

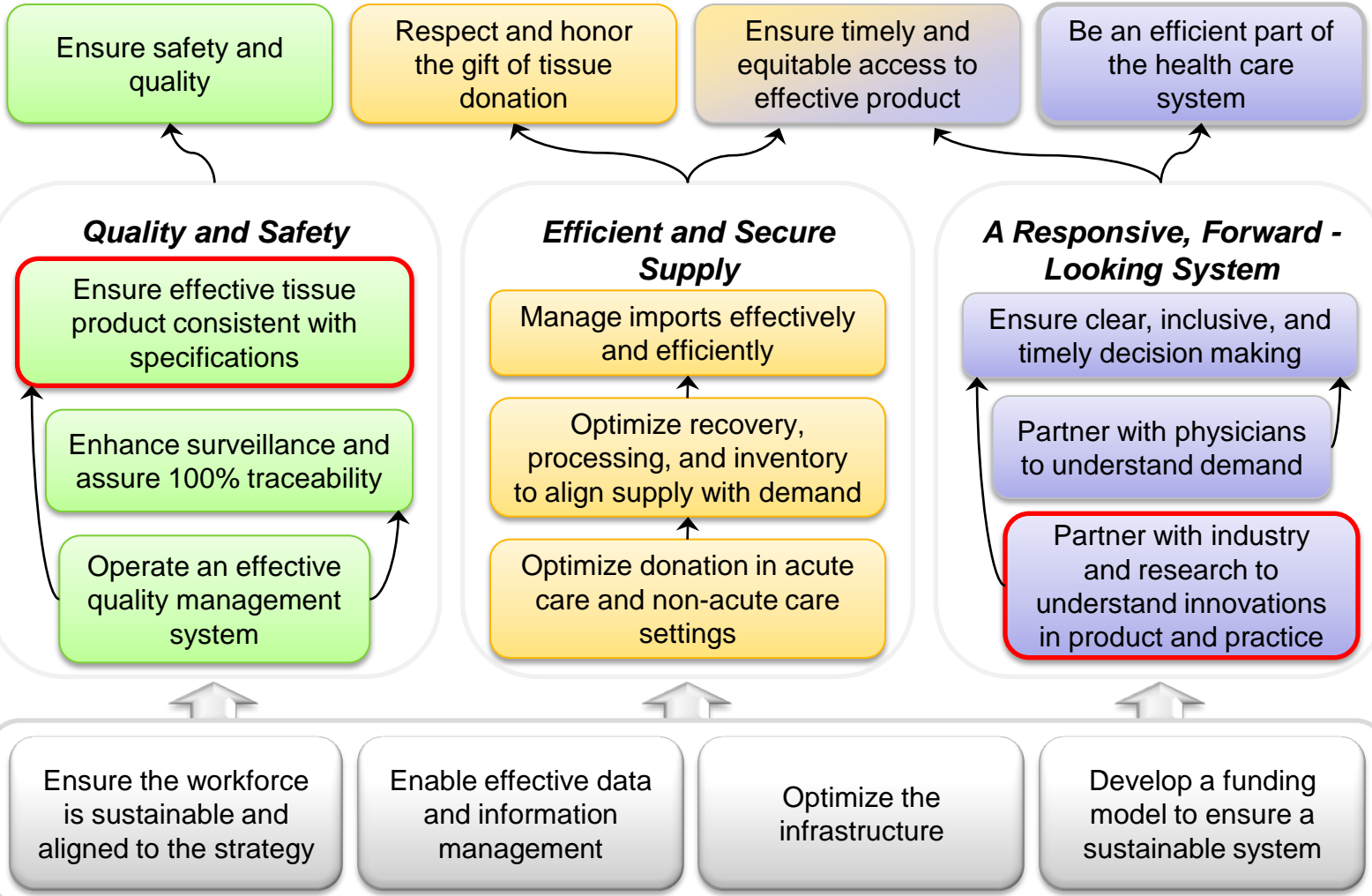
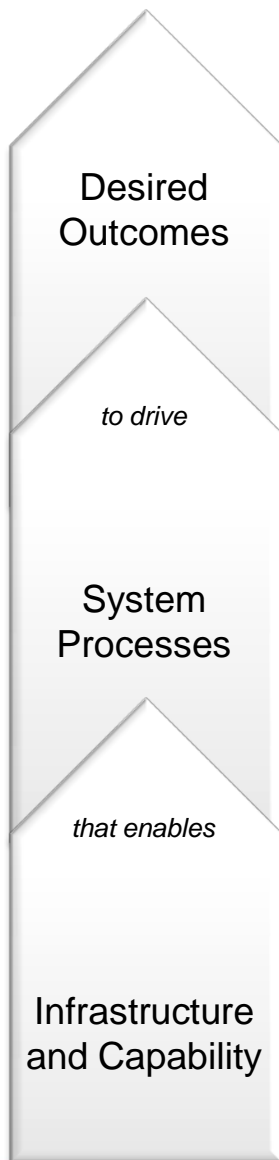
## ***Changes to the System Strategy Map***



## In our last meeting, we reviewed a draft TDT 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 TEC and Steering Committee had feedback for suggested revisions to the map

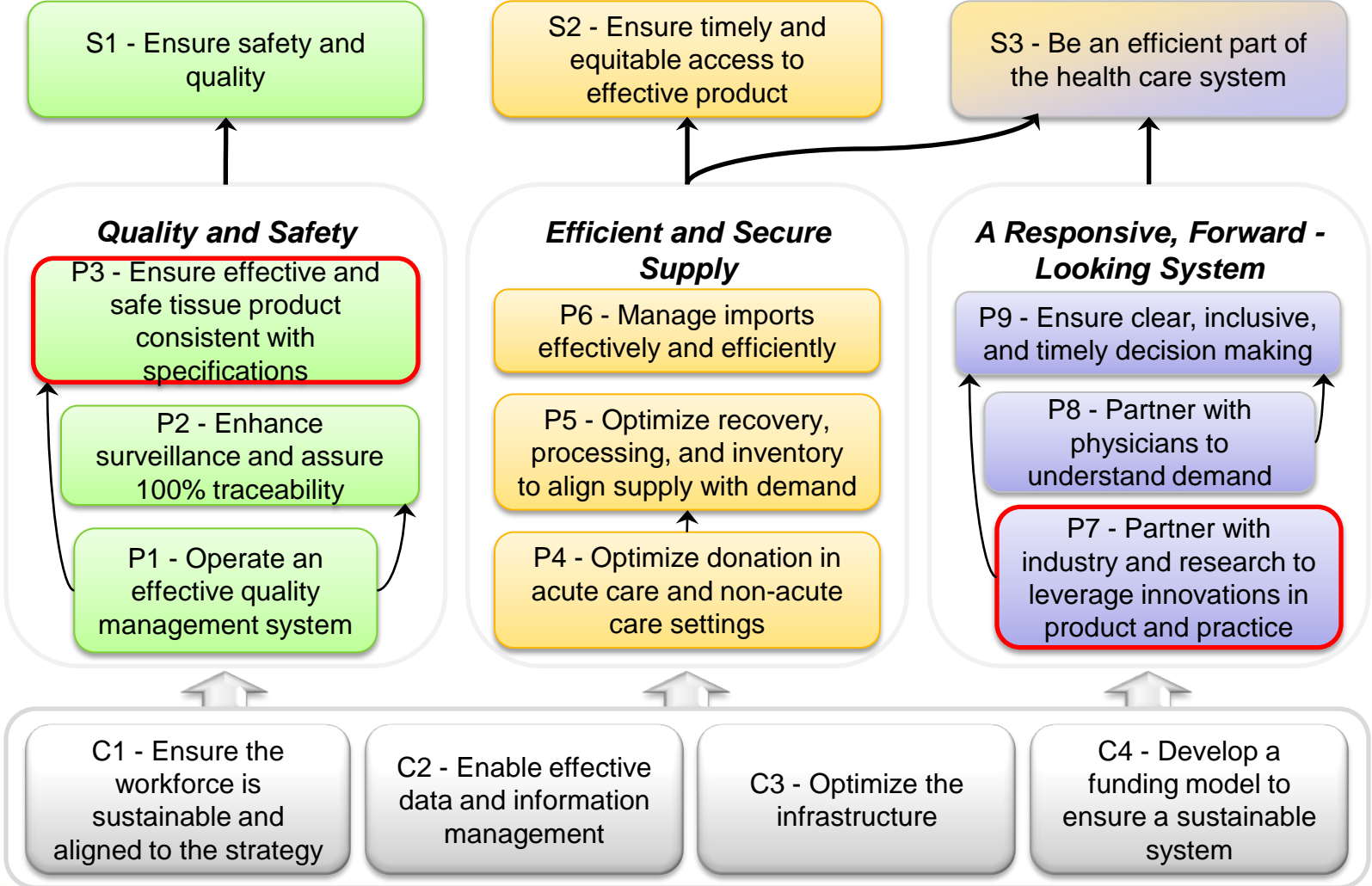
**A responsive and efficient Canadian system that assures a secure supply of quality tissue by 2016**



# TDT Strategy Map - Proposed Changes

Current Objective		Revised Objective
Outcomes	<ul style="list-style-type: none"> <li>Remove Objective: “Respect and honor the gift of tissue donation”</li> </ul>	<ul style="list-style-type: none"> <li>This objective, is not the primary outcome of maximizing the supply chain; rather respect is part of the culture underlying the organizations operating each part of the supply chain</li> <li>The objective may imply to some that donation is a universal right, a notion that is simply not financially viable</li> </ul>
Process	<ul style="list-style-type: none"> <li>Objective: “Ensure effective <b>and safe</b> tissue product consistent with specifications”</li> </ul>	<ul style="list-style-type: none"> <li>For those who may not include the idea of safety in the concept of effective product, the map should make it clear that tissue in the system should be both effective and safe</li> </ul>
Process	<ul style="list-style-type: none"> <li>Objective: “Partner with industry and research to <del>understand</del> <b>leverage</b> innovations in product and practice”</li> </ul>	<ul style="list-style-type: none"> <li>To ‘understand’ innovations is not enough if the system is to be responsive; the system needs to be able to understand and then act on innovations in product and practice</li> </ul>

***A responsive and efficient Canadian system that assures a secure supply of quality tissue by 2016***



## DRAFT - Objective Statements (1/4)

Objective	Objective Statement
S1 - Ensure safety and quality	While acknowledging that there is inherent risk in the practice of transplanting tissue that cannot be fully mitigated, the system ensures the safety and quality of the products it provides to end-users. The safety and quality of tissue products is essential if the system is to deliver life-saving or enhancing improvements to health through tissue transplantation.
S2 - Ensure timely and equitable access to effective product	The system ensures that each end-user has timely access to the same tissue products available to end-users caring for patients in other provinces. Ensuring equitable access to a secure supply of tissue is essential to providing appropriate treatment to patients in need within a reasonable timeframe.
S3 - Be an efficient part of the health care system	The tissue donation and transplantation system operates as an efficient part of the broader health care system and, as a result, offers the public high-quality care while providing governments with value for their funding dollars.
P1 - Operate an effective quality management system	The system operates, primarily in recovery and processing facilities, a standard, comprehensive, and effective quality management system. This system applies and maintains the quality practices necessary to ensure the safety and consistent quality of tissue product sourced from and/or produced in Canada.
P2 - Enhance surveillance and assure 100% traceability	The system will assure that each tissue product is traceable from the donor to the recipient or point of disposal and will use this traceability information, alongside robust adverse events reporting, to enhance system surveillance. Traceability and surveillance systems and processes are essential to the identification and rapid and complete withdrawal of unsuitable tissue.

## DRAFT - Objective Statements (2/4)

Objective	Objective Statement
P3 - Ensure effective and safe tissue product consistent with specifications	The system will ensure that product specifications are evidence-based, to ensure effectiveness, and that all domestically-produced products made available to end-users meet those specifications. The adherence to product specifications will result in end-users receiving consistent, high-quality product every time they order it.
P4 - Optimize donation in acute care and non-acute care settings	Hospitals and ME and coroner offices will identify and refer eligible potential tissue donors and trained, professional requestors will seek consent for each referred potential donor in order to optimize tissue donation. Optimizing donation will ensure that the supply of tissue donors supports the demand for tissue in a national supply plan.
P5 - Optimize recovery, processing, and inventory to align supply with demand	The system has the capacity to efficiently recovery and process tissue in order to ensure the release of high-quality product in the quantity required by the supply plan. These released products will be held, cost-effectively, in the national inventory until it is ordered by end-users. Efficient and sufficient domestic product realization and efficient storage will contribute to ensuring a cost-effective, secure supply of tissue.
P6 - Manage imports effectively and efficiently	The system acknowledges that self-sufficiency is not a feasible short-term goal and, as a result, it is necessary to import product to fill the gap between demand and domestic production. The system actively manages importation in order to ensure that the right product is imported in the right quantity at the lowest possible price.

## DRAFT - Objective Statements (3/4)

Objective	Objective Statement
P7 - Partner with industry and research to leverage innovations in product and practice	The system partners with universities, research organizations, and industry, both domestically and internationally, in order to understand and leverage innovations in tissue product, substitutes, and practices. Awareness and application of innovation is key to ensuring the system's relevance to end-users.
P8 - Partner with physicians to understand demand	The system maintains active relationships with end-users of tissue product in order to understand what product they desire, what product specifications they require, and how much of each product they use. Maintaining these relationships is critical to the development of product specifications, the determination of which products are made available through the system, and the maintenance of a national supply and demand plan.
P9 - Ensure clear, inclusive, and timely decision making	The system makes decisions within a reasonable timeframe using a process that includes appropriate levels of consultation, both with experts and stakeholders, and transparency. Without timely, inclusive, and transparent decision making, the system will not be responsive to both system performance and environmental changes and will not garner the broad support and buy-in of system operators.
C1 - Ensure the workforce is sustainable and aligned to the strategy	The system ensures that the workforce is sufficient for desired capacity, that there is a pipeline of professional talent, and that the work force is developed and shaped to best enable attainment of the strategy. A workforce that is aligned to the needs of the system is required for the sustained success of the supply chain and supporting processes.

## DRAFT - Objective Statements (4/4)

Objective	Objective Statement
C2 - Enable effective data and information management	The system effectively enables the collection, compilation, and management of system data through the use of technology and supporting processes. Available, comprehensive, and accurate data is essential to informed decision making, planning, research, and system improvement.
C3 - Optimize the infrastructure	The system optimizes its facility and equipment infrastructure in order to make available the desired capacity for system processes at an efficient cost. The appropriate infrastructure is required to ensure security of supply that does not depend on sub-optimal levels of importation. With inefficient infrastructure, health care resources are wasted.
C4 - Develop a funding model to ensure a sustainable system	The system develops a sustainable funding model to finance the cost of the supply chain and supporting processes in a way that allows for the perpetuation of inter-provincial system operation without constant investment of unanticipated funds. Without the right funding model, there is insufficient authority by which system initiatives can be implemented successfully.