

BC CANCER AGENCY STRATEGIC PLAN



BC Cancer Agency

CARE & RESEARCH

An agency of the Provincial Health Services Authority



***UPDATED PRIORITY STRATEGIES AND
IMPLEMENTATION PLAN***

To March 31, 2008

Strategic Direction # 1: To Maintain and Enhance an Advanced System of Cancer Control

Priority Strategy	Strategic Initiatives	Actions Required	Exec Lead	PHSA Support Required
<p><i>Service Delivery</i></p> <p>1. Maintain and enhance the Agency's national leadership position in providing and expanding effective cancer control according to best practices and within available resources to optimally address the population-based needs throughout the province.</p> <p><i>Information Management</i></p>	<p>1.1: Meet the service delivery mandate and benchmark targets for BCCA as determined by PHSA, the Ministry of Health and the FMM agreements to the degree possible with the resources allocated using best practices.</p> <p>1.2: Maintain effective quality control, risk management and patient safety programs.</p>	<p>1.1.1 Implement imPROVE project.</p> <p>1.1.2 Submit strategic investments requests to the MOH for Hereditary Cancer Screening, Radiation Therapy and Systemic Therapy.</p> <p>1.1.3 Submit Business Plans to MOH re: SMPBC, Cervical Screening and Colorectal Screening.</p> <p>1.1.4 Actively participate in the National Cancer Drug Review Process.</p> <p>1.1.5 Engage Regional health authorities in plan to expand PET capacity in the Province.</p> <p>1.1.6 Continue dialogue with MOH regarding FMM Capital Funding for RT and SMPBC expansion.</p> <p>1.1.7 Initiate actions required to increase Molecular and Anatomical Pathology capacity</p> <p>1.1.8 Continue business planning for Northern Cancer Strategy.</p> <p>1.1.9 Continue involvement in development of PHSA Diagnostic Imaging plan.</p> <p>1.2.1 Identify and implement changes and enhancements that are required for effective quality control, risk management and patient safety.</p>	<p>Exec</p> <p>AC/SO</p> <p>AC</p> <p>SO</p> <p>SO</p> <p>KK</p> <p>SO</p> <p>SO</p> <p>Exec</p> <p>Exec</p>	<p>PHSA imPROVE Facilitation Team</p> <p>PHSA support for strategic investment requests and for infrastructure to address increasing complexities associated with the delivery of care</p> <p>PHSA support for business plans submitted</p> <p>PHSA support at Leadership Council</p> <p>PHSA commitment to support capital requirements related to FMM</p> <p>PHSA support for increase in HR and IT Support for Molecular and Anatomical Pathology capacity</p> <p>PHSA PACS/RIS implementation</p>

Priority Strategy	Strategic Initiatives	Actions Required	Exec Lead	PHSA Support Required
<p>2. Enhance the Agency's ability to effectively collect, use, and analyze information for patient care, decision-making, research and service planning.</p>	<p>2.1 Develop and implement 'real – time' information access for oncologists, clinicians and family physicians to ensure 'seamless' care across tertiary – community interfaces.</p> <p>2.2 Ensure that appropriate technologies are available to enable data and information access and analysis.</p> <p>2.3 Develop innovative analysis methodologies and structures that will:</p> <ul style="list-style-type: none"> ➤ Foster the analysis of population based outcomes and the ramifications of cancer care delivery ➤ Support the collection and linkage of data/ tissue ➤ Create a culture of data access and not one of data ownership ➤ Include monitoring and evaluation systems (including patient satisfaction) ➤ Take into consideration best practices for cancer control ➤ Support system alignment and redesign ➤ Ensure proper linkages between medicine and science. 	<p>2.1.1 Implement eHealth/CIS and Health Electronic Record with password protected access according to PHSA capability</p> <p>2.1.2 Use Abbotsford as a model for an integrated IM/IT strategy</p> <p>2.2.1 Incorporate the steps to build and manage the appropriate technologies to create and maintain information access to meet identified needs and supports BCCA's data commitments to national partners (registry/outcomes)</p> <p>2.3.1 Determine required enhancements to the Patient Information Management system to ensure effective evaluation of patient care services and research capability/integration.</p> <p>2.3.2 Implement further enhancement of outcomes/evaluation capacity</p>	<p>AC/SO KK/AC</p> <p>AC</p> <p>AC/SO</p> <p>AC</p>	<p>PHSA developing eHealth / CIS/Electronic Health Record.</p> <p>PHSA support of implementation of integrated Cancer Information Platform across all aspects of cancer services including diagnosis and treatment</p> <p>PHSA Patient Information Management and IT/IM support, and participation in BCCA strategies and initiatives re: enhanced health systems planning and utilization.</p>

Strategic Direction # 2: To Enhance Translational Research within the Provincial Cancer Control System

Priority Strategy	Strategic Initiatives	Actions Required	Exec Lead	PHSA Support Required
<p><i>Research Culture</i></p> <p>3. Enhance the Agency's support for an environment and culture that values research, service and teaching equally across the entire spectrum of cancer control.</p>	<p>3.1 Introduce activities that will support an enhanced and sustainable interdisciplinary translational research environment throughout the Agency.</p> <p>3.2 Develop an Agency-wide educational agenda that promotes the Agency's population based care system, knowledge transfer and translational research platforms and incorporates medical and patient/public education.</p>	<p>3.1.1 Implement recommendations of the Research Operational Review and consideration of sustainable infrastructure funding including space, finances, external review, scientific staff.</p> <p>3.1.2 Establish the Tumour Group Council Working Groups which will act on behalf of the Executive to provide direction and coordination of research throughout the Agency.</p> <p>3.2.1 Use Tumour Groups and Networks for knowledge transfer of best practices and new knowledge.</p> <p>3.2.2 Use the Annual Cancer Conference as the key annual educational event for clinical staff, researchers, patients, and public.</p> <p>3.2.3 Participate in National and International Knowledge Transfer forums (CPACC, ICCC).</p>	<p>RD Exec</p> <p>Exec</p> <p>Exec</p> <p>Exec</p> <p>Exec</p>	<p>PHSA provision of sustainable infrastructure funding to support teaching and research.</p>
<p><i>Research Platforms</i></p> <p>4. Ensure the Agency has the capacity to sustain and enhance ongoing research facilities and services.</p>	<p>4.1 Develop/enhance enabling platforms that support TR initiatives, including</p> <ul style="list-style-type: none"> ➤ Outcome Units ➤ TIHOE / Health Services, Economics ➤ Clinical Trials Unit ➤ Tumour Groups ➤ Tumour Tissue Repository ➤ Centre for Translational & Applied Genomics (CTAG) ➤ Genetic Pathology Evaluation Centre (GPEC) ➤ Genome Sciences Centre (GSC) ➤ Centre of Excellence for Functional Cancer Imaging (PET) ➤ Technology Development Office (TDO) 	<p>4.1.1 Evaluate progress of development of research platforms according to 2007 SWOT analysis and introduce steps required to further enhance these platforms</p>	<p>Exec</p>	<p>PHSA HR and IM/IT corporate support for platforms.</p>

Strategic Direction #3: To refine and enhance cancer outcomes through an integrated, interdisciplinary primary care, community and tertiary provincial cancer control program

Priority Strategy	Strategic Initiatives	Action Required	Exec Lead	PHSA Support Required
<p><i>Overcoming Inequities</i></p> <p>5. Ensure inequalities due to distance, geography, ethnicity, culture and education are resolved</p>	<p>5.1 Develop an Aboriginal and First Nations strategy in relation to provincial cancer control</p> <p>5.2 Enhance the applications of telehealth to address access and expertise in rural, remote and Northern settings.</p>	<p>5.1.1 Establish leadership for Aboriginal/First Nations cancer control plan.</p> <p>5.1.2 Establish leadership for development of strategy with identification of appropriate resources.</p> <p>5.2.1 Develop a telehealth application framework and implementation plan for cancer control.</p>	<p>SBS/Exec</p> <p>SBS/Exec.</p> <p>SBS/Exec.</p>	<p>PHSA support for initiative aligned to Premier’s health initiatives.</p> <p>PHSA technical and logistic, support with provincial telehealth implementation</p>
<p><i>Strengthen Primary Care Leadership</i></p> <p>6. Ensure there is the appropriate provincial leadership and guidance in strategy, direction and policy to mitigate regional and population outcome differences</p>	<p>6.1 Ensure there is the required leadership to interdisciplinary teams addressing issues across primary, community and tertiary care</p> <p>6.2 Strengthen leadership for specific networks.</p>	<p>6.1.1 Establish portfolio for Primary Care oncology with appropriate leadership</p> <p>6.1.2 Identify gaps within the present operation of primary, community and tertiary linkages</p> <p>6.1.3 Assign/confirm responsibilities for direction and oversight re: - Family Practice Oncology Network - PHON – survivorship program - Oral oncology network - Community-based palliative & end of life care - develop new, or modify existing networks as necessary.</p> <p>6.2.1 Work with existing networks to assess deficiencies, gaps and opportunities to enhance effective knowledge transfer</p>	<p>SBS</p> <p>Exec</p> <p>SBS</p> <p>Exec.</p>	
<p><i>Enhancing Community Leadership</i></p> <p>7. Enhance community service partnerships that provide capacity within the community for</p>	<p>7.1 Provide cancer control expertise, programs and infrastructure support to Health Authorities and other stakeholders to assist in the provision of cancer control within their communities.</p>	<p>7.1.1 Determine infrastructure for effective population/primary care oncology in communities (prevention, screening, networks, etc)</p> <p>7.1.2 Review Operating Agreement framework with health authorities</p>	<p>Exec.</p> <p>Exec..</p>	

<p><i>clinical, education, supportive care and research activities</i></p>	<p>7.2 Align community and primary care support for effective accrual into existing and new organized screening (early detection) programs</p>	<p>7.1.3 Identify components of community programs and develop contractual agreements that outline expectations, outcomes, standards, monitoring and evaluation</p> <p>7.2.1 Develop collaborative framework between portfolios for key initiatives to enhance accrual of target populations.</p>	<p>Exec.</p> <p>Exec</p>	
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Strategic Direction # 4: To Enhance the Organization’s capacity to meet its Cancer Control and Translational Research Mandate

Priority Strategy	Strategic Initiatives	Actions Required	Exec Lead	PHSA Support Required
<p><i>Resource Management</i></p> <p>8. Ensure effective resource management (accountability) throughout the Agency.</p>	<p>8.1 Identify overall resource management and accountability requirements including financial accountability and leadership enhancement.</p>	<p>8.1.1 Implement the Resource Management Framework.</p> <p>8.1.2. Monitor effectiveness of the Resource Management Framework as part of imPROVE throughout the organization.</p>	<p>Exec.</p> <p>Exec.</p>	
<p><i>Leadership</i></p> <p>9. Ensure there is the organizational leadership required throughout the Agency to support its strategic and operational requirements</p>	<p>9.1 Strengthen Executive Leadership</p>	<p>9.1.1 Recruit VP Discovery, VP External Relationships and support recruitment of President BCCF</p> <p>9.1.2 Strengthen Agency Exec. Committee - Regional Medical leadership - Tumour Group Council representation</p>	<p>SBS/ Exec</p> <p>SBS/ Exec</p>	
<p><i>Communication</i></p> <p>10. Effective communication and staff engagement throughout the Agency.</p>	<p>10.1 Ensure there is appropriate communication throughout the Agency and engagement with the Regional Centres</p>	<p>10.1.1 Develop and implement an Agency-wide communication strategy.</p> <p>10. 1.2 Enhance Executive interaction with the Regional Centres</p>	<p>Exec Exec</p>	
<p><i>Human Resource</i></p> <p>11. Ensure ongoing human resource availability and educational development to implement and maintain the provincial cancer control strategy.</p>	<p>11.1 Introduce a succession planning program for senior administrative, clinical and research leaders within the Agency that includes staffing, salary, education requirements.</p>	<p>11.1.1 Develop a succession planning program for BCCA that accommodates the requirements of PHSA’s HR Planning Framework</p> <p>11.1.2 Maintain an environment to attract and retain the appropriate ‘world class’ clinicians and researchers</p>	<p>KK</p> <p>Exec</p>	<p>PHSA HR Planning Framework under development, with recruitment & retention strategy being integrated</p> <p>PHSA securing the sustainable infrastructure funding and competitive compensation for scientists and clinicians</p>

	<p>11.2 Fully implement the HR Planning Framework directed to all employees, with particular emphasis on “hard to reach” and clinical/scientific professionals.</p>	<p>11.2.1 Maintain a well developed recruitment and retention program with staff development, education, training and career development components to maximize individual and collective skills development and performance</p> <p>11.2.2 Maintain an environment that optimizes staff well-being, satisfaction and motivation, and that facilitates change within the Agency.</p> <p>11.2.3 Implement the HR Plan for Lower Mainland and Abbotsford</p> <p>11.2.4 Maintain linkage with PHSA Talent and Leadership program</p>	<p>KK</p> <p>Exec</p> <p>KK</p> <p>KK</p>	<p>PHSA HR support for recruiting to all regions and in particular satellite/non-urban centres.</p>
<p><i>Facility</i></p> <p>12. Ensure that adequate facilities are available to support the Agency’s capacity to meet its mandate.</p>	<p>12.1: Implement the overall Agency Facility Master Plan for all four campuses (Phase 2, CRC)</p>	<p>12.1.1 Implement the Master Plan under the leadership of the Facilities Committee.</p>	<p>KK</p>	<p>Continued PHSA facilities planning and management engagement.</p>