



Tactical Plan 2024/2025


Pillar	Strategic Direction	Tactical Plan Initiatives	Explanation
	1. Continually pursue the safest possible care for our patients	Launch to Continuous Accreditation Format	This is the last Q4 Accreditation cycle. Going forward best practice is to adopt a continuous process.
		Re-vamp of Inpatient Mental Health	Reconstruction of showers, new anti-ligature shelving in the observation room, unweighted furniture to be replaced with weighted furniture, seclusion room bathroom doors, change of materials for patient cutlery
		Initiate ERAS (Enhanced Recovery After Surgery) Guidelines	Carry over from 2023/2024 Tactical Plan, plan to shorten length of stay, decrease cost, reduce post operative care.
	2. Ensure a safe and healthy workplace for our staff.	Implement Just Culture Company Algorithm and Training to Staff	This is a train the trainer four hour mandatory course for all of leadership facilitated by Nicole. Frontline staff will all be completing via the LMS (Learning Management System).
	3. Further our commitment to service excellence so that we provide a warm, friendly, and personalized care experience to the community we serve.	Implement Armbands and Consent for Identification for Hearing/ Visual Impairment	Carried over from 2023/2024 Tactical Plan, more detailed and initiative specific. Need identified through patient feedback to be more inclusive to hearing and visual impairment for our patients
		Design and Create the New 3 Year Strategic Plan	2026-2029 Strategic Plan. By creating a 3 year plan, it allows Woodstock Hospital to re-evaluate our vision on a more frequent basis.
		Attain Blood Wisely Certification	Carried over from 2023/2024 Tactical Plan. National certification to decrease inappropriate red cell blood transfusion practices.

4. Offer team based care that is culturally safe and judgement-free, where patients and their families feel part of the care team.	Implement Aphasia Friendly Signage on M300 Unit	Persons with aphasia can have difficulty navigating or wayfinding with traditional signage. Aphasia friendly signage will increase independence of persons with aphasia and create a more inclusive environment.
	Provide Anti-Black Racism Training to Staff	Introduction to key concepts in anti-racism and necessary tools to engage in critical reflection and dialogue. Embracing equity, diversity and inclusion in helping us achieve our strategic directions. Training to staff through LMS (Learning Management System)
	Create Aphasia Friendly Educational Materials for Stroke Survivors	Persons with aphasia may not be able utilize traditional educational materials. Aphasia friendly educational materials will increase independence of persons with aphasia and create a more inclusive environment. Will partner with SWOSN (Southwestern Ontario Stroke Network) on this initiative.
5. Partner more deeply with patients, families, and caregivers with patient-centred care as a guiding principle.	Revitalize the Senior Friendly Committee and Implement the Senior Friendly Care Framework	Senior Friendly Care will promote health equity and better health outcomes for older adults, while ensuring high quality care and improved staff experience. Implementation of Senior Friendly Process of Care (prevent and manage delirium, and functional decline)
	Complete Accreditation Canada Facilitated PCC (People Centred Care) Program	Self assessment of our current maturity in regards to People Centred Care and identify opportunities to build on. Include members of PFAC, and hospital staff

		Develop Consistent Care Initiatives to Care for Families Experiencing Pregnancy and Infant Loss	Working group developed to strengthen the immediate and ongoing care of fetal and infant loss hospital wide. Develop a consistent care package to all early loss patients and increase ongoing supports/ mementos for all pregnancy and infant loss families
	6. Bolster the range and depth of quality improvement initiatives by engaging patients and staff.	Reassess Dining Room / Tray Delivery for M300/2100 Units	Carried over from 2023/2024 Tactical Plan. Received patient feedback about food being cold when it arrives to patients. Ongoing environmental scans to assess what other organizations are doing and discussions about a possible hybrid model, staffing etc.
		Join ECRI Falls Safety Collaborative and Implement a Co-Designed Project Falls Prevention & Harm Reduction	Carried over from 2023/2024 Tactical Plan, Building on the previous initiative to ensure quality improvement. Working group formed and having regular meetings
EMPOWERING 	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	Implement CBORD Patient Bedside Meal Ordering	Enabling patients to order their meals from their bedside patient terminals(TVs) Empowering patients and families.
		Produce and Improve Patient Education Videos on What to Expect on the Hospital Website, Social Media Channels, etc.	Carried over from previous 2023/2024 Tactical Plan. Creating what to expect videos at different areas in our hospital will allow the piece of mind and prepare patients and families for what to expect.

		Implement PODS (Patient Oriented Discharge Summary) for Palliative Population in Alignment with the Collaboration with OHT	Currently Palliative specific POD working with OHT completing follow up calls with patients – Once we have tried for about 3 months adjustments would be made if needed and then rolled out across out area hospitals .
		Develop an Improved Care Plan for Caregivers to Support Newborns Experiencing Withdrawal Symptoms Post Birth	Change of policy and procedures from Neonatal Abstinence Practice to Eat, Sleep Console Guidelines. Re-education of physicians, pediatricians, staff and families
		Revamp Bipolar Education Videos for Patients and Families	Carried over from the 2023/2024 Tactical Plan. Bipolar video shown to patients by psychiatrist. Looking at updating and refreshing the current outdated material.
	2. Enhance the ability for patients, families, caregivers and staff to share feedback and be informed of progress made.	Create A Patient Relations Workflow Utilizing the Microsoft 365 Platform and RL6 Automation Features to Improve Feedback	Carried over from 2023/2024 Tactical Plan. Made into a more detailed initiative to improve our process of how we gather feedback using technology and a more streamlined approach
		Implementation of Safety Huddles Throughout the Organization (inclusion of patient and families in huddles)	Carried over from the 2023/2024 Tactical Plan. Initiated in Staff Development and O.R, this fiscal will continue to roll out to the entire organization.
		Standardize Surveys Organization Wide Using New Survey Platform Qualtrics	Carried over from 2023/2024 Tactical Plan. More defined initiative, to standardize the use of multiple survey platforms. Allowing all data to be accessed from one platform Qualtrics.
	3. Assist staff with work-life balance, enhance recognition, and help them through compassion fatigue	Recognition Policy/ Develop a Standard Process for Staff Recognition Weeks	Carried over from 2023/2024 Tactical Plan. In alignment with Just Culture, wellness and work life balance. Plan to develop process for recognition weeks organization wide.

4. Invest in staff through enhanced training, giving tools, equipment, techniques and coaching to help them work to the best of their ability.	GroWH Learning Program	Enhance Program- various workshops for staff. Elevate Leadership development
	Hospital Wide Migration to Microsoft 365	Cloud powered productivity platform enabling efficient communication and collaboration
	Offer High Fidelity Simulation Training	Utilizing high fidelity simulation manikin to offer realistic training to improve communication, teamwork, basic procedures and high intensity/low occurrence situations
	Growth of CCIS (Critical Care Information System) Integration Project	Improvement in data transfer from Oracle Health to CCIS (Critical Care Information System) providing real time data on patient status/acuity changes.
5. Bolster communication and teamwork across the hospital, between units, and within units.	Learn, Grow and Develop Cultural Pathways to Support Labouring and Post Partum Patients	Reach out to community members to learn how we can adapt our current practices to support additional cultures in our community
	Enhance Stroke Education and Training for Nurses and Allied Health Staff on M300 Unit	Ensures staff are up to date with best practice for stroke care and aphasia training. Plan to refresh the current learning module and assign to staff to complete.
	Certify Internal Resources to Provide Advanced Cardiac Life Support and Basic Life Support (ACLS/BLS) Training	Train staff members internally to provide certifications. Allowing an easier format to provide a one day training, in an accommodating environment.
	Implement Monthly Organization Wide Mock Codes	Increase staff knowledge and preparedness for different emergency situations. Providing continuous feedback and improvement as well as increasing staff awareness.

		Roll out Subjective Global Assessments (SGA) on All At-Risk Inpatients	Gold standard nutrition tool using a structural approach. SGA is a bedside method used to diagnose malnutrition and identify those that would benefit from nutrition care. Assessments include history, weight change, gastrointestinal systems and clinical evaluation.
		Evaluate the Effectiveness of the Team Engagement and Communication Framework	Consistently measuring and sustaining our approach to organizational communication to standardize hospital wide.
		Implementation of Inpatient CODE STEMI (ST Elevation Myocardial Infarction)	Organizational communication to streamline ST Elevation Myocardial Infarctions as they present in the hospital . This will allow for timely diagnosis, treatment and better patient outcomes.
		Increase engagement in the OPOC (Ontario Perception of Care) survey results for Mental Health	Carried over from 2023/2024 Tactical Plan. Twice yearly, survey. There was not allot of uptake. Investigating kiosks to access the survey when entering or leaving the hospital to increase patient engagement.
GROWING	1. Build a forward-looking plan to invest in capital projects, IT infrastructure and equipment needs that allows for sustainable growth.	Implement New Real Time Location System (RTLS)	Replacing current RFID (Radio Frequency Identification) system to a new Real-time Location System. Allowing improved reliability and location accuracy.
			


		Roll out new Chart Completion Process	The chart completion policy is currently in place. Next step is enforcing the new quarterly completion deadlines.
		Implement Oracle Health for the Woodstock Rehab Clinic	Carried over from 2023/2024 Tactical lan. Adopt electronic medical records at the WRC that will work for both health disciplines and physiatry.
		Explore the Possibility of Doing ERCP (Endoscopic Retrograde Cholangiopancreatography) at Woodstock Hospital	Exploring/Investigating the option of ERCPs being done at Woodstock Hospital. Allowing patients to have this procedure at WH rather than being transferred to another organization. This is used to diagnose and treat problems of the liver, gall bladder, bile ducts and pancreas combining the use of x-ray and endoscope.
		Explore the Possibility of Doing Pacemaker Insertion at Woodstock Hospital	Exploring the option of having pacemaker insertion at Woodstock Hospital. This would allow patients to have the insertion of a pacemaker device to control their irregular heart rate done at WH rather than being transferred to a cardiac centre.
		Renovation of Old Pharmacy Site to Accommodate New Clinic Space	Relocate the Pediatrician clinic from the Outpatient Clinic to a larger separate space

Renovation of Endoscopy	Carry over from 2023/2024 Tactical Plan. Renovations began Feb 2024. This will allow for the return of onsite reprocessing of scopes used during colonoscopies and gastroscopies. This allows us to meet CSA, IPAC and Accreditation Standards.
Renovation of Oncology Space	Tender to be completed end of March. Continued patient involvement of patient reps throughout the process. Construction to current site to being May/ June 2024
Renovation of Current Cafeteria Space	Capital approval, continued staff and PFAC engagement to come to final design then tender. Tender schedule is reliant on the final drawings.
Spatial planning for a 5, 10 and 20 Year Plan	Ongoing conversations with RPG to discuss the hospital growth and needs. Evaluate a plan for the next 5 years, 10 years and 20 years. Ongoing meetings with RPG. Looking at how we would use the space in New Medical Building, ongoing growth and capacity.
Doctor Office Renovation at the New Medical Building	Renovation at the New Medical Building to increase capacity. Renovation to accommodate 7 exam/procedure rooms, larger reception area and waiting rooms. Renovation to start March/April 2024.
Large Volume Infusion Pump Replacement	Begin replacement of current large volume infusion pumps in the last quarter. Will require all nursing staff to be trained on the new pumps organization wide.

		Explore a Closed Model CCU	Carried over from 2023/2024 Tactical Plan. Steps to completion include; stakeholder engagement, admission plan, increase CCU level 3 needs, critical care physician recruitment
	2. Leverage virtual care and redesign patient flow to enhance patient experience while promoting community health through physical distancing, where appropriate.	Streamline Processes for Staff/Patients and Families Regarding Co-Payment, Alternate Level of Care (ALC) and Repatriation	Create staff education outlining responsibilities, add information to patient welcome packages, expand information on hospital website, add information to patient chart in Oracle Health.
	3. Continue to advance our energy conservation management through sustainable use of energy and waste reduction.	Modification of Boiler Loop to Increase Efficiency	Carried over from 2023/2024 Tactical Plan. Natural gas savings initiative - reliant on ENBRIDGE- calculation potential savings for financial rebate
		Explore Options for Water Refill Stations	Explore options for installing water refill stations to help reduce waste of water bottles.
		Investigate Alternatives to Plastic Straws	Carried over from 2023/2024 Tactical Plan. Ongoing investigation to replace our current plastic straws with a more environmentally friendly option.
		Replacement of MDRD Cart Washer	Carried over from 2023/2024 Tactical Plan. New washer with shorter cycle time and current cart washer is end of life.

4. Anticipate and use digital technology that can help automate tasks and optimize productivity	One Chart Phase II Outpatient Expansion	15 distinct and interconnected projects being implemented over the next 2 years.
	Mental Health Electronic Health Record Expansion	Transition outpatient and inpatient health from paper to electronic documentation. Implementation late April 2024.
	Roll-out of the Electronic Medical Certificate of Death	WH is the first hospital in the province to Go Live with this new portal. 4 pilot physician goes live April 1, 2024, then plan to onboard additional physicans, nurses and clerks once the physicians are comfortable with the platform.
	Anesthesia Expansion	Transition intra-operative Anesthesia documentation from paper to electronic
	Dragon Medical One (DMO) Dictation	Train all DMO dictation to support compliance with Oracle Health documentation
	Implement Oracle Fusion	Carried over from 2023/2024 Tactical Plan. Oracle Health, the new Enterprise Resource Planning Software. Kick off Feb 2024, a fully cloud based, integrated modules; HR, absence, payroll, finance and procurement). Planned implementation Jan 3, 2025.
	Implement One Tube Project for Laboratory Specimen Labels On Demand	Carried over from 2023/2024 Tactical Plan. Label printing for lab specimens, ordered on demand to avoid overordering and mislabeled specimens.
	Utilize Power BI to Increase Real Time Reporting	Carried over from 2023/2024 Tactical Plan. Reviewing current processes, costing and options. Power BI, MS 365

5. Recruit and retain a highly skilled workforce and advocate for an increased range of services and specialists to serve the community.	Human Resources Strategic Plan 2023-2025	Evaluating our current and future workforce needs and establishing clear guidelines on recruitment, onboarding, training and retention.
	Physician Recruitment to Address Areas of High Need	Pediatrician
		Psychiatry
		Obstetrician
		Internal Medicine
	Explore a Volunteer Trainer Program	Explore a train the trainer program. Having veteran volunteers orientate new volunteers to their roles and assist with new volunteer onboarding
Implementation of Respiratory Technologist students at Woodstock Hospital	First time having Respiratory Therapy students at WH. Also involving the creation of a clinical instructor role	
Newborn Clinic to Support Early Discharge and /or Families With No Family Physician	Recognize families of newborns require additional support in the first 4-6 weeks of life. Additional support would hope to result in increased breast feedings rates and decreased immediate newborn complications resulting in less Emergency Room visits	
6. Continue to engage the community so we understand needs, report on progress, and adapt.	Enhance Uptake of Woodstock Hospital Quarterly Newsletter	Online newsletter platform to reach more of our community. The newsletter will include new programs, initiatives, events, recruitment, new physicians, patient stories and more.

		Host Community Connection Town Hall events	Carried over from 2023/2024 Tactical Plan. Plan engagement session at WH Spring/Fall to engage and gather feedback from our community
	7. Continue with sound fiscal management, lean organization structure, and ethical financial investments made.	Implement Scanning of all Remaining Outpatient Records and Fetal Monitoring Strips	To facilitate moving paper to digital format and to assist with better utilization of space in L880
		Optimize Space Utilization of L880	As identified there is a lot of space that can be better used
		Update and Improve Outpatient Interventional Procedures	Carried over from 2023/2024 Tactical Plan. Implement pre and post vitals monitoring with the Outpatient Clinic
CONNECTING 	1. Work towards care integration with our community partners through developing an Oxford and Area Ontario Health Team and actively participate at various community tables.	Oxford County Cyber Security Operation Centre	Partnering with TDMH/AHI on cyber initiatives
		Patient Flow and Access Committee LEGHO (Let's Go Home), Smoking Cessation, Weekly Collaboration HSCC (ALC)	Partnering with OHT to implement and support engagement in initiatives for smoking cessation, patient flow and ease of transition from hospital to home.
		Initiate/lead Emergency Preparedness Community Group	Carried over from 2023/2024 Tactical Plan. Connect and engage with community partners. Plan to facilitate regular meetings.
	2. Enhance discharge	Create PODS (Patient Oriented Discharge	PODS improve communication between patients and staff

	<p>planning and information sharing to support patients going back home into the community.</p>	<p>Summary) for Complex Care, Inpatient Rehabilitation and Patients Being Discharged to Long Term Care (LTC)</p>	<p>and promotes a seamless transition from hospital to home</p>
	<p>3. Work to enhance patient access to care and improve interactions between hospital and community services.</p>	<p>Bid on Specialized Care Services Contract to be Offered through Woodstock Rehabilitation Clinic (WRC)</p>	<p>Deliver specialized assessment, follow-up and treatment for injured workers through Upper Extremity and Occupational Health Hub Programs</p>
		<p>Work With Community Partners To Develop Wellness And Recovery Centre For Addictions and Mental Health</p>	<p>Proposal for 55 bed treatment centre. Working with community developers and looking for space to house this treatment centre in Woodstock's downtown core. Working with a multidisciplinary team.</p>
		<p>Explore the Possibility of Adding Acute Stroke/Integrated Stroke Unit</p>	<p>Carried over from 2023/2024 Tactical Plan. WH currently cares for acute care stroke patients, exploring this as a future possibility</p>
		<p>Expand Collection of Demographic Data to Understand How the Social Determinants of Health Effect Our Patients Access to Equitable Care</p>	<p>Carried over from 2023/2024 Tactical Plan. Work with our hospital community partners to collect demographic data electronic documentation, patient experience and incident management software to understand how the social determinants of health effect our patients access to equitable care. PRONO survey done to see what other hospitals are currently collecting. Plan to train all staff collecting the data, working with London</p>

4. Work with our community partners to create pathways for priority populations and further understand and address how social determinants of health impact patients' health, ability to access health care, and	Partner with Trillium Health Partners to offer WSIB Specialized Care Services	Deliver specialized assessment and treatment for injured workers through Neuro, Neck and Back and integrated Pain services
	Development of a BEDI (Belonging, Equity, Diversity and Inclusion) framework	Carried over from 2023/2024 Tactical Plan. Q3 change over of chair and co-chair roles
5. Collaborate to build a sense of community amongst health providers in this region while mapping their available services to enhance patient navigation.	Participate in OHT Working groups	Continue ongoing collaboration with our OHT (Ontario Health Teams) partners.
		Oxford Navigation/ Access and Flow Committee
		Patient Engagement Advisory Team
		Leadership and Strategy Council
		Collaboration Committee
	Collaborate with the CMHA/MHEART Crisis Team to Improve Communication and Mental Health Interventions for Mental Health Outpatient Services	Plan to re-invigorate WH's involvement. Meeting Twice yearly, to plug into L500 policies and discuss risks for outpatient mental health.
Work with community partners to conduct a Mock Code Silver exercise	Carried over from 2023/2024 Tactical Plan. Collaboration with community partners (Police/Fire/EMS and other Community Hospitals)	

Total Initiatives	84
Caring	15
Empowering	21
Growing	35
Connecting	13