

Changes to the System Strategy Map

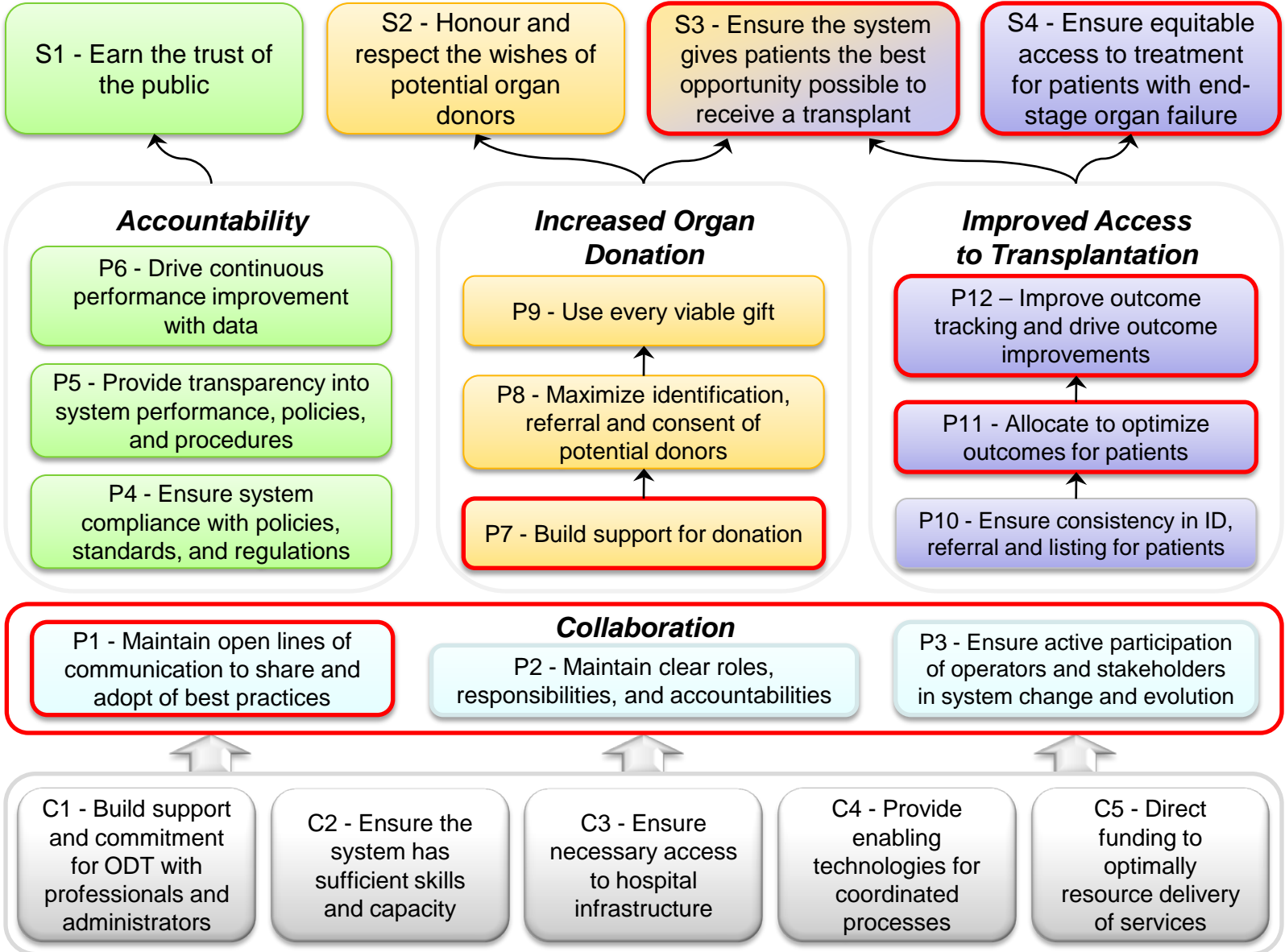


In our last meeting, we reviewed a draft ODT System Strategy Map

- Recall that a strategy map...
 - Communicates the ultimate outcomes the system should achieve and the path to achieving them in an easily-consumed format
 - Articulates the strategic hypotheses such that they can be tested and adapted over time
 - Supports system governance by creating a context for measurement and accountability
- The OEC and Steering Committee had feedback for suggested revisions to the map



A trusted and self-sufficient system for Canadian patients by 2016



ODT Strategy Map - Proposed Changes (1 of 2)

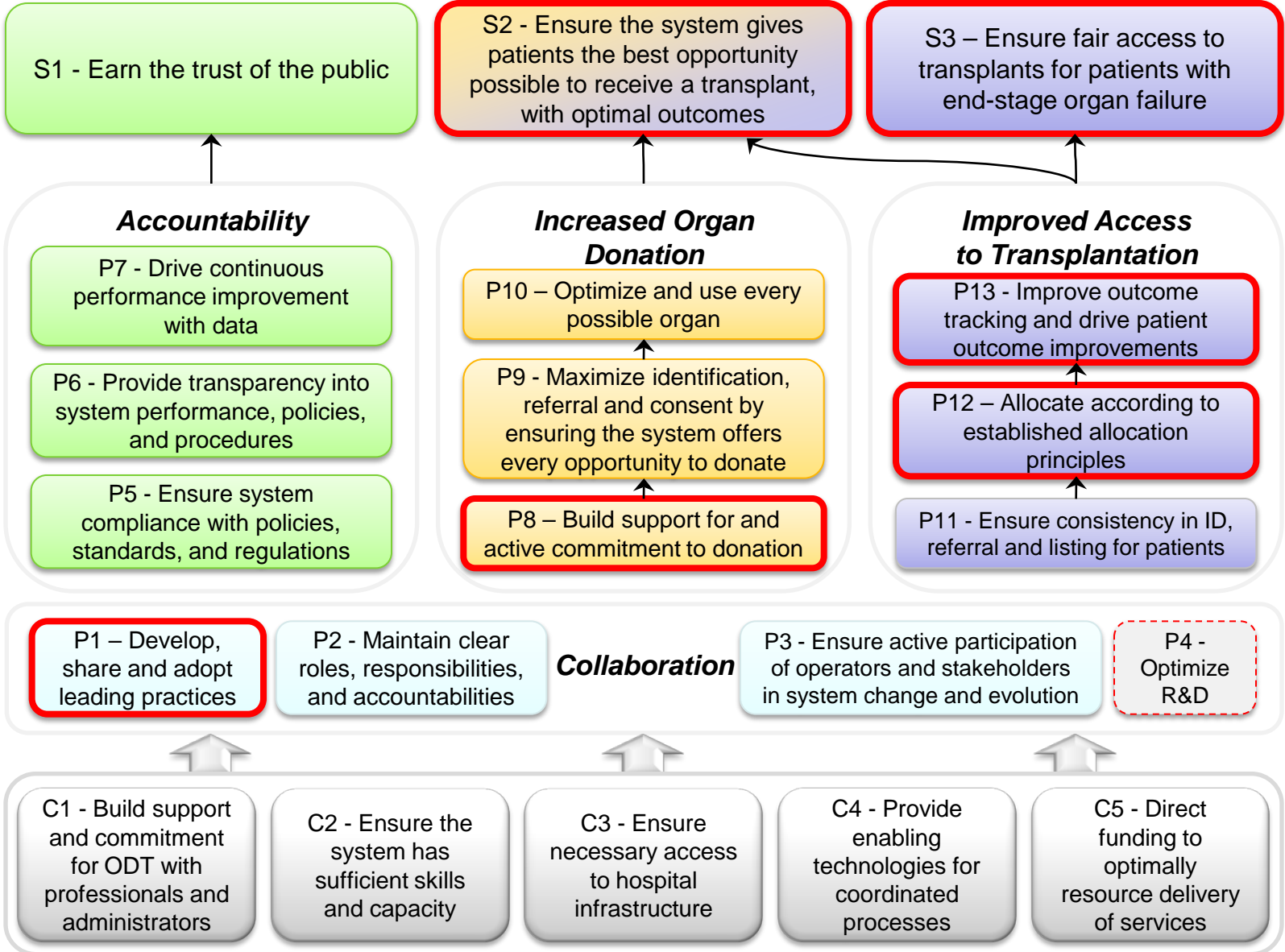
	Map Change	Reasoning
Strategic Dest.	<ul style="list-style-type: none"> • “A trusted and self-sufficient system to increase and improve organ transplants for Canadian patients by 2016” 	<ul style="list-style-type: none"> • ‘Self-sufficient’ is a term that further definition too often to be a part of a useful, succinct statement of the ultimate focus of the system
Outcomes	<ul style="list-style-type: none"> • Objective: “Ensure the system gives patients the best opportunity possible to receive a transplant with optimal outcomes” 	<ul style="list-style-type: none"> • It is not enough simply to maximize the number of transplants, but the system also needs to be improving the quality of those transplants
Outcomes	<ul style="list-style-type: none"> • Objective: “Ensure equitable fair access to treatment transplants for patients with end-stage organ failure” 	<ul style="list-style-type: none"> • ‘Fair’ is a more accurate descriptor of how the system should treat patients; true equity is not achievable • ‘Transplants’ is a more accurate description of the objective’s scope
Process	<ul style="list-style-type: none"> • Objective: “Build support for and active commitment to donation 	<ul style="list-style-type: none"> • We know from surveys that the public already supports organ donation, the challenge is that this support doesn’t always translate into a donation when the opportunity arises
Process	<ul style="list-style-type: none"> • Objective: “Track and care for patients after transplant Improve outcome tracking and drive patient outcome improvements” 	<ul style="list-style-type: none"> • The wording of the original objective seemed a little too passive; explicitly we want to improve outcomes and an important enabler of that is data from outcome tracking
Process	<ul style="list-style-type: none"> • Objective: “Allocate to optimize outcomes for patients according to established allocation principles” 	<ul style="list-style-type: none"> • The original objective wording implied allocating purely based on utility and did not acknowledge the trade-offs inherent in the allocation principles

ODT Strategy Map - Proposed Changes (2 of 2)

	Map Change	Reasoning
Process	<ul style="list-style-type: none"> Objective: “Optimize and use every viable gift-possible organ” 	<ul style="list-style-type: none"> It is not sufficient just to use every viable organ, but each organ’s viability should be optimized through donor management leading practices Calling each organ a gift does not help to message that organ donation should be viewed as a social responsibility
Process	<ul style="list-style-type: none"> Objective: “Maintain open lines of communication to Develop, share and adopt best leading practices” 	<ul style="list-style-type: none"> The focus of this objectives should not be on open lines of communication as that is just one driver of the objective, instead the focus should be on leveraging leading practices
Process	<ul style="list-style-type: none"> New Objective “Optimize R&D” 	<ul style="list-style-type: none"> A research and innovation gap was identified by the OEC; the exact wording for a new objective will be determined after the meeting of the Research and Innovation Roundtable
Process	<ul style="list-style-type: none"> Theme: Move the “Accountability” theme to the right side of the map 	<ul style="list-style-type: none"> Since themes are typically presented left to right, moving the “increase donation” theme to the left would give it added emphasis
Outcomes & Process	<ul style="list-style-type: none"> Merged Objectives: “Honor and respect the wishes of potential organ donors”, “Maximize identification, referral and consent of potential donors”, “Maximize identification, referral and consent by ensuring the system offers every opportunity to donate” 	<ul style="list-style-type: none"> The prior version of the map had an outcome objective about respecting the wishes of donor and donor families which was not well supported by process objectives; it was recognized that respecting donor and donor family wishes was really a part of respectfully going about the process of maximizing the identification, referral and consent of the donor

DRAFT – Organ Donation and Transplantation Strategy Map – 5/25/2010

A trusted system to increase and improve organ transplants for Canadian patients by 2016



Objective Statements (1/5)

Objective	Objective Statement
S1 - Earn the trust of the public	The system strives to earn the trust of the public whether they are patients with end-stage organ failure, potential donors, donor families, healthcare professionals, or government stakeholders. Without trust in the system, patients will have less faith in the system, potential donors and their families will be less likely to consent to donation, healthcare professionals will be less likely to collaborate, and government will be less likely to invest.
S2 - Ensure the system gives patients the best opportunity possible to receive a transplant, with optimal outcomes	The system ultimately exists in order to provide safe and effective transplants to patients with end-stage organ failure that need such therapy to save their lives. The system strives to save every patient it possibly can through maximizing the number of transplants it performs while also optimizing the outcomes of those operations.
S3 – Ensure fair access to transplants for patients with end-stage organ failure	The system strives to treat each end-stage organ failure patient, who is seeking a transplant, fairly, irrespective of demographics throughout the treatment process, from initial referral to the transplant program through post-transplant care. Transplant program patients deserve a fair opportunity to receive life-saving treatment.
P1 – Develop, share and adopt leading practices	The system develops, shares, and adopts those practices developed both domestically and internationally that will further enhance patient service delivery, the donation experience, and the system’s overall efficiency. Continuing to update system practices to be on the leading edge will ensure that we are not missing opportunities to improve.
P2 - Maintain clear roles, responsibilities, and accountabilities	The system establishes and maintains clear roles, responsibilities, and accountabilities such that there is transparent ownership for every process in and outcome of the system and so there is assurance of consequences for system operator that fail to meet their obligations.

Objective Statements (2/5)

Objective	Objective Statement
P3 - Ensure active participation of operators and stakeholders in system change and evolution	The system seeks to involve system operators and stakeholders in processes and initiatives that change and evolve the system from policy development to performance management. Engagement of a broad range of viewpoints and expertise in evolving the system leads to the best ideas that are both effective and amenable while garnering essential support for the system.
P4 - Optimize R&D	<i>TBD based on the Research and Innovation Roundtable</i>
P5 - Ensure system compliance with policies, standards, and regulations	The system ensures operator compliance with all applicable policies, standards, and regulations through the use of a variety of accountability mechanisms and the oversight of specified organizations. Stakeholders are able to have confidence that the system is operating as it should.
P6 - Provide transparency into system performance, policies, and procedures	The system makes transparent to healthcare professions, government, patients, and the public at large the performance level of the system, the policies that govern the system, and the procedures that hold aspects of operations consistent. This transparency renders the system, and its operators, accountable to both formal oversight organizations and the broadest set of system stakeholders.
P7 - Drive continuous performance improvement with data	The system continuously collects data, analyzes it, and uses it to make and implement decisions that improve performance. The quality of the data and analysis allow the system to draw evidence-based conclusions and respond with actionable decisions while the frequency of the data allows this process to occur frequently throughout the year.

Objective Statements (3/5)

Objective	Objective Statement
P8 – Build support for and active commitment to donation	The system builds public support for the practice of organ donation and makes opportunities available to both register consent to donate and further support the donation cause. A strong base of public support and registered support is critical for driving consent needed to proceed with the donation process.
P9 - Maximize identification, referral and consent by ensuring the system offers every opportunity to donate	The system identifies every potential donor in every hospital setting, refers every potential donor to the local organ procurement organization (OPO), and seeks consent for every referred donor in a way that respects the wishes of the potential donor and/or the potential donor's family; donation is truly a standard of care and a professional obligation. In each case where this process fails to provide these services to a potential donor, up to seven organ transplants go unrealized.
P10 – Optimize and use every possible organ	The system optimizes every donation opportunity through effective donor management and allocates and recovers every organ that is viable for transplantation. Success in the effective execution of these processes maximizes the supply of organs to patients that need them.
P11 - Ensure consistency in ID, referral and listing for patients	The system ensures that each patient is identified by a primary care physician, referred to a transplant program, and listed on an organ transplant waiting list based on the same criteria as every other Canadian with an equivalent condition.
P12 – Allocate according to established allocation principles	The system allocates organs based on the principles of equity, utility, medical need, evidence-based criteria, transparency, and accountability and based on organ-specific, consistent allocation rules. The allocation decision behind every transplant is fair and justified based on the principles and rules in place.

Objective Statements (4/5)

Objective	Objective Statement
P13 - Improve outcome tracking and drive patient outcome improvements	The system tracks patient outcome data and uses the analysis of that data to make enhancements to practices that ultimately drive improvements in patient outcomes. Without this data, the system would not have the depth and breadth of information necessary to identify and leverage trends and patterns in patient outcomes.
C1 - Build support and commitment for ODT with professionals and administrators	The system builds support for the practice of organ donation and transplantation with healthcare professionals and hospital administrators, those players in the system with the most influence over the relative priorities of the hospital, the culture within the hospital, and the hospital's use of its human and capital resources. Without a hospital's commitment to donation, as evidenced by its ability to identify and refer potential donors despite capacity, it will fail to contribute organs to the system.
C2 - Ensure the system has sufficient skills and capacity	The system ensures that it has sufficient access to all the needed skills such that human resources are never a constraint to the system's operations. Skilled personnel are essential to the execution of each step in the donation and transplantation supply chain as well as the system's supporting processes and systems.
C3 - Ensure necessary access to hospital infrastructure	The system ensures that hospital infrastructure necessary to testing, donor management, recovery, transplantation, and follow-up care is available when needed. No potential donor should ever go unidentified, no viable organ should ever go unrecovered, and no transplant should ever be passed-up due to a lack of available hospital infrastructure.

Objective Statements (5/5)

Objective	Objective Statement
C4 - Provide enabling technologies for coordinated processes	The system provides the technologies needed to enable the coordination and standardization of processes from first-person consent registration through to patient outcomes data tracking. These technologies are essential to providing process consistency where desired, data consistency across the system, and efficiencies over manual or disparate processes.
C5 - Direct funding to optimally resource delivery of services	The system directs funding to operators in a way that optimizes the system's ability to deliver services. This will ensure that operators that are able to create desired performance returns on increased funding will receive further investment.