

# STRATEGIC ACTIONS IN THREE WAVES



## Wave 1: Summer

2027

KEY DIRECTION 1: Helping Families be Healthy and Get the Best Care	Executive Sponsor	Project Lead
1. Create an innovative model for the IWK Village that is patient care and community focused and draws on the experience and knowledge of employees, physicians and patients/families: <ul style="list-style-type: none"> <li>Care delivery elements to be designed by care teams.</li> <li>Encourage innovative delivery models based on best practices.</li> </ul>	Allan Horsburgh	Stephen Smith
2. Assess and review program leadership structures including: <ul style="list-style-type: none"> <li>Review and make recommendations on program groupings to reflect patient care and organizational needs.</li> <li>Finalize and implement the co-leadership model in healthcare decision-making.</li> </ul>	Dr. Robin Walker Jocelyn Vine	Dr. Krista Jangaard Helen Morrison
3. Define the IWK's role in Women's Health and develop a framework for an expanded Women's Health Program. This will begin with a concentration on breast health and emergency services for gynaecology/obstetrics.	Jocelyn Vine	Ann McCabe (Emerg. Services for Gynaecology/Obstetrics) Joanne Robar (Breast Health)
4. Establish a comprehensive e-health strategy that identifies opportunities for information technology to improve patient care and create efficiencies.	Mary-Ann Hiltz	TBD

### KEY DIRECTION 2: Becoming a High Performance Organization

5. Raise the bar on leadership and team effectiveness through management development, strategic thinking, coaching and mentoring. <ul style="list-style-type: none"> <li>Build leadership capacity in collaboration, co-leadership and accountability.</li> <li>Focus on management skill development.</li> </ul>	Anne McGuire	Theresa Rogers
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### KEY DIRECTION 3: Using Resources Wisely

6. Undertake alternative service delivery reviews to increase efficiency in the IWK's Support Services. The first review will result in recommendations on management of food services.	Allan Horsburgh	Steve Smith (Food Service)
7. Undertake an alternative care delivery review that includes recommendations on staffing models (Models of Care Project), as well as a future focus on the rationalization of care areas to realize efficiencies in use of space and resources and to provide more seamless and cost-effective patient care.	Jocelyn Vine	Sylvia Warren (Models of Care) Heather Simmons
8. Apply a business intelligence model that uses benchmarking and efficiency data to identify ways to make the most of current and future resources.	Mary-Ann Hiltz	Ferne Mardlin-Smith Merrilyn White

### KEY DIRECTION 4: Keeping Patients Safe

9. Identify an expert project team to review current harm based data and recommend projects for improvement, and to review current patient safety culture data and recommend projects to enhance patient safety culture and awareness. <ul style="list-style-type: none"> <li>This team will map out the steps required to achieve a strong patient safety culture and a harm reduction strategy.</li> </ul>	Mary-Ann Hiltz	Darlene Boliver Holly Murphy
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### KEY DIRECTION 5: Being the Best Teachers and Researchers

10. Develop a Strategic Overview for Research that includes investment in infrastructure, a growth plan for research aligned with IWK's Strategic Plan and engagement of IWK internal and external communities with IWK Research. <ul style="list-style-type: none"> <li>The Overview will include a framework for knowledge transfer and explore Research Chair possibilities.</li> </ul>	Dr. Pat McGrath	Yasmin Ali
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## Wave 2: Winter 2008

KEY DIRECTION 1: Helping Families be Healthy and Get the Best Care	Executive Sponsor	Project Lead
1. Develop a strategy that will define and determine the future direction for the IWK in the expansion of healthcare services to youth.	Jocelyn Vine Dr. Robin Walker	Angela Arra-Robar Dr. Mark Bernstein
2. Define and position the IWK's role in Primary Health and develop a framework to deliver the Primary Health mandate.	Anne Cogdon	Kristin Roe

KEY DIRECTION 2: Becoming a High Performance Organization	Executive Sponsor	Project Lead
3. Develop a physician/dentist resource plan and planning cycle for physician/dentist resource prioritization.	Dr. Robin Walker	Marion Lakenman Dr. Gerard Corsten
4. Establish a public education plan to create awareness and knowledge of the IWK's evolving role and mandate including our growth agenda in women's health, primary health, research and mental health, leveraging the equity of our strong positioning around children's care.	Kathryn London-Penny Robbie Shaw	Kelly Morrissey Sara Napier
5. Design a strategy to advance a healthy workplace, reflecting work-life balance, wellness, recognition, respect, open communication and an effective performance management system.	Bernadette Purcell	Sarah MacKeigan Cathy Lockhart
6. Create a diversity and inclusion strategy for the IWK, focusing on human resource and organizational policies and patient care.	Anne Cogdon	Kristin Roe Burcu Kaptan/Diane O'Reilly

KEY DIRECTION 3: Using Resources Wisely	Executive Sponsor	Project Lead
7. Investigate and advance a rewards and incentive program to drive efficient use of resources.	Allan Horsburgh	Chris Baldwin
8. Design a framework to align resource allocation decisions with the IWK's strategic priorities, based on the use of best available evidence.	Allan Horsburgh	Executive Leadership Team
9. Identify capital equipment, space and infrastructure needs to prepare for Health Centre requirements in the next decade.	Anne McGuire Robbie Shaw	Brad Jacobs

## Wave 3: 2009

KEY DIRECTION 1: Helping Families be Healthy and Get the Best Care	Executive Sponsor	Project Lead
1. Design an inclusive patient/family centred care model.	Anne Cogdon	Robin England
2. Undertake a clinical service review to align care services with our vision and mission and evolving mandate.	Jocelyn Vine Dr. Robin Walker	TBD

KEY DIRECTION 2: Becoming a High Performance Organization	Executive Sponsor	Project Lead
3. Design and establish a talent management strategy with attention to recruitment, retention and succession planning.	Bernadette Purcell	TBD

KEY DIRECTION 3: Using Resources Wisely	Executive Sponsor	Project Lead
4. Develop a comprehensive plan for increased revenue generation.	Allan Horsburgh	Chris Baldwin

KEY DIRECTION 5: Being the Best Teachers and Researchers	Executive Sponsor	Project Lead
5. Develop a strategy to increase support and awareness for the teaching role at the IWK.	Dr. Pat McGrath	TBD

REVISED: February 15, 2008

