Ontario Veterinary College
Health Sciences Centre
Integrated Plan
2012-2017

Planning Environment

• Goal setting and assessment process ~ 3 years
  – Retreats twice per year with managers
• Engagement with Veterinarians, Hospital Advisory Committee, Administration managers, PHC Interim Director, ESM&RC committee, ACC committee, feedback on direction from faculty
• Integrating the OVC HSC plan into the Departments: Example – Clinical Studies
Planning Environment
Context

Future Direction Needs to be Decided

Central Questions:
• What is the future of the Veterinary Clinical Education Program?
• What is the strategy?
• What are the options?
Planning Environment

Vision:
• Healthier animals for a better world

Mission:
• OVC HSC provides a comprehensive and innovative clinical environment for experiential learning and discovery through excellent patient care and client experience.

Mandate:
• Ensuring the OVC HSC is a financially viable organization to support the veterinary clinical education and research programs
OVC HSC Organizational Structure

The OVC HSC administration is structured into five areas:

1) Operations and Service Delivery
2) Workforce Effectiveness
3) Finance and Administration
4) Client Service
5) Quality Assurance and Risk Management

OVC HSC Organizational Structure

The OVC HSC is comprised of 5 clinical areas:

1) Hill’s Pet Nutrition Primary Healthcare Centre
2) Animal Cancer Centre (ACC)
3) Equine Sports Medicine and Reproduction Centre (ESM&RC)
4) Specialty Hospital for Companion Animals
5) Specialty Hospital for Large Animals,
6) Ruminant Field Service
Planning Environment

OVCHSC Strategic Imperatives (Goals) for 2012-2017

– Deliver excellent patient care
– Enhance the Client Experience
– Plan and Maintain Facilities & Capital Projects
– Maximize Operational Efficiency
– Ensure Fiscal Viability and Provide Timely Reporting

Multiple areas within the OVC HSC are responsible in a collaborative environment to work towards the successful realization of these imperatives.

Planning Themes:

1. Values, Relationships, Communication
2. BSc and DVM Classroom and Laboratory Learning
3. Patient/Client-based Learning, Research and Healthcare
4. Research and Graduate program
5. Fiscal Viability
College Planning Themes:

1. Values, Relationships, Communication
2. BSc and DVM Classroom and Laboratory Learning
3. Patient/Client-based Learning, Research and Healthcare
4. Research and Graduate program
5. Fiscal Viability

Theme 1: Values, Relationships, Communication

Goal 1: Enhance the Client Experience (Internal and External)

Objective 1: To meet and exceed client expectations

Actions:
- By area, define optimal client experience, summarize current experience, identify gaps and expectations for optimal experience
- Engage OVC HSC community in committee membership to develop and shape the project: (1) define current and optimal client experience, (2) create client contact centre, (3) implement telephony project, and (4) enhance companion animal client admitting and reception area
- Recruit client services manager (current open position)
- Provide Client Service training to all staff who have the potential to enhance the client experience
- Review and map all finance and administrative functions with departments and College to see where efficiencies may be gained
- Ensure everyone strives for a collegial workplace
Theme 1: Values, Relationships, Communication

Goal 1: Enhance the Client Experience (Internal and External)

Objective 2: Further develop HSCis interfaces to make system user-friendly, capture all activity, provide meaningful data for stakeholders

Actions:
• Implement HSCis updates that allow selection of correct species for correct lab tests
• Develop and execute a plan with IT to have Radiance and Omni-Cell interfaces complete

Objective 3: Enhance internal communications to create a collaborative environment for effective and optimized service delivery

Actions:
• Continue with monthly meetings (4x) with staff to gather ideas on enhanced workflow processes
• Schedule monthly meetings with supervisors and their respective groups to ensure the lines of communication remain open and issues are addressed in a timely manner
• Determine key benchmarks and report requirements for timely reporting: monthly (HAC, PHC); q semester (faculty/OVC) and disseminate monthly
• Ensure Client Experience is covered in orientation for interns, grad students (DVSc, new Veterinarians)
• Provide training resources for staff
• Replace current internal telephony system (CCS)
Theme 1: Values, Relationships, Communication

Goal 1: Enhance the Client Experience (Internal and External)

Objective 4: Develop service area income reports (revenue less direct costs); fee review for services; and Dashboard tool to enable ‘real-time’ decision making

Actions:
- Establish clearly defined service areas and develop a set of useful reports in conjunction with service area
- Reinstate fee-review committee (LAC/SAC)

Objective 5: Improve relationships with clients and referring veterinarians

Actions:
- Develop client communication vehicles by redesigning the client information brochure and development of an electronic newsletter
- Improve processes for addressing client questions and concerns through engagement with faculty and staff – first meeting with HAC/clinic heads. Ensure actions are implemented to prevent recurrences
- Finalize and launch the new OVC HSC website
- Determine feasibility of a relationship manager (ROI position)
- PHC – follow up with inactive clients (>12 months) and correct reasons / avoid recurrences
Theme 1:
Values, Relationships, Communication

Goal 1: Enhance the Client Experience (Internal and External)

Objective 6: Reduce client concerns letters/emails (logged) by 75% from >30/month to <5/month

Actions:
- Improve process for addressing client concerns
- Develop a tracking system that provides specific information on concerns that can be used to analyze and address gaps

Theme 3:
Patient/Client-based Learning, Research and Healthcare

Goal 1: Maximize Operational Effectiveness

Objective 1: Implement OVC Operations plan to create an effective and efficient operation to support patient care, a great client experience, student learning, and discovery

Actions:
- Ensure completion of comprehensive job fact sheets (JFS)
- Recruit supervisors for new organizational model
- Review current schedules with Clinic Heads, service chiefs, and CMO and match clinic resources to clinical activity
- Develop hospital schedules that match clinician’s needs with tech support
- Implement Workforce Effectiveness tool to automate processes, data capture
Goal 1: Maximize Operational Effectiveness

Objective 2: Enhance financial analysis, reporting, and decision support resources to clinicians and staff to allow them to make informed choices

Actions:
- Provide meaningful financial analysis to specific area groups to aid in decision making: monthly revenue and every semester income reports

Goal 1: Maximize Operational Effectiveness

Objectives 3: Review inventory stores and depot location to optimize inventory management

Actions:
- Determine optimum stock levels required to support clinical need
- Determine ideal central locations for supplies – easy to access for clinicians
Theme 3: Patient/Client-based Learning, Research and Healthcare

Goal 1: Maximize Operational Effectiveness

Objectives 4: Create an Human Resource Management (HRM) strategy that takes the overarching objectives of the OVC HSC and provides integrative strategies to realize objectives

Actions:
• Work with staff relations to map OVC HSC goals, staffing needs with HRM strategy
• Standardize and develop clear guidelines and processes for recruiting and orienting staff and clinicians – who is responsible for agenda topics, orientation, templates, SOPs

Objectives 5: Ensure Standard Operating Procedures (SOPs) are implemented and committees are formed to address operational efficiency, risk management, and service delivery

Actions:
• Complete key SOPs: clinical privileges, compliance with SOPs, controlled substances, etc.
• Ensure health and safely issues are addressed proactively
Theme 3: Patient/Client-based Learning, Research and Healthcare

Goal 1: Maximize Operational Effectiveness

Objectives 6: Continue refinement and expansion of the HSCis and optimize HSCis training

Actions:
- Develop and train HSCis areas around: autotransmission of discharge summary, improvements to lab interface, scanning of referral documents, custom reporting creation, Radiance/PACS/Omicell interface, and Phase 3 training

Goal 2: Plan and Maintain Facilities and Capital Projects

Objective 1: Develop the 5-10 year OVC HSC facilities plan that addresses space, equipment, maintenance and other expected infrastructure costs while ensuring future areas of risk for Health & Safety are addressed

Actions:
- Recruit Facilities Manager (College)
- Engage faculty to create 5-year facilities plan
- Realign OVC HSC space to optimize cross-functional team work and collaboration
- Ensure representation on health and safety committee and take recommendations to HAC
Theme 3: Patient/Client-based Learning, Research and Healthcare

Goal 2: Plan and Maintain Facilities and Capital Projects

Objective 2: Collaborate with users and continue to review Capital Expenditure (CAPEX)

Actions:
• Expand the CAPEX committee to include HAC, define roles, guiding principles
• Review list at HAC and solicit feedback and ideas for inclusion/exclusion on the list

Objective 3: Establish a client service contact centre

Actions:
• Review previously created Client Contact Centre plan for required staffing levels
• Identify physical space
• Form committees for the 4 areas of the Client Experience Project and develop action plans for each area (see Client Experience Goal)
Theme 3: Patient/Client-based Learning, Research and Healthcare

Goal 2: Plan and Maintain Facilities and Capital Projects

Objective 4: Renovate Specialty Hospital – Companion Animals: Reception, Billing, and Admitting Area

Actions:
- Create design of area in consultation with users
- Develop project plan
- Support development of a fundraising plan
- Form committees for the 4 areas of the Client Experience Project and develop action plans for each area (see Client Experience Goal)

Goal 3: Deliver Excellent Patient Care

Objective 1: Develop and work with Clinical Studies regarding two new clinical areas of focus – Minimally Invasive Procedures unit and the Mobility and Recovery Centre to enhance patient care and quality of life (College Integrated Plan)

Actions:
- Engage stakeholders in collaboration w/ CS – Minimally Invasive Procedures unit and the Mobility and Recovery Centre; ensure funding sources to address resource requirements are established
- Form committee to address: program purpose, operational plan (resources), facilities, equipment, funding, marketing & promotion, fundraising
Theme 3: Patient/Client-based Learning, Research and Healthcare

Goal 3: Deliver Excellent Patient Care
Objective 2: Empower staff to be engaged in their work and committed to providing high quality patient care

Actions:
• Build collaboration and engagement with faculty, staff and Veterinarians through increased contact time (drop in sessions, monthly meetings)
• Implement PHC Advisory Board Action Items to deliver the best Primary Healthcare experience
• Enhance role clarity - revise JFS and recruit supervisors

Theme 5: Fiscal Viability

Goal 1: Ensure Fiscal Viability and Deliver Timely Reports
Objective 1: Create accurate treatment packages/estimates to decrease client concerns and to ensure all activities are captured and billed

Actions:
• Evaluate when to use treatment packages; prepare treatment estimates and protocols for at least 6 services (incl. LAM/LAS)
Theme 5: Fiscal Viability

Goal 1: Ensure Fiscal Viability and Deliver Timely Reports

Objective 2: Ensure all clinical areas of focus that require resources have funding plans in place

Actions:

• Participate in OVC clinical areas of focus meetings and ensure funding plans to pay for resources are in place
• Identify payroll costs by service area, view current and historical staffing levels for effective staff scheduling through the new Workforce Effectiveness Information System
• Ensure human resources are best matched with areas of operational need through creating a flexible workforce

Objective 3: Establish a balanced budget model that works towards identifying costs for student learning

Actions:

• Decide on approach to balancing the budget (eg. Growth, reductions, etc).
• Determine budget components, including what and how to determine costs for student learning w/out OVC HSC
• Determine budget owners
• Create 2012/2013 budget
Theme 5: Fiscal Viability

Goal 1: Ensure Fiscal Viability and Deliver Timely Reports

Objective 4: Determine the key benchmarks that will be reported and frequency. Review actuals vs. budget targets. Develop goals and strategies to achieve key benchmarks

Actions:
• PHC – prepare benchmarks; report on budget vs actual results; develop goals
• Review fees for services to ensure market competitiveness and considering cost structure
• Reinstate fee evaluation committees (SH-LA, SH-CA)
• Determine PHC marketing plan to expand profile (growth targets)
• Determine budget components
• Determine budget owners

Actions:
• Participate in College meetings to discuss various solutions to address fiscal viability of the HSC
• Provide service level revenue reports monthly to HAC; once per semester to DC/DMT to include direct expenses
• Automate bi-weekly time-capture processes and streamlined practices through a new Workforce Effectiveness system
Moving Forward

• Opportunity for an integrated approach to plans
• Joint planning process, engage faculty, Veterinarians, staff across College to discuss possible solutions
• Shift to a culture of social enterprise (i.e. one where the HSC is recognized to have both social and business objectives)
• Breakeven/fiscal responsibility
• Determine future of the clinical education programs

Moving Forward

Discussion of Fiscal Viability with the OVC Community – As part of the OVC Integrated Plan Accreditation Discussion, April 24

Please come and bring ideas!
• Questions? Feedback?