



Business, People Development and Personal Commitments (2009–2010)

Rik Ganderton, President and Chief Executive Officer

■ Business Commitments

<p>Objective 1A</p> <p>Lead RVHS to financial and operational stability through the implementation of the 2009–10 operating plan</p>	<p>METRIC ➔ 2009–10 Operating Plan and H-SAA metrics achieved by March 31, 2010</p> <p>METRIC ➔ Lead the implementation of a comprehensive reporting process for all programs and services, which highlights operational, quality and risk issues and mitigation strategies, by March 31, 2010</p> <p>METRIC ➔ Lead the development of a principle-based, decision-making framework/process to guide resource allocation decisions in an open and transparent fashion by June 30, 2009</p>
<p>Objective 1B</p> <p>Lead the continued rollout of LEAN to support the transformation of RVHS culture and improvement of RVHS processes</p>	<p>METRIC ➔ Reduce the number of patients with ALOS greater than eight hours by 10% from 2008–09 levels</p> <p>METRIC ➔ All managers and directors participate in Lean expert training by March 31, 2010</p> <p>METRIC ➔ Seven value streams undertaking Kaizen events by March 31, 2010</p> <p>METRIC ➔ At least 500 staff and 30 physicians to have participated in one or more Lean activities by March 31, 2010</p> <p>METRIC ➔ 70% of Kaizen improvement metrics to show they are meeting targets or an upward trend in performance within 90 days of the completion of the event</p>
<p>Objective 1C</p> <p>Lead the implementation of RVHS’s approach to the LHIN Clinical Services Plan (CSP) and the LHIN 1% Challenge</p>	<p>METRIC ➔ Develop a HSIP for the implementation of the CSP for Cardiac Services by September 30, 2009</p> <p>METRIC ➔ Support the development of at least one HSIP supporting the 1% challenge by December 31, 2009</p>
<p>Objective 1D</p> <p>Lead the development of a utilization management program that reduces conservable days</p>	<p>METRIC ➔ Reduce conservable days from 2008–2009 levels by 30% by March 31, 2010</p> <p>METRIC ➔ Implementation of standardized order sets and care paths for two of the top conservable day CMGs (Stroke, COPD, CHF, Pneumonia, Vag delivery without complication) by March 31, 2010</p>

Objective 1E	
<p>Lead the organization to a successful opening of the RVAP expansion and specifically the ED, CCC beds and DI space</p>	<p>METRIC ➔ Support the redevelopment and opening of the ED, fracture clinic and DI space by August 10, 2009 and the opening of the CCC beds by October 30, 2009</p> <p>METRIC ➔ Support the development of opening plans for the north addition by May 31, 2009</p>
Objective 2	
<p>Lead RVHS to substantially improved quality and safety environment through an organization-wide quality and safety focus for patients and staff</p>	<p>METRIC ➔ Maintain HSMR between 90 and 100 throughout 2009–2010</p> <p>METRIC ➔ Maintain, during 2009–10, rates for C-diff, MRSA and VRE at or below 2008–09 publicly reported levels</p> <p>METRIC ➔ Achieve 95% compliance with Safer Healthcare Now! initiatives for VAP, CLI and SSI</p> <p>METRIC ➔ Lead the increased compliance with hand-washing requirements and achieve a 40% compliance with MOHLTC standards by March 31, 2010</p> <p>METRIC ➔ Achieve three-year accreditation (with conditions) by March 31, 2010</p> <p>METRIC ➔ Reduce total WSIB musculoskeletal-related claims in 2009–10 by 25% from 2008–09 (from 66 total MSK-related claims (includes 40 lost time and 26 health care claims) in 2008–09 to 50 total MSK-related claims projected for 2009–10)</p>
Objective 3	
<p>Implement Enterprise Risk Management Framework</p>	<p>METRIC ➔ Lead the implementation of a program and services-based Risk Identification, Risk Monitoring and Risk Mitigation Plan for RVHS by March 31, 2010</p> <p>METRIC ➔ Lead the implementation of a Risk Mitigation Program for the identified top corporate risks by September 30, 2009</p>

■ People Development

Objective 1	
<p>Support the implementation of a formal talent management strategy by introducing a talent assessment and development system</p>	<p>METRIC ➔ Talent assessment and development process completed for all directors in RVHS by December 31 2009 using tools provided by Development Dimensions International (or similar)</p> <p>METRIC ➔ Organizational Learning to have completed management and leadership technical and behavioral competency development training for all managers by March 31, 2009</p>
Objective 2	
<p>Support the implementation of a computer-based coaching program</p>	<p>METRIC ➔ At least 25% of managers and above to have commenced computer-based coaching program by March 31, 2010</p>
Objective 3	
<p>Support the role out of Halogen Support tool</p>	<p>METRIC ➔ Leadership competency review (using OHA/RVHS competency model) for all managers on 360° basis by March 31, 2010</p> <p>METRIC ➔ All managers and above develop PBCs for 2009–10 by May 31, 2009</p>

■ Living our Values

<p>Objective 1</p> <p>Be accountable by publishing these personal goals and objectives, and have the degree of achievement objectively evaluated by the Board</p>	<p>METRIC ➔ Publication in <i>e-Echo</i> and other media of my objectives. An evaluation conducted by the Board with summary results published by the Board by June, 2010</p>
<p>Objective 2</p> <p>Lead the transformation of RVHS Culture to one that focuses on employee engagement</p>	<p>METRIC ➔ Ensure that a second “Worklife Pulse” survey is conducted in the January to March quarter of 2010 and that red flags are reduced from eight to four</p> <p>METRIC ➔ Lead the integration of giving to the Foundation into the RVHS culture so that 75% of RVHS managers participate by giving to the Foundation by March 31, 2010</p>
<p>Objective 3</p> <p>Lead the transformation of RVHS Culture to one that focuses on patient satisfaction</p>	<p>METRIC ➔ Improve overall patient satisfaction (as measured by NRC Picker) by 5% points</p>
<p>Objective 3</p> <p>Lead the community engagement strategy implementation</p>	<p>METRIC ➔ Personally (and with other senior team members) conduct at least 24 community presentations related to RVHS, healthcare and broadening our communities understanding of RVHS</p>

■ Personal Development

<p>Objective 1</p> <p>Enhance my knowledge and understanding of transformation and maintaining and enhancing quality in a changing environment.</p>	<p>METRIC ➔ Attend industry conferences, workshops or participate in computer-based training on these topics with at least 20 hours of content</p>
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