



REGIONAL INFECTION  
CONTROL NETWORKS

South Western Ontario

Strategic plan 2010-2013

# *Looking Back and Moving Forward*

## **SOUTHWESTERN ONTARIO INFECTION CONTROL NETWORK Strategic Plan for 2010-2013**

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The Southwestern Ontario Infection Control Network (SWOICN) has completed a process to update its strategic plan and identify future directions and priorities. The strategic plan for the network was developed with the extensive involvement of its internal and external stakeholders. Planning steps carried out included the following:

- Members of the SWOICN Steering Committee established project terms of reference in the spring of 2009 and selected an external planning consultant to help facilitate the process.
- The consultant completed an environmental scan through a review of documented information and interviews with key informants drawn from the Steering Committee and other stakeholder groups carried out in August 2009.
- On September 23, 2009 about 30 participants consisting of the Steering Committee and other network members participated in a full-day facilitated planning session. The group reviewed and expanded the environmental scan information, engaged in visioning and idea generation exercises and developed preliminary versions of the strategic directions.
- A discussion paper was then distributed on-line to session participants and other key stakeholders in October to collect further input.
- On November 3, 2009 SWOICN staff, the Medical Coordinator and the Steering Committee Chair reviewed the feedback from the discussion paper, made minor revisions to the goals and objectives and developed a preliminary implementation plan. The group also linked the SWOICN objectives with the objectives in the recently issued strategic plan of the Ontario Agency for Health Promotion and Prevention.

The final plan will be presented to the SWOICN Steering Committee for approval on November 29, 2009. It will then be used to guide the Network's continued evolution over the coming challenging years.

Attached:    The Environmental Context  
              Vision Elements  
              Goals and Objectives  
              Links to OAHPP Plan

Separate Cover:   Preliminary Implementation Plan

November 16, 2009

## THE ENVIRONMENTAL CONTEXT

The following “SWOT” analysis (strengths, weaknesses, opportunities and threats) for SWOICN was assembled from the environmental scan data and input from participants in the planning process.

<b>Strengths:</b>	<ul style="list-style-type: none"> <li>Leadership within the provincial network system</li> <li>Current sound financial condition</li> <li>Excellent resources</li> <li>Good response times</li> <li>Ability to apply technology to resource delivery</li> <li>Staff and Steering Committee knowledge base</li> <li>Good cross-sectoral representation</li> <li>Central rural location</li> <li>Well regarded by stakeholders</li> </ul>
<b>Weaknesses:</b>	<ul style="list-style-type: none"> <li>Visibility in the healthcare community in SW Ontario</li> <li>“Brand” awareness</li> <li>Limited time and capacity to focus on all health care sectors</li> <li>Challenges with geography and distances</li> <li>Diverse member characteristics and needs</li> <li>Need for role clarification vis-à-vis Public Health</li> </ul>
<b>Opportunities:</b>	<ul style="list-style-type: none"> <li>Heightened awareness and accountability re: IPC</li> <li>Engaging health care leaders in the region</li> <li>Potential benefits with transfer to OAHPP</li> <li>Engagement of London Health Sciences Centre</li> <li>Increased use of technology</li> <li>Targeting specific sectors</li> <li>Connections with major academic centre</li> <li>Increased partnering/strengthening network aspect of role</li> </ul>
<b>Threats:</b>	<ul style="list-style-type: none"> <li>Economic situation and potential decline in funding</li> <li>Staffing changes and transition challenges</li> <li>“Mandate creep” into other areas</li> <li>Potential loss of autonomy with transfer to OAHPP</li> <li>Managing expectations with limited staffing</li> <li>Some perceptions of duplication of programs</li> <li>Potential for liability, blame, “scapegoating”</li> <li>Sustainability of services and resources</li> <li>Political uncertainties</li> </ul>

Any strategic initiatives undertaken by SWOICN will need to build on strengths, rectify weaknesses, capitalize on opportunities and address threats.

## **VISION ELEMENTS**

A vision statement describes the “preferred future state” of an organization and its stakeholders. Planning session participants completed a visioning exercise to identify the following elements of a preferred future for SWOICN. These represent the aspirations of the network over the next several years:

- **A strong regional leadership profile in infection prevention and control**
- **Expanded network initiatives that are responsive to the needs of stakeholders**
- **Innovative development and delivery of products and services**
- **Significant impact on improved IPAC outcomes for stakeholders**

## **GOALS AND OBJECTIVES**

The following goals and objectives have emerged from the planning process. They relate to sectoral targeting, partnering, resource development and outcome measurement.

### **GOAL ONE: Target Services to Specific Sectors**

- 1.1 Assess the infection prevention and control needs of targeted health care sectors.
- 1.2 Identify existing IPAC resources to meet assessed needs.
- 1.3 Develop sector-specific recommendations, training and supports.

### **GOAL TWO: Increase Partnering**

- 2.1 Facilitate connections between stakeholders and individuals/agencies offering or requiring expertise and support.
- 2.2 Continually reinforce SWOICN roles in the broader IPAC context.
- 2.3 Increase academic connections.
- 2.4 Engage health care leaders to support organizational culture change to the benefit of IPAC.
- 2.5 Raise the profile of SWOICN by creating greater brand awareness.

### **GOAL THREE: Develop Innovative Resources.**

- 3.1 Further develop e-learning applications and other on-line electronic resources.
- 3.2 Continue to develop and roll out train-the-trainer models.
- 3.3 Continue to research and implement alternative methods of program delivery.

### **GOAL FOUR: Measure and Monitor Outcomes.**

- 4.1 Create process and outcome measurements to assess SWOICN’s impact.
- 4.2 Develop a performance monitoring system for network operations.

### LINKAGES TO OAHPP STRATEGIC PLAN

	1	2	3*	4	5	6	7	8	9
1.1				X	X	X			X
1.2				X	X				
1.3				X	X	X			X
2.1	X			X	X	X		X	X
2.2						X		X	X
2.3							X	X	X
2.4					X			X	X
2.5							X		X
3.1				X	X		X		X
3.2				X	X		X		X
3.3				X	X		X		X
4.1				X					X
4.2		X			X				X

\* Currently outside RICN mandate

#### OAHPP Objectives

1. Provide timely, accurate and complete results and reports
2. Add value to data through surveillance activities
3. Collaborate to undertake research which is relevant and responsive
4. Provide training, tools and educational support to build capacity in our partners
5. Provide field support in our areas of expertise
6. Support the health system with effective and coordinated emergency management during public health emergencies
7. Build our organization
8. Develop partnerships
9. Enhance capacity in the public health system

## PRELIMINARY IMPLEMENTATION PLAN

### GOAL ONE: Target Services to Specific Sectors

#	Objective	Strategies	Responsibility	Time Frame
1.1	Assess the infection prevention and control needs of health care sectors.	<ul style="list-style-type: none"> <li>• Determine priorities and resource requirements for health care sectors (acute care, non-acute care, CCH, EMS, LT care facilities, etc.)</li> <li>• Establish sectoral advisory panel of area leaders and experts</li> </ul> <p><u>Deliverables:</u> Sector specific needs information; priorities; advisory panels in place</p> <p><u>Outcome:</u> Increased understanding of stakeholder needs; expanded contact across sectors</p>	SWOICN staff	<p>June 2010 for first sector</p> <p>All sectors by early 2012</p>
1.2	Identify existing IPAC resources to meet assessed needs.	<ul style="list-style-type: none"> <li>• Investigate and leverage work already completed by other ICNs</li> </ul>	SWOICN staff	June 2010 for first sector
1.3	Develop sector-specific recommendations, training and supports.	<ul style="list-style-type: none"> <li>• Canvas each sector for gaps and needs in practice, knowledge, systematic training and resources</li> <li>• Establish resource development priorities</li> <li>• Develop resource(s)</li> <li>• Pilot and finalize</li> <li>• Deliver and evaluate</li> </ul> <p><u>Deliverables:</u> New “products” in place</p> <p><u>Outcome:</u> Increased use of SWOICN resources; increased stakeholder satisfaction, higher profile in HC community</p>	SWOICN staff	<p>Dec. 2010 for first sector</p> <p>All sectors by late 2012</p>



		<ul style="list-style-type: none"> <li>• Create opportunities to interact with medical students (e.g. guest lectures)</li> <li>• Discuss opportunities for implementation and uptake of research findings</li> <li>• Collaborate with neighbouring RICNS on joint messaging to common academic institutions</li> </ul> <p><u>Deliverables:</u> Curriculum assessment; lectures; agreements <u>Outcome:</u> Increased presence of IPAC within various curricula</p>	Medical Coordinator N. Coordinator	Complete by Sept. 2011
2.4	Engage health care leaders to support organizational culture change to the benefit of IPAC.	<ul style="list-style-type: none"> <li>• Identify “champions” in each sector (<i>“quick win”</i>)</li> <li>• Request leaders in infectious diseases and IPAC to subscribe to e-newsletter</li> <li>• Develop a champion job description</li> </ul> <p><u>Deliverables:</u> List of leaders; job description <u>Outcome:</u> Involvement and support of key leaders</p>	Steering Com. Coordinator	April 2010
2.5	Raise the profile of SWOICN by creating greater brand awareness.	<ul style="list-style-type: none"> <li>• Identify specific sectors where we need to be known</li> <li>• Develop marketing strategy targeted to above groups</li> <li>• Leverage provincial messages where appropriate</li> </ul> <p><u>Deliverable:</u> Completed marketing strategy <u>Outcome:</u> Increases awareness and understanding of SWOICN role and activities</p>	Coordinator and SC Chair	Strategy complete March 2011

**GOAL THREE: Develop Innovative Resources**

#	Objective	Strategies	Responsibility	Time Frame
3.1	Further develop e-learning applications and other on-line electronic resources.	<ul style="list-style-type: none"> <li>Engage and articulate software to deliver short instructional materials suitable for posting on-line (<i>“quick win”</i>)</li> <li>Develop videoconferences and webinars suitable for lunch and learns</li> <li>Archive on OTN</li> <li>Develop marketing methods for the above in addition to e-newsletter</li> </ul> <p><u>Deliverables:</u> Additional electronic resources <u>Outcomes:</u> Increased use of SWOICN resources; increased stakeholder satisfaction</p>	SWOICN staff	June 2010  Complete January 2012
3.2	Continue to develop and roll out train-the-trainer models.	<ul style="list-style-type: none"> <li>Decide on topics to develop based on evaluations and inquiries</li> <li>Develop content for binder (<i>“quick win”</i>)</li> <li>Roll out by partnering on Public Health education days</li> </ul> <p><u>Deliverable:</u> Bank/library of TTT resources <u>Outcome:</u> Increased use of SWOICN resources; increased number of IPAC trained HCWs</p>	SWOICN staff	June 2010  Fall 2010
3.3	Continue to research and implement alternative methods of program delivery.	<ul style="list-style-type: none"> <li>Determine target sectors based on priorities established in Objective 1.1</li> <li>Set parameters including time frame, outcome, players, elements, resources</li> <li>Identify best practices (literature and operationalization) and develop policy and procedure templates including those relevant to evidence based education in IPAC</li> <li>Circulate draft for feedback and distribute finalized version</li> </ul> <p><u>Deliverable:</u> Standardized policies and procedures adopted and adapted by organizations <u>Outcome:</u> Consistency in practice across the LHIN</p>	SWOICN staff	Dec. 2010 for first sector  All sectors complete Jan. 2013

**GOAL FOUR: Measure and Monitor Outcomes**

#	Objective	Strategies	Responsibility	Time Frame
4.1	Create process and outcome measurements to assess SWOICN's impact.	<ul style="list-style-type: none"> <li>• Develop outcome measurements for CIC education initiatives</li> <li>• Develop measurements of impact of “in-services on demand”</li> <li>• Develop measurements of effective “knowledge translation”</li> <li>• Measure before and after compliance with policies and procedures</li> </ul> <p><u>Deliverables:</u> Indicators shared with stakeholders  <u>Outcome:</u> Improved planning and decision making re: SWOICN resources and interventions</p>	SWOICN staff	Dec. 2010 for first sector  All sectors complete Sept. 2102
4.2	Develop a performance monitoring system network operations.	<ul style="list-style-type: none"> <li>• Review literature to assess possible elements</li> <li>• Review practices of other ICNs (<i>quick hit</i>)</li> <li>• Review measures in OAHPP strategic plan</li> <li>• Collect input from Steering Committee</li> <li>• Develop draft Balanced Scorecard</li> <li>• Approval by Steering Committee</li> </ul> <p><u>Deliverable:</u> Balanced Scorecard reviewed at each Steering Committee meeting  <u>Outcome:</u> Increased network accountability</p>	SWOICN staff	Complete by end of fiscal year March 2010

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