize the wildflowers	Re-establish the wildflowers surrounding Woodstock Hospital
-----------------------------	---

<b>sustainable use of energy and waste reduction.</b>	Investigate alternatives to plastic straws	HMMS planning to change over to all patient straws in inpatient units this summer
	Modification of boiler loop to increase efficiency	Natural gas saving initiative
	Replacement of MDRD cart washer	Shorter cycle time and current cart washer is end of life
<b>4. Anticipate and use digital technology that can help automate tasks and optimize productivity</b>	Implementing One Tube Project for lab specimen labels on demand	Label printing for lab specimens, ordered on demand to decrease over ordering and mislabeled specimens
	Implement Contrast Imaging in Echocardiography	Working on I.V training, adding billing to Cerner, creating medical directives, onsite Apps training,
	Explore options for Enterprise Resource Planning software	Working with shared services to procure and implement new ERP system. RFP was not awarded, looking to leverage another RFP
	Explore best option to facilitate electronic scorecards and automation	Carried over from 2022/2023 Tactical plan
	Develop dashboard for new survey platform	Develop a dashboard to share and review patient survey results
	Implement new Electronic Medical Record (EMR) for the Woodstock Rehab Clinic (WRC)	Change current EMR to be more user friendly

	Planning for phase 2- One Chart Project	Dependent on outside partners. Carried over from 2022/2023 Tactical Plan.
	Implement electronic hand hygiene auditing system	Experienced issues with the testing platform and accuracy. Carried over from 2022/2023 Tactical Plan.
	Green Space Roll Out Outpatient Mental Health	Cloud bases measurement system for outpatient clinical care
	Purchase and implementation of robotic floor cleaner	Through the foundation the purchase of an automatic floor cleaner
	Implementation of Omni Assistant to support accreditation	Expand Omni Assistant This will allow us to improve our ability to manage and coordinate continuous quality improvement initiatives and management of documents such as policies and standard operating processes.
<b>5. Recruit and retain a highly skilled workforce and advocate for an increased range of services and specialists to serve the community.</b>	Formalize succession planning process	Create formalized documentations/process for sucession planning. Plan to start with Management Group
	Addressing medical manpower including; Initiating physician recruitment incentives	Ongoing recruitment for pediatrics, emergency physicians, internationalists
<b>6. Continue to engage the community so we understand needs, report on progress, and adapt.</b>	Host Community Connection Town Hall events	Involving the community in sessions about the hospital, new
	Implement Back to the Board	Host bringing back Board of Trust members that have served 12 years or more
<b>7. Continue with sound fiscal management, lean organization structure,</b>	Update and improve out-patient interventional procedures	Implement pre- and post vitals monitoring with the Outpatient Clinic



**CONNECTING**



<p><b>and ethical financial investments made.</b></p>	<p>Financial analysis of Fit-out and renovation options of New Professional Building</p>	<p>Financial occupancy plan for the new professional building</p>
<p><b>1. Work towards care integration with our community partners through developing an Oxford and Area Ontario Health Team and actively participate at various</b></p>	<p>Initiate/lead emergency preparedness community group</p>	<p>Initial contact made with community partners, looking at hosting quarterly meetings. Carried over from 2022/2023 Tactical Plan. Plan to standardize processes for evacuation.</p>
<p><b>2. Enhance discharge planning and information sharing to support patients going back home into the community.</b></p>	<p>Increase referrals to support OHT (Ontario Health Teams) remote care monitoring program for CHF, COPD and Diabetes patients</p>	<p>Increase referrals and knowledge about the program.</p>
<p><b>3. Work to enhance patient access to care and improve interactions between hospital and community services.</b></p>	<p>Explore the possibility of adding acute stroke/integrated stroke unit</p>	<p>WH is caring for acute care stroke patients, exploring this as a future possibility</p>
	<p>Investigate central intake model for Cataracts</p>	<p>Work with regional partners to manage waitlists across the region for cataract surgery</p>
	<p>Collaborate with stakeholders to engage patients to roll out new patient portal</p>	<p>Carried over from last Tactical 2022/2023 - dependent on outside partners to decide on 2 portals</p>
	<p>Collaborating to prevent Emergency Department closures</p>	
	<p>Expand collection of demographic data</p>	<p>Work with our hospital partners to collect demographic data</p>

		to understand how the social determinants of health effect our patients access to equitable care.	from electronic documentation, patient experience and incident management software to understand how the social determinants of health effect our patients access to
	<b>4. Work with our community partners to create pathways for priority populations and further understand and address how social</b>	Development of a BEDI (Belonging, Equity, Diversity and Inclusion) framework	Create a framework and share on the WH website
	<b>5. Collaborate to build a sense of community amongst health providers in this region while mapping their available services to enhance patient navigation.</b>	Work with community partners to conduct a Mock Code Silver exercise	Woodstock Hospital will work with community partners to design and implement a Mock Code Silver exercise. An after action report of the exercise will be shared with the hospital, its partners and surrounding community. To ensure the safety of all patients, their families, staff and partners, financial and personnel resources will be required.
		Host Diabetes Stress and Burnout Community Event	Planning underway, event scheduled for April 20th. Carried over from 2022/2023 Tactical Plan.

<b>Total Initiatives</b>	82
<b>Caring</b>	20
<b>Empowering</b>	24
<b>Growing</b>	28
<b>Connecting</b>	10