

# London Health Sciences Centre's three-year Strategic Plan charts course to 2013

## Strategic planning at LHSC

LHSC's strategic plan was recently refreshed. The strategic plan is a three-year plan spanning April 2010 to March 2013. It sets out the corporate priorities and work during this time frame.

"The 2010 – 2013 plan identifies four strategic directions that provide a stable path forward," says Cliff Nordal, President and CEO. "Within each of these directions, there are defined goals, performance targets, and projects that will guide our work over the next few years."

The strategic plan is a rolling, three-year plan. Each year it will be updated and extended for another year.

"Taking this approach allows us the flexibility to course correct as needed, remove completed projects, launch new ones, and make adjustments to reflect emerging priorities," says Roy Butler, Integrated Vice-president of Quality, Strategy and Performance.

Here is a brief overview of the 2010 – 2013 strategic directions, goals, and performance targets. For more detailed information, please go to the strategic plan website on the intranet.

# LHSC Strategic Plan 2010 – 2013

## Leading in service and care delivery

### Define and realize our community, regional and provincial/national roles within an integrated health system.

Given the evolving roles of health care delivery within the LHIN, the demographics of the population we serve, fiscal challenges facing LHSC and ongoing patient access and occupancy issues, it is both timely and necessary to define and realize a vision for our future clinical services. Within three years, we will:

- Define the areas of excellence, from both a clinical and research perspective, where LHSC strives to be leaders
- Define our care and service roles within an integrated health system and clearly articulate those services/roles that we will no longer provide or will be provided elsewhere in the community
- Develop and begin to implement a plan to achieve the clinical service vision

### Complete the transfer of programs and redevelopment initiatives.

From 2010-2013, several program transfers and redevelopment initiatives associated with Milestone 2 Phase 2 and Milestone 2 Phase 3 will be achieved, such as:

- Transfer of perinatal and women's health from St. Joseph's to LHSC
- Relocation of several services to the North Tower

## Improving Quality and Safety

### Achieve best quartile performance for hospital infections

Infections have become an increasing burden in health care. Progress has been made in our infection control practices over the past two years, but this continues to be an area requiring strategic investment and attention. Through improvement in environmental cleaning, antibiotic stewardship, infection control practices, as well as our processes for recognizing and managing sepsis, the following will be attained:

- Best quartile performance in relation to our peers for Methicillin Resistant Staphylococcus Aureus (MRSA), Vancomycin Resistant Enterococcus (VRE) and Clostridium Difficile infection rates.
- 10% improvement in our Hospital Standardized Mortality Ratios

### Achieve target occupancy levels while optimizing access to care

Through our clinical services visioning, participation in regional and provincial initiatives, and our own internal process redesigns, we will develop new ways of delivering care that improves our inpatient occupancy and access. Within three years, the following will be achieved:

- Average occupancy rates in Medicine / Surgery of 96%
- 20-25% improvement in key performance indicators of access (e.g. number of days with restricted access to the region, wait times for admission from emergency)

## Strengthening culture, values and people

### Foster a culture and environment that supports teams and individuals to contribute to excellent care and service

The goal moving forward is to strengthen the investment in our people and continue to foster a culture where staff and physicians are supported by, and in turn are committed to, the organization. Outcome of this work will include:

- Improvement in staff attendance rates
- Employee commitment scores higher than the average of our peer hospitals
- 80% of staff will have a current performance development plan in place

### Develop high performing leaders

LHSC is committed to developing staff potential to ensure that we have a talented pool of leaders poised to move into progressive leadership positions. Within three years, the following will be achieved:

- 80% of leadership vacancies will be filled by qualified, internal applicants
- Leaders will have an annually updated and current performance development plan in place
- Staff perceptions of leadership above average in relation to our peers

## Advancing research, learning and innovation

### Becoming an internationally recognized leader in team-based simulation, education and training

Through the establishment of Canadian Surgical Technologies and Advanced Robotics (CSTAR), resources and infrastructure are in place to provide team-based simulation education and training. This is an area where LHSC is poised to lead on the international stage and to leverage our technologies and resources to further advance the training and skill development of our own staff, physicians and students. We will:

- Establish UWO endowed Chairs in Simulation and Minimally Invasive Surgery and a UWO technology succession endowment
- Leverage team-based simulation to enhance competencies of our staff, physicians and students
- Expand international presence in Asia, Europe, and the United States and enhance our industry partnerships

### Establish and advance personalized medicine

Personalized medicine is defined as "the right dose of the right drug for the right patient at the right time." It represents the integration of data specific to a patient's genetic makeup, dietary and environmental influences, and clinical or disease states to identify more precise or tailored treatment options for an individual patient. Within the next three years, the following will be achieved:

- Opening of clinical investigation unit at University Hospital
- Renovation and opening laboratories at University Hospital
- Demonstration of clear evidence of transferring the knowledge of personalized medicine into care delivery at LHSC

The detailed 2010 – 2013 Strategic Plan is available on the LHSC intranet homepage under the heading Strategic Planning.