Strategic Plan Renewal (2012-2015)

October 2012

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Introduction

The Legacy of Life, Nova Scotia Organ and Tissue Donation Program, developed its first strategic plan in 2006, and renewed the plan in 2009 to carry through to 2012. The enclosed strategic plan will cover the time period from 2012-2015. A strategic planning session was held with the Advisory Council, District Resource Nurses, and Legacy of Life working group members on June 13th, 2012.

The objectives of the meeting were:

- To identify the key components of a renewed strategic plan, building on the work accomplished to date.
- To identify high level key activity areas or actions for the goals/proposed action areas.
- To provide the opportunity for sharing, dialogue and networking between participants.

The purpose of this report is to summarize the outcomes of the meeting. The report is structured within the following sections:

- Program Background
- Renewed Goals
- Program Logic Model

Program Background

In the fall of 2006, the Department of Health and Wellness created the Legacy of Life, Nova Scotia Organ and Tissue Donation Program with the purpose to improve the overall organ and tissue donation process within Nova Scotia. The Program's first strategic plan was developed in the fall of 2006 to guide activities and outcomes up to 2009 when it was renewed to 2012. The organ and tissue donation environment has changed considerably, (new legislation due for proclamation, Canadian Blood Services *Call to Action*), and it is timely to review the activities to date and plan for a three year timeframe from 2012 to 2015.

As part of the strategic planning in 2006, the vision, mission and values were developed for the program as well as goals and key activities. Goals focused on six areas: legislation, donor family support, public education, professional education, and knowledge translation (best practice and evaluation). Four working groups were struck to advance the work: legislation, donor family support, communications and professional education.

The updated strategic plan in 2009 continued to build on the work of the foundational years utilizing three of the same working groups. Legislation working group activities transferred to the Policy Branch of the Department of Health and Wellness. The knowledge translation activities were guided by program staff and the Advisory Council. Since the inception of the program the mission, vision and values have remained constant.

Vision, Mission and Values

The vision, mission and values of the Legacy of Life program are:

Vision: Every Nova Scotian will know about organ tissue donation and will choose to donate.

Mission: The Organ and Tissue Donation Program will encourage and promote organ and tissue donations and optimal care for all potential donors and families throughout Nova Scotia.

Values:

- Use ethical processes to support organ and tissue donation
- Respect potential donors and their families
- Demonstrate compassion
- Use evidence to support decision-making
- Lead collaboration with all partners
- Promote patient-family centred care

To help prepare for the renewal of the strategic plan, an internal evaluation was conducted by program staff to assess the degree to which the Program had achieved its outputs related to the program components. The strategic plan was informed by the following key documents:

- Evaluation Plan and Report,
- Provincial Chart Audit Reports and Recommendations,
- Donor Family Support Recommendations Report,
- Advisory Council and working group surveys.

The following activities were undertaken to prepare participants for the strategic planning session:

- the LoL Program Evaluation Report was distributed a week in advance of the session
- participants were asked to articulate their goals for the day
- an environmental scan of what has changed in the field of organ and tissue donation was conducted
- questions/responses to key issues were raised and discussed
- key themes were identified and prioritized

Following the strategic planning session, the program manager, administrative support staff, session facilitator, and Director, Acute and Tertiary Care, synthesized the information from the session and drafted the strategic priority list for review by the Chair and Clinical Advisor. Once these priorities were accepted a more detailed logic model was developed and sent to participants for validation and comment.

Feedback was incorporated and a final draft strategic plan proposed for consideration by the Advisory Council at a meeting scheduled for October 10, 2012.

Strategic Priorities

Following are the four new strategic priorities for 2012-2015:

Secure a sustainable future

- Secure a sustainable future with strong leadership and sufficient resources.

Donation care at end of life

- Consistently offer organ and tissue donation at end of life for appropriate potential donors while ensuring that family and donor interactions are respectful and supportive.

Innovation through legislation

- Take an active leadership role in the implementation of the new *Human Organ and Tissue Donation Act* (Bill 121).

Call to Action Response

- Collaborate with provincial and regional organ and tissue donation stakeholders to support the Department of Health and Wellness response to the CBS Call to Action.

Logic Model – Legacy of Life (LoL), Nova Scotia Organ & Tissue Donation (OTD) Program

Aim

To facilitate best practices in organ and tissue donation within Nova Scotia so that donation potential can be realized.

Goals

1. Secure a sustainable future with strong leadership and sufficient resources.
2. Consistently offer organ and tissue donation at end of life for appropriate potential donors while ensuring that family and donor interactions are respectful and supportive.
3. Take an active leadership role in the implementation of the new *Human Organ and Tissue Donation Act*.
4. Collaborate with provincial and regional stakeholders to support the Department of Health and Wellness response to CBS *Call to Action.*

Activities

1. Secure a sustainable future
Develop a business case for necessary resources
Develop Donation Physician role with partners
Develop a succession plan for champions and leaders
Expand and actively engage partners
Review working groups structure

2. Donation care at end of life
Continue to act on and monitor prioritized Donor Family Working Group Recommendations
Provide MDE workshops on approaching families for donation
Ensure LoL website meets the educational needs of the public

3. Innovation by Legislation
Implement communications plan
Implement professional education plan
Implement one provincial OTD referral policy
Evaluate implementation
Monitor accountability reporting

4. Call to Action Response
Ensure linkages with NS Canadian Blood Services P/T lead
Provide opportunity for ongoing communication
Engage with provincial stakeholders and regional ministry partners to develop a response/plan

Outputs

Business Case
Donation Physician role described
Succession plan
Partnership Strategy

Donor Survey Report and Recommendations
Schedule of MDE workshops
Website enhancements
Donor Family Outcomes Report

Communications Plan
Legislation Implementation Evaluation Report
Professional Education Plan
Report on Policy Uptake

Communications and engagement documentation
Report on CBS Call to Action involvement

Immediate Outcomes

Identified resource needs
Quantified physician role
Implemented succession plan
Engaged partners

Increased awareness of donor family needs and action to address
Increased knowledge and skills of health professionals

Increased awareness of legislation
Increased compliance with referring potential donors
One provincial policy in place

Increased understanding of impacts and front line resource needs to respond to *Call to Action*

Intermediate Outcomes

Increased awareness, education, and leadership

Increased legislation compliance and infrastructure

Long-Term Outcomes

Increased number of organ and tissue donors realized in Nova Scotia