

LABORATORY PROGRAM (2-Year Operational Plan April, 2006 – March, 2008)

Division: Pathology

Priority Issue/Focus Area: Integrated Clinical System: Regional Policies and Procedures



Detailed Activity Plan

Operational Goal	Director's Operational Objectives	Actions Required (How, Resources)	Delegated to (Responsibility)	Start Date	End Date
<p>By March, 2008, Lab Medicine will have developed a plan and consolidated key policies and procedures</p>	<p>1. Each division will have reviewed and updated policies and procedures</p>	<p>QC Implementation – Develop a QC Dept for Anatomical & Surgical Pathology (Clinical & Technical Policies)</p>	<p>T. Gulliver B. Dyer Drs. Denic, Morris-Larkin, Cook Clinical Coordinator – Dr. Carter Technical Coordinator – Catherine Parnell</p>	<p>May, 2006</p>	<p>Work in Progress</p>
	<p>2. Each division will identify key policies and procedures and develop a schedule for consolidation</p>	<p>Identify key policies to be implemented on a regional basis</p>	<p>B. Dyer Dr. Denic</p>	<p>Jan, 2008</p>	<p>Ongoing</p>

LABORATORY PROGRAM (2-Year Operational Plan April, 2006 – March, 2008)
 Division: Pathology
 Priority Issue/Focus Area: Accountability: Alignment of Regional Services



Detailed Activity Plan

Operational Goal	Director's Operational Objectives	Actions Required (How, Resources)	Delegated to (Responsibility)	Start Date	End Date
<p>By March, 2008, Lab Medicine will have assessed needs and developed a plan to align and standardize services in Eastern Health</p>	<p>1. Review current operations within each division</p>	<p>Review the following operations:</p> <ul style="list-style-type: none"> • Consolidate St. John's Post Mortem Services • Technical operational review of Carbonear & Clarenville • St. John's Pathologist Consolidation 	<p>B. Dyer Drs Denic, Cook, Morris-Larkin Clinical Staff</p>	<ul style="list-style-type: none"> • Fall 06 • Jan 08 • When space available 	<ul style="list-style-type: none"> • Jan 07 • Mar 08
	<p>2. Standardize test menus and technology</p>	<ul style="list-style-type: none"> • Renovations • Order/Entry (Beta Testing) 	<p>Facilities IM&T, OD, B. Dyer</p>	<ul style="list-style-type: none"> • Mar 07 • Sep 07 	<ul style="list-style-type: none"> • Jan 08 • Mar 08
	<p>3. Develop plan to integrate and regionalize lab services where appropriate</p>	<ul style="list-style-type: none"> • Transcription Services (electronic dictation/consolidation) 	<p>B. Dyer & E-Signature Dept</p>	<ul style="list-style-type: none"> • Sep 07 	<ul style="list-style-type: none"> • Jan 08

LABORATORY PROGRAM (2-Year Operational Plan April, 2006 – March, 2008)
 Division: Pathology
 Priority Issue/Focus Area: Accountability: Achievement of Balanced Budget



Detailed Activity Plan

Operational Goal	Director's Operational Objectives	Actions Required (How, Resources)	Delegated to (Responsibility)	Start Date	End Date
By March, 2008, Lab Medicine will operate within existing financial resources	1. Each division to identify operational efficiencies	Review and monitor available technical & human resources	B. Dyer	Apr 06	Ongoing
	2. Implement identified efficiencies where possible	Capture workload, reduce overtime, increase productivity, acquire new technology, consolidate where possible, utilization of testing	B. Dyer	Apr 06	Ongoing

LABORATORY PROGRAM (2-Year Operational Plan April, 2006 – March, 2008)

Division: Pathology

Priority Issue/Focus Area: Accountability: Quality Monitoring System



Detailed Activity Plan

Operational Goal	Director's Operational Objectives	Actions Required (How, Resources)	Delegated to (Responsibility)	Start Date	End Date
<p>By March, 2008, Lab Medicine will develop and implement a quality monitoring program</p>	<p>1. Appoint a QA Manager for the region</p>	<p>Appointed QC Coordinator</p>	<p>Dr. Denic, T. Gulliver</p>	<p>Apr 06</p>	<p>Ongoing</p>
	<p>2. Manager to review current QA practices for all divisions and document identified gaps</p>	<p>Write QC policies for clinical & technical procedures for recommendations</p>	<p>Dr. Carter C. Parnell M. Butler B. Dyer</p>	<p>May 06</p>	<p>Mar 08</p>
	<p>3. Develop and implement plan to address identified gaps and monitor progress</p>	<p>Review of Carbonear, Clarenville, St. John's to standardize policies & procedures</p>	<p>B. Dyer Dr. Denic</p>	<p>May 06</p>	<p>Ongoing</p>

LABORATORY PROGRAM (2-Year Operational Plan April, 2006 – March, 2008)

Division: Pathology

Priority Issue/Focus Area: Accountability: Utilization of Services



Detailed Activity Plan

Operational Goal	Director's Operational Objectives	Actions Required (How, Resources)	Delegated to (Responsibility)	Start Date	End Date
<p>By March, 2008, Lab Medicine will develop and implement a plan to improve the appropriate use and utilization of lab services</p>	<p>1. Appoint a Utilization Manager for the region</p>	<p>Standardize testing using evidence-based practices</p>	<p>B. Dyer R. Butt Drs Denic, Cook, Morris-Larkin, Carter</p>	<p>Sep 07</p>	<p>Ongoing</p>
	<p>2. Establish a working utilization team to coordinate with clinical programs</p>				
	<p>3. Develop strategies to monitor utilization of lab services focusing on key test areas</p>	<p>Implementation of a laboratory monitoring system on clinical practices</p>	<p>As above</p>	<p>Nov 07</p>	<p>Ongoing</p>
	<p>4. Implement identified strategies</p>				

LABORATORY PROGRAM (2-Year Operational Plan April, 2006 – March, 2008)

Division: Pathology

Priority Issue/Focus Area: Accountability: Workforce Issues



Detailed Activity Plan

Operational Goal	Director's Operational Objectives	Actions Required (How, Resources)	Delegated to (Responsibility)	Start Date	End Date
<p>By March, 2008, Lab Medicine will review present staff capacity and determine efficiencies, realignments, and appropriate skill mix and use of staff resources</p>	<p>1. Each division review current staff levels and placements</p>	<p>Review staffing at all sites</p>	<p>B. Dyer Dr. Denic</p>	<p>Jan 07</p>	<p>Mar 08</p>
	<p>2. Each division identify and plan for recruitment/retention issues</p>	<ul style="list-style-type: none"> • Pathologist Recruitment • Succession Planning for Immunohistochemistry and technical/clerical staff • Dynacare 	<p>Dr. Denic B. Dyer</p>	<p>Apr 06 Sep 06</p>	<p>Ongoing Ongoing</p>
			<p></p>	<p>Feb 06</p>	<p>Ongoing</p>
			<p>Drs Denic, Cook, Morris-Larkin</p>	<p>Sep 06</p>	<p>Ongoing</p>
	<p>3. Identify and implement staff efficiencies</p>	<ul style="list-style-type: none"> • Pathologist Subspecialty - Organ site tumor leader - Lab Flow for technical & professional duties • Pathologists' Assistant - Training, work flow, etc. • Immuno implementation - Staff Training • Electronic test ordering • Transcription Services 	<p>Dr. Morris-Larkin, B. Dyer</p>	<p>Apr 06</p>	<p>Mar 08</p>
			<p>Drs Markarla, Elms, B. Dyer</p>	<p>Jan 06</p>	<p>Ongoing</p>
			<p>B. Dyer, Dr. Morris-Larkin</p>	<p>Sep 06</p>	<p>Sep 07</p>
<p>Drs Cook, Morris-Larkin, B. Dyer</p>			<p>Mar 07</p>	<p>Sep 07</p>	



LABORATORY PROGRAM (2-Year Operational Plan April, 2006 – March, 2008)

Division: Pathology

Priority Issue/Focus Area: Accountability: Workforce Issues



Eastern Health

Detailed Activity Plan

Operational Goal	Director's Operational Objectives	Actions Required (How, Resources)	Delegated to (Responsibility)	Start Date	End Date
By March, 2008, Lab Medicine will review present staff capacity and determine efficiencies, realignments, and appropriate skill mix and use of staff resources	3. Identify and implement staff efficiencies	<ul style="list-style-type: none">• Technical Service- TAT- Utilization- Shift work- Training/Education- Xpress- Revalidation	B. Dyer	Sep 06 Mar 07	Ongoing