Strategic Operational Plan
For Lower Mainland Biomedical Engineering (FHA, PHC, PHSA, VCH)

VISION

To support and improve the planning and delivery of health care by leading in the adoption and development of knowledge, technology and best practice for the lower mainland biomedical engineering services.

Goal 1: Quality of Service: How well we do the work, how we do the work, what we need to do to respond to the rapidly changing needs of our clients

Goal 2: Quality of Work Life: Create an environment that attracts and retains the best people

Goal 3: Quantity of Appropriate Service: The work that we do

Goal 4: Resource Management: How we manage our human and fiscal resources

Strategic Operational Plan
For Lower Mainland Biomedical Engineering (FH, PHC, PHSA, VCH)

GOAL 1: Quality of Service To provide effective, high quality and timely service How well we do the work, how we do the work, what we need to do to respond to the rapidly changing needs of our clients			
Objectives	**Actions 2011**	**Lead**	**Actions 2012 - 2014**
1. Review and select common best practices	1.1 Develop and implement Standard Operating Procedures (SOPs), e.g., performance and job procedures, travel policy, etc.	Charles	Ongoing
	1.2 Achieve consistency for preventative maintenance principles and operating protocols	Charles	
	1.3 Maintain reference library of technical standards, regulations, SOPs, JPs, etc. which is accessible to all authorities (note: attention to copyright)	Sharon	
2. Implement a common information strategy for medical equipment tracking	2.1 Obtain approval for Archibus 2.2 Develop business processes for and implement Archibus LMC-wide	Doug	Completed Ongoing
3. Enhance communication within Biomedical Engineering	3.1 Develop LMC Biomedical Engineering website 3.2 Have regular leadership meetings (e.g., supervisors, management and professional development meetings)	Ricardo	Ongoing

Strategic Operational Plan
For Lower Mainland Biomedical Engineering (FH, PHC, PHSA, VCH)

<table>
<tr>
<td colspan="5">GOAL 1: Quality of Service
To provide effective, high quality and timely service
How well we do the work, how we do the work, what we need to do to respond to the rapidly changing needs of our clients</td>
</tr>
<tr>
<th>Objectives</th>
<th>Actions 2011</th>
<th>Lead</th>
<th colspan="2">Actions 2012 - 2014</th>
</tr>
<tr>
<td>4. Develop a customer support strategy</td>
<td>See Service Schedule
4.1 Develop customer service interfaces (e.g., customer service committee)
4.2 Develop Client Quality Survey
4.3 Develop Client Reports (e.g., service summary)</td>
<td>Chris</td>
<td colspan="2">Ongoing</td>
</tr>
<tr>
<td>5. Enhance communication with internal and external partners</td>
<td>See Service Schedule</td>
<td>Chris</td>
<td colspan="2">5.1 Identify scope of services and strategy for working with other departments, e.g., IMIS, Facilities and Planning, HSSBC

NOTE: The MSA says we can't have SLAs with other consolidated services.</td>
</tr>
<tr>
<td>6. Monitor quality & performance</td>
<td>See Service Schedule
6.1 Develop quality indicators
6.2 Develop performance indicators
6.3 Implement and evaluate indicators</td>
<td>Chris</td>
<td colspan="2">Ongoing</td>
</tr>
</table>

Strategic Operational Plan
For Lower Mainland Biomedical Engineering (FH, PHC, PHSA, VCH)

GOAL 2: Quality of Work Life Create an environment that attracts and retains the best people			
Objectives	**Actions 2011**	**Lead**	**Actions 2012 - 2014**
1. Create a motivational environment	1.1 Develop a culture to improve morale 1.2 Create the opportunity for the Team Leaders to share achievements with management 1.3 Develop a structure to celebrate excellence in staff and practice	Sandra	Ongoing
2. Review roles and responsibilities	2.1 Clarify expectations and priorities within the department 2.2 Develop strategies to align the department with the vision	Chris	Ongoing
3. Provide opportunities for engagement and growth	3.1 Identify growth opportunities for BME technologists to become involved with new and challenging tasks or projects	Chris	
		Sandra Tim	3.2 Identify and develop a succession plan

Strategic Operational Plan
For Lower Mainland Biomedical Engineering (FH, PHC, PHSA, VCH)

GOAL 3: Quantity of Appropriate Service: Scope of Services The work that we do			
Objectives	**Actions 2011**	**Lead**	**Actions 2012 - 2014**
1. Ensure safety standards are met	1.1 Develop and standardize the Lower Mainland BME *safety* policies and procedures 1.2 Assign resources to manage the Patient Safety Learning System 1.3 Manage alerts, hazards and recalls 1.4 Proactively identify medical technology safety issues 1.5 Have regular Grand Rounds meetings for safety 1.6 Participate in relevant safety committees, e.g., OH&S	Gord	Ongoing
2. Establish standards and protocols	2.1 Participate in Accreditation 2.2 Participate to ensure technology meets applicable standards 2.3 Monitor changes to standards and regulations	All All Gord	Ongoing
3. Manage medical device support	3.1 Provide medical technology repair services 3.2 Manage and monitor vendor service contracts for quality and contractual obligations	Directors/All	Ongoing

Strategic Operational Plan
For Lower Mainland Biomedical Engineering (FH, PHC, PHSA, VCH)

GOAL 3: Quantity of Appropriate Service: Scope of Services The work that we do			
Objectives	**Actions 2011**	**Lead**	**Actions 2012 - 2014**
	3.3 Monitor performance and cost effectiveness of medical technologies		
4. Participate in Purchasing	4.1 Participate in the purchasing process for medical technology (e.g., RFPs)	Graham Ricardo Sandra Tim Directors Supervisors	Ongoing 4.2 Participate in the development of evaluation and decision tools for medical technology purchasing
5. Participate in Planning	5.1 Participate in medical technology related planning 5.2 Assist in Facilities Planning as it relates to medical technology	Directors Engineers Supervisors	Ongoing
6. Provide services for clinical programs	6.1 Provide technology consulting services 6.2 Provide medical technology related education to clinical staff	All	Ongoing
7. Participate in research and development	7.1 Develop a research and development plan	Sandra	Ongoing

Strategic Operational Plan
For Lower Mainland Biomedical Engineering (FH, PHC, PHSA, VCH)

GOAL 4: Resource Management How we manage our resources			
Measures			
Objectives	**Actions 2011**	**Lead**	**Actions 2012 - 2014**
A. *Budget Management for:*			
1. Diagnostic Imaging	1.1 Re-negotiate standard external vendor contracts and identify new savings opportunities 1.2 Transfer PHC and PHSA DI equipment and tech service budgets to BME PHC and PHSA budgets	Chris	92% complete for vendor contracts Complete on April 1/11
2. Laboratory Service		Chris	2.1 Develop a LMC regional support plan for Lab service
3. Pharmacy Service		Chris	3.1 Develop a LMC regional support plan for Pharmacy service
4. Sterile Processing Department		Chris	4.1 Develop a LMC regional support plan for the Sterile Processing Department
5. External Service Business		Directors	5.1 Develop a LMC regional plan for external service possibilities (e.g., clinics)
6. Workload	6.1 Develop net new equipment support plan 6.2 Develop workload metrics	Directors	Ongoing
7. Staffing	7.1 Review funding model for staffing 7.2 Review On Call levels	Directors	Ongoing

Strategic Operational Plan
For Lower Mainland Biomedical Engineering (FH, PHC, PHSA, VCH)

GOAL 4: Resource Management How we manage our resources			
Measures			
Objectives	**Actions 2011**	**Lead**	**Actions 2012 - 2014**
8. Support assets internally	Create an inventory of: 8.1 Tools and test equipment 8.2 Service software 8.3 Equipment manuals 8.4 Annual calibration costs of BME equipment 8.5 Annual support fees and licenses for service access	Charles	Ongoing
B. *Staffing Management:*			
1. Training Strategy	1.1 Develop the training plan	Charles	1.2 Implement the training plan
2. Staffing Distribution Plan	2.1 Review staffing requirements for appropriate areas 2.2 Review local travel requirements and its impact on staffing levels 2.3 Review technical expertise from a regional support perspective	Directors	