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# Waterloo Wellington Infection Control Network

*Strategic Plan 2007 - 2010*  
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[www.ricn.on.ca](http://www.ricn.on.ca)

# Waterloo Wellington Infection Control Network

## *Strategic Plan 2007 – 2010*

### *Table of Contents*

<i>Executive Summary</i> .....	<b>3</b>
<i>Waterloo Wellington Infection Control Network (WWICN)</i> .....	<b>5</b>
<i>Clients</i> .....	<b>6</b>
<i>Vision</i> .....	<b>9</b>
<i>Strategic Directions</i> .....	<b>10</b>
<i>Partnership Strategy</i> .....	<b>11</b>
<i>Communication Strategy</i> .....	<b>12</b>
<i>Knowledge Transfer Strategy</i> .....	<b>13</b>
<i>Information Strategy</i> .....	<b>14</b>
<i>WWICN Strategic Activity Timeline</i> .....	<b>16</b>
<i>Towards the Future</i> .....	<b>20</b>

# Waterloo Wellington Infection Control Network

## *Strategic Plan 2007 – 2010*

### **Executive Summary**

In June 2004, the Ministry of Health and Long-Term Care (MOHLTC) released Operation Health Protection, a blue print for improving public health system coordination, effectiveness and accountability. Central to Operation Health Protection is the improvement of coordination of and access to infection prevention and control resources for all sectors of the health care system. One of the means to achieve this goal is the development of Regional Infection Control Networks (RICNs).

The Waterloo Wellington Infection Control Network (WWICN) was officially launched in July 2006. Since that time, the WWICN has rapidly become an integral part of the infection prevention and control system in the Waterloo Wellington area

The WWICN Steering Committee initiated a strategic planning process in November 2006 to outline the preliminary strategic steps necessary to define the Network and its immediate needs. Through a facilitated process, the WWICN Steering Committee developed a preliminary Vision, Mission, and Strategic Directions.

Also in November 2006, the MOHLTC Strategic Planning and Implementation Branch convened a meeting of the RICN Network Coordinators, Medical Coordinators and Steering Committee Chairs to collaboratively develop a common strategic framework for advancing the work of all of the RICNs. The result of this planning session was a Provincial RICN Strategic Framework that defined the collective Vision and Strategic Directions for the next three years.

The WWICN Steering Committee reviewed their preliminary work in the context of the provincial plan. Through a collaborative, stakeholder driven planning process, WWICN reviewed and aligned its initial strategy and defined a meaningful, measurable three year plan for the organization.

## **Waterloo Wellington Infection Control Network Vision**

In three years, WWICN will be widely recognized as the regional source for relevant Infection Prevention and Control best practice information. WWICN will have:

- Developed strong, effective and supportive collaborative partnerships
- Provided regional and provincial leadership on Infection Prevention and Control (IPAC) initiatives
- Improved IPAC education across the Waterloo Wellington continuum of care, through the provision of consistent, accessible evidence-based tools and resources to support standardized best practices across the continuum of health care based on local needs
- Built an effective communication infrastructure and processes to ensure the seamless bidirectional communication with partners
- Connected IPAC professionals across the area and province to improve knowledge sharing
- Improved health outcomes related to IPAC

To attain this Vision, WWICN aligned its original key strategic directions with the Strategic Directions detailed in the Provincial Strategic Framework.

### **Provincial RICN Strategic Directions**

- 1) Knowledge Transfer Strategy
- 2) Communication Strategy
- 3) Partnership Strategy
- 4) Information Strategy

These strategic directions and their associated activities provide the WWICN with a collaboratively developed road map for attaining the desired outcomes of the three year vision. The strategic activities are outlined in Appendix A.

This strategic plan is one that meets local needs while aligning with the provincial directions outlined for all RICNs. It is a methodical approach to effectively and efficiently apply the knowledge, skills and passion of the WWICN staff and partners to work toward improving infection prevention and control in Waterloo Wellington.

## Waterloo Wellington Infection Control Network (WWICN)

The Waterloo Wellington Infection Control Network (WWICN) provides service to the Waterloo Wellington area. The Waterloo Wellington area has a population of approximately 698,900 people which is roughly 5.5% of Ontario's total population. The Waterloo Wellington area is a rich blend of rural and urban communities. Approximately 85% of the population of residents live in the urban areas of Guelph, Cambridge, Kitchener, Waterloo, and close to 100,000 individuals reside in the rural areas.

In the next ten years it is estimated that the seniors' population in the Waterloo Wellington area will grow significantly from 11.5% (80,600) of the population in 2005 to 14%(112,060) in 2015, creating a huge demand for long-term, home and community-based care. This will result in a growing demand for the services of the WWICN as new agencies become operational.

The area is also home to several of the country's most well respected post-secondary schools including – University of Guelph, University of Waterloo, Wilfrid Laurier University and Conestoga College Institute of Technology and Advanced Learning. Many of these institutions have health care programs. This is an opportunity for the WWICN to influence and educate service providers with respect to best practices even before they enter the work force.

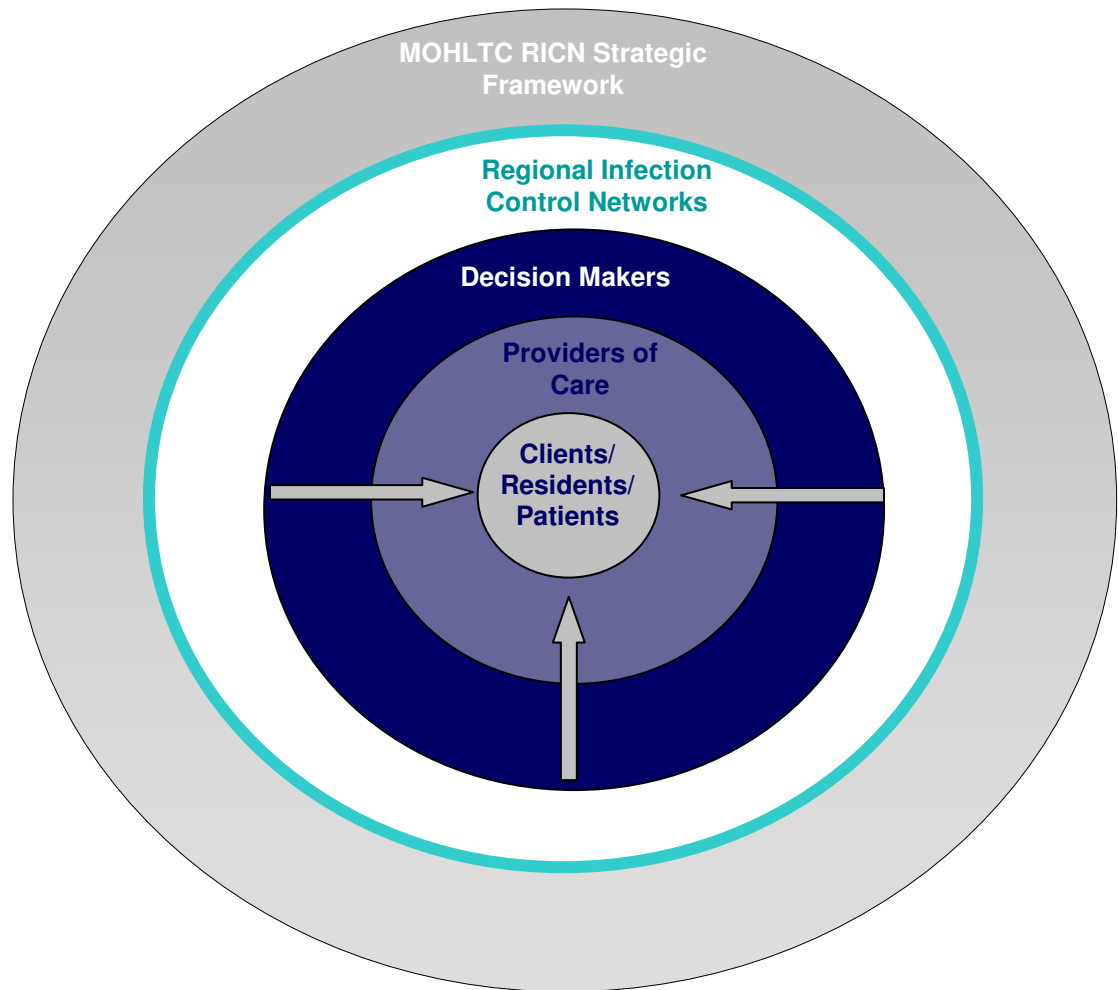
WWICN operates in a complex, multi-stakeholder healthcare continuum that includes:

- 8 Hospital Corporations - with 10 sites
- 35 Long-Term Care homes
- 4 Community Health Centres - with 3 satellites
- 1 Community Care Access Centre
- 32 Community Support Service programs
- 19 Community Mental Health and Addiction programs
- 2 Public Health Units

In addition, Emergency Medical Services (EMS), retirement homes, group homes, primary care providers and some regional organizations not funded through the LHIN are partners of the WWICN.

## Clients

The RICNs operate in a complex, multi-stakeholder environment. As depicted in the schematic below, the major client groups consist of Clients/Residents/Patients, Providers of Care and Decision Makers.



### Clients / Residents/ Patients

While Clients / Residents/ Patients in the Waterloo Wellington area are clearly the beneficiaries of the efforts of the WWICN, there is not a direct interface at this level. The impact on this group is only through the actions of the WWICN on the other key client groups.

### **Providers of Care**

The front line healthcare practitioners and Infection Control Professionals (ICPs) represent one of the target markets of the WWICN. WWICN provides healthcare practitioners with the education and knowledge necessary to ensure the successful prevention and control of infectious diseases at the patient interface.

### **Decision Makers**

Senior management from hospitals, community care providers, public health, CCACs, MOHLTC, and other organizations, are another key target client of WWICN. WWICN recognizes key decision makers will direct front line healthcare practitioners, who will provide improved patient care and infection control.

WWICN understands that data is fundamental to influencing decision makers. Evidenced-based data, standardized indicators and best practices will provide decision makers with a compelling rationale for making infection prevention and control a fundamental part of their organizational strategy and operations.

### The WWICN Clients

The following table presents the key WWICN client groups, along with their regional membership and the specific value that the WWICN provides to each group. The value of the RICNs that was defined through the provincial planning process has also been included to demonstrate the high degree of alignment of the WWICN with the provincial directions for RICNs.

Client Group	WWICN Representatives	The Value the WWICN Provides	The Provincial View
<b>Decision Makers</b>	Senior administrators in: Acute Care Long Term Care Community Care CCACs Homecare Municipalities Academic Institutions Waterloo Wellington LHIN Public Health Administrators EMS Administrators General practitioners in the community Infectious Disease MDs Non-healthcare groups of interest	WWICN reduces risk and the associated costs of infectious diseases through proactive regionally-relevant provider education and support services	RICNs facilitate the collection, analysis and dissemination of evidence-based infection prevention and control best practices to improve quality, minimize risk and reduce the costs associated with infections and infectious diseases.
<b>Providers of Care</b>	Front Line <ul style="list-style-type: none"> <li>• Acute</li> <li>• Non-Acute</li> <li>• Community</li> <li>• Public Health</li> <li>• Allied Health</li> </ul> Support Providers <ul style="list-style-type: none"> <li>• ICPs</li> <li>• Public Health</li> <li>• OH&amp;S</li> </ul> Physicians Emergency Service Providers Personal Service Workers Housekeeping	WWICN connects healthcare providers and support staff with regionally-relevant IPAC education and resources that improve patient care and improve provider safety	RICNs improve the quality and safety of infection prevention and control by front line healthcare practitioners through proactive education and knowledge transfer

## Vision

The WWICN and all RICNs have been charged with a mandate to:

“Maximize coordination and integration of activities related to the prevention, surveillance and control of infectious diseases across all healthcare sectors and for all healthcare providers.”

The WWICN has taken a proactive approach to clearly defining how to fulfill this mandate. Through a facilitated strategic planning process, a detailed vision was defined that clearly states where the WWICN will be in three years time.

### **Waterloo Wellington Infection Control Network Vision**

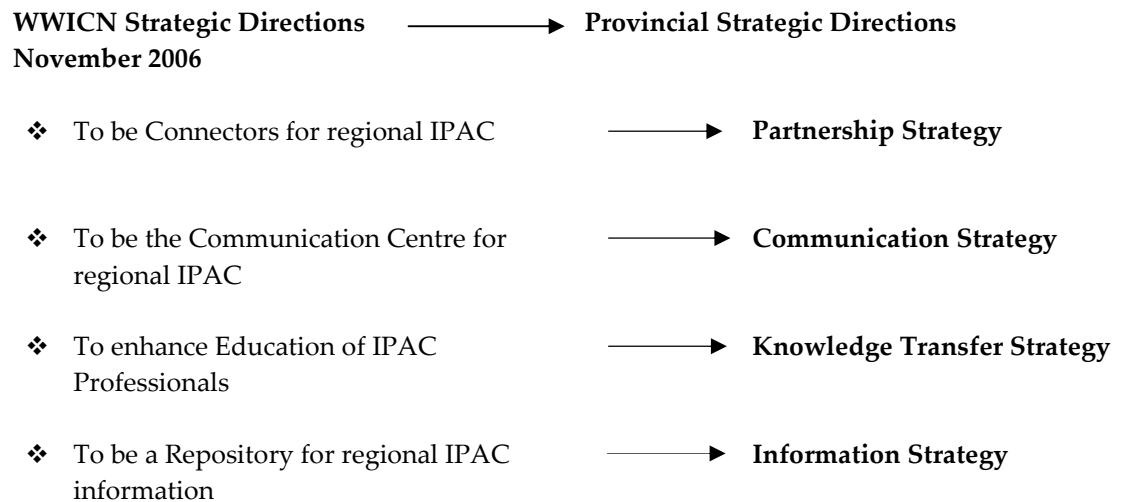
In three years, WWICN will be widely recognized as the regional source for relevant Infection Prevention and Control best practice information.

WWICN will have:

- Developed strong, effective and supportive collaborative partnerships
- Provided regional and provincial leadership on Infection Prevention and Control (IPAC) initiatives
- Improved IPAC education across the Waterloo Wellington continuum of care, through the provision of consistent, accessible evidence-based tools and resources to support standardized best practices across the continuum of health care based on local needs
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## Strategic Directions

Four key strategic directions were identified throughout the strategic planning processes of the other RICNs which helped to build the foundation of the Provincial RICN Strategic Framework. Not surprisingly, there is a high degree of alignment between the WWICN's original directions and the provincial directions, as noted below:



To support the realization of the WWICN Vision and remain in alignment with the Provincial RICN Strategic Framework, the WWICN Steering Committee has adopted the strategic direction labels used in the provincial plan to represent the strategic activities that will be developed, implemented and measured over the next three years.

The WWICN Vision and Strategic Directions have been designed to identify and represent regional IPAC needs and promote best practices across the Waterloo Wellington region. The WWICN strategy is designed to be reflective of and responsive to regional needs and realities while aligning with provincial RICN Vision and Strategic Directions.

## Partnership Strategy

### WWICN Partnership Strategy

*“WWICN will be the connectors to IPAC professionals with respect to best practice within our network as well as across the province. There are gaps between people, practices, organizations, sectors, and the WWICN will be the connection that closes these gaps. There is regional IPAC expertise but with stronger linkages and by enhancing and forming new partnerships, the WWICN will help IPAC practice to become even stronger.”*

The WWICN Partnership Strategy will focus on the integration and coordination of WWICN strategic and operational activities with the other RICNs. The RICNs and their respective Network Coordinators, Medical Coordinators and Steering Committees represent an invaluable resource for the development of practical advice that supports all RICN strategic directions. WWICN will continue to work closely with their partner RICNs to build on regional successes in knowledge transfer, communication, partnership and information management.

### Partnership Strategy Results

- 95% of hospitals, long term care homes, retirement homes and community agencies are working in active partnership with the WWICN (signed partnership agreements)
- Clear roles, responsibilities and accountabilities for WWICN and other regional partners (acute care, LTC, Community Care, Public Health Units) in the Waterloo Wellington IPAC system
- WWICN “Champions” developed in all sectors across Waterloo Wellington LHIN to advocate for WWICN
- Alignment of WWICN activities with Provincial directions and all other Regional Infection Control Networks

## Communication Strategy

### **WWICN Communication Strategy**

*The formation of Regional Infection Control Networks provides the opportunity for standardizing communications around IPAC best practice within Waterloo Wellington and across the province. WWICN will triage information from PIDAC, MOHLTC, and other reputable sources to send to the membership. Communication strategies will facilitate partnerships with public health and other agencies when working on joint communication strategies.*

The WWICN Communication and Marketing strategic direction will focus on the development of bidirectional communication channels between WWICN, its clients and partners, and the development of targeted messaging that will influence IPAC uptake and utilization amongst partner organizations.

The WWICN Communication Strategy must be designed to raise the profile of WWICN within the Waterloo Wellington healthcare continuum, establish effective channels for the communication of the identified value propositions and improve brand awareness and market penetration.

### **Communication Strategy Results**

- Comprehensive, dynamic RICNAC database of partners/clients and their communication preferences (including acute, LTC, community and physicians)
- Established, effective channels of communication between WWICN and its partners
- 100% brand awareness among decision makers as measured by Year 3 brand awareness follow up survey
- 100% brand awareness among ICPs and front line providers in Waterloo Wellington as measured by Year 3 brand awareness follow up survey (WWICN seen as a trusted resource)
- Individual and organizational excellence in IPAC identified, measured and showcased

## Knowledge Transfer Strategy

### WWICN Knowledge Transfer Strategy

*“WWICN will enhance education of IPAC professionals, future IPAC professionals and other health care providers.”*

Through the WWICN Knowledge Transfer Strategy, WWICN will actively engage, measure and report on the current level of IPAC knowledge across the Waterloo Wellington continuum of care. WWICN will further work with the MOHLTC, PIDAC and the other RICNs to ensure that the best practice guidelines and other educational products meet regional needs and are delivered in an accessible and usable format that is easily understood and incorporated into regular healthcare practice.

Upon development and endorsement of IPAC best practice documents, the WWICN will serve as an established and effective communication channel for their timely dissemination.

The WWICN Knowledge Transfer Strategy will also focus on encouraging the practical application of best practices, moving from simply informing ICPs to encouraging, supporting and measuring best practice implementation and utilization.

### Knowledge Transfer Strategy Results

- 50% increase in the number of ICPs that are CIC certified
- 100% Core Competency education of targeted groups
- Comprehensive, accessible and well referenced regional IPAC database/resource library
- Consistent approach to IPAC across the system through common messaging, language and tools

## Information Strategy

### WWICN Information Strategy

*“The WWICN will be the central location for information on IPAC. This includes knowing who has expertise in the community and where information on IPAC is located”*

The final focus of the WWICN Information Strategy is the encouragement of consistent, standardized policies and procedures. The Information Strategy will strive to facilitate the adoption of common IPAC language, policies and procedures across partner agencies. Working with the Communication Strategy, this component of the Information Strategy will focus on ensuring that all partners across the continuum of care have the information necessary to create informed IPAC policies and procedures.

WWICN recognizes that to be truly effective, best practice information must be received, adopted and implemented by the end users of the information. Through the Information Strategy, WWICN will work actively with PIDAC and all other RICNs to implement standardized measurement tools associated with PIDAC best practice documents and provide timely and relevant feedback on adoption, utilization and impact of such documents on clinical practice in the Waterloo Wellington.

### Information Strategy Results

- Standardized IPAC policies and procedures across all sectors on:
  - Common signage
  - Education
  - Resources
  - Surveillance
  
- ARO strategies completed and fully implemented across the continuum of care

- Clear, active role of WWICN in focused regional surveillance and benchmarking for defined infections
- Consistent surveillance practices within WWICN and across the province
- Measurable and communicated progress towards attainment of WWICN Vision

### WWICN Strategic Activity Timeline

Strategic Direction	2007	2008	2009	Targeted Results
<b>Partnership Strategy</b>  <i>“Connectors for IPAC in Waterloo Wellington”</i>	Partnership Agreements signed with WWICN Acute Care partners	Signed Partnership Agreements with remaining Long Term Care Partners as resources permit	Sign Partnership Agreements with Community Care Partners as resources permit	95% of regional healthcare providers are working in active partnership with the WWICN (signed partnership agreements)
	Developed RICNAC database for implementation across 14 RICNs	Completed inventory of WWICN partners/stakeholders compiled in RICNAC database	Database maintained	Accurate contact database of community partners including acute care, long term care homes, public health, community agencies, EMS, etc
	Contribute to the development of an effective Provincial RICN governance and accountability structure	Contributed to the PIDAC, provincial RICN and regional RICN strategic plans		Alignment of WWICN activities with Provincial direction and all other regional infection control networks
	Annual partner forum held	Annual partner forum held	Annual partner forum held	WWICN “Champions” developed in all sectors across Waterloo Wellington to advocate for IPAC best practice
	Participated in:			
	<ul style="list-style-type: none"> <li>• PIDAC Communicable Diseases Subcommittee &amp; RICN Subcommittees</li> </ul>			
Populated ARO Working Group, Communication Subcommittee, Education Subcommittee with representative membership		Continue to ensure representation from across continuum on all subcommittees and working groups where appropriate	Clear roles, responsibilities and accountabilities for WWICN and other regional partners (acute care, LTC, Community Care, Public Health Units) in the Waterloo Wellington IPAC system	

Strategic Direction	2007	2008	2009	Targeted Results
<p><b>Communication Strategy</b></p> <p><i>“Communication Centre for IPAC in Waterloo Wellington”</i></p>	<p>Completed inventory of WWICN partners/stakeholders compiled in RICNAC database</p>	<p>Maintained inventory</p>	<p>Maintained inventory</p>	<p>Comprehensive, dynamic RICNAC database of partners/clients and their communication preferences (including acute, LTC, community and physicians)</p>
	<p>Detailed Communication Plan designed and executed, including targeted marketing tools providing client-specific messaging and required communication channels and technologies to support. To include:</p> <ul style="list-style-type: none"> <li>• Inventory of existing marketing tools</li> <li>• Newsletter/website with relevant information</li> <li>• Media releases for significant events</li> <li>• Videoconferencing equipment for WWICN office and another location in WWICN area</li> <li>• Collaborated with Public Health to identify communication links</li> </ul>	<p>Executed Communication Strategy</p>	<p>Refined and modified Communication Strategy based on feedback</p>	<p>Established, effective channels of communication between WWICN and its partners</p>
	<p>Complete baseline survey of brand awareness and preferred mode of communication amongst decision makers and providers of care</p>			<p>100% brand awareness among decision makers, ICPs and front line providers as measured by Year 3 brand awareness follow up survey</p>
	<p>Annual General Meeting structure developed and planning complete</p>	<p>AGM held and success evaluated through attendance and attendee satisfaction survey</p>	<p>AGM held and success evaluated through attendance and attendee satisfaction survey</p>	
	<p>Showcase specific partnership successes through communication tools (web portal, news releases)</p>	<p>Showcase specific partnership successes through communication tools (web portal, news releases)</p>	<p>Showcase specific partnership successes through communication tools (web portal, news releases)</p>	<p>Individual and organizational excellence in IPAC identified and showcased</p>

Strategic Direction	2007	2008	2009	Targeted Results
<b>Knowledge Transfer Strategy</b>  <i>“Education of IPAC Professionals”</i>	Completed Needs Assessment and identified baseline educational needs and regional priorities		Surveyed partner IPAC needs relative to 2007 baseline	
	Developed educational plan based on regional needs (including physician engagement)	Implemented educational plan	Implemented educational plan	
	Core Competency roll-out to acute care partners, including evaluation of uptake and utilization	Core Competency roll-out to non-acute partners, including evaluation of uptake and utilization	Support Core Competency project, including evaluation of uptake and utilization	100% Core Competency education of targeted groups
	Developed working groups to review/customize PIDAC guidelines and plan regional implementation	Review/customize PIDAC guidelines and plan regional implementation	Review/customize PIDAC guidelines and plan regional implementation	Consistent approach to IPAC across the system through common messaging, language and tools
	Developed and supported CIC study groups			50% increase in the number of ICPs that are CIC certified
	Respond to local needs and requests for inservices, education sessions, videoconferences, teleconferences, etc.			
	Annual CEO IPAC breakfast held	Annual CEO IPAC breakfast held	Annual CEO IPAC breakfast held	
	Acquired materials (texts, videos, tool kits) for use in WWICN programming and to loan to members	Acquired materials (texts, videos, tool kits) for use in WWICN programming and to loan to members	Acquired materials (texts, videos, tool kits) for use in WWICN programming and to loan to members	Comprehensive, accessible and well referenced regional IPAC database/resource library

Strategic Direction	2007	2008	2009	Targeted Results
<b>Information Strategy</b>  <i>“Repository for IPAC Information and Expertise”</i>	Development of an evaluation tool (Balanced Scorecard) including: <ul style="list-style-type: none"> <li>• identified surveillance targets,</li> <li>• impact of WWICN education and training</li> </ul>	Implemented evaluation tool (Balanced Scorecard)	Implemented evaluation tool (Balanced Scorecard)  Evaluated WWICN Strategic progress relative to evaluation tool (Steering Committee to make necessary Strategic adjustments and report to MOHLTC)	Measured and communicated progress towards attainment of WWICN Vision
	In collaboration with PIDAC, RICNs and Public Health Branch, defined standardized indicators and data collection process. Formalized RICN role in surveillance with CMOH, MOHLTC, PIDAC, PHUs	Survey of existing surveillance tools within the Waterloo Wellington and across the Province completed		Clear, active role of WWICN in focused regional surveillance and benchmarking for defined infections  Consistent surveillance practices within WWICN and across the province
	ARO Working Group & other subcommittees	Communicated recommendations for consistent policies and procedures on: <ul style="list-style-type: none"> <li>• Common signage</li> <li>• Education</li> <li>• Resources</li> <li>• Surveillance</li> </ul>	Present recommendations for consistent policies and procedures to key decision makers within partner organizations	Standardized IPAC policies and procedures across all sectors on: <ul style="list-style-type: none"> <li>○ Common signage</li> <li>○ Education</li> <li>○ Resources</li> <li>○ Surveillance</li> </ul>

## **Towards the Future**

Through the development of this document, the Waterloo Wellington Infection Control Network (WWICN) has defined a proactive Strategic Plan that builds upon past operational successes and strategic planning efforts. The result is a collaboratively developed Strategic Plan that aligns with the Provincial RICN framework while maintaining a primary focus on addressing the IPAC needs of the Waterloo Wellington region.

The WWICN is committed to the implementation of this plan and to supporting IPAC development in the Waterloo Wellington area and at the provincial level by working with stakeholders in all areas of health care.