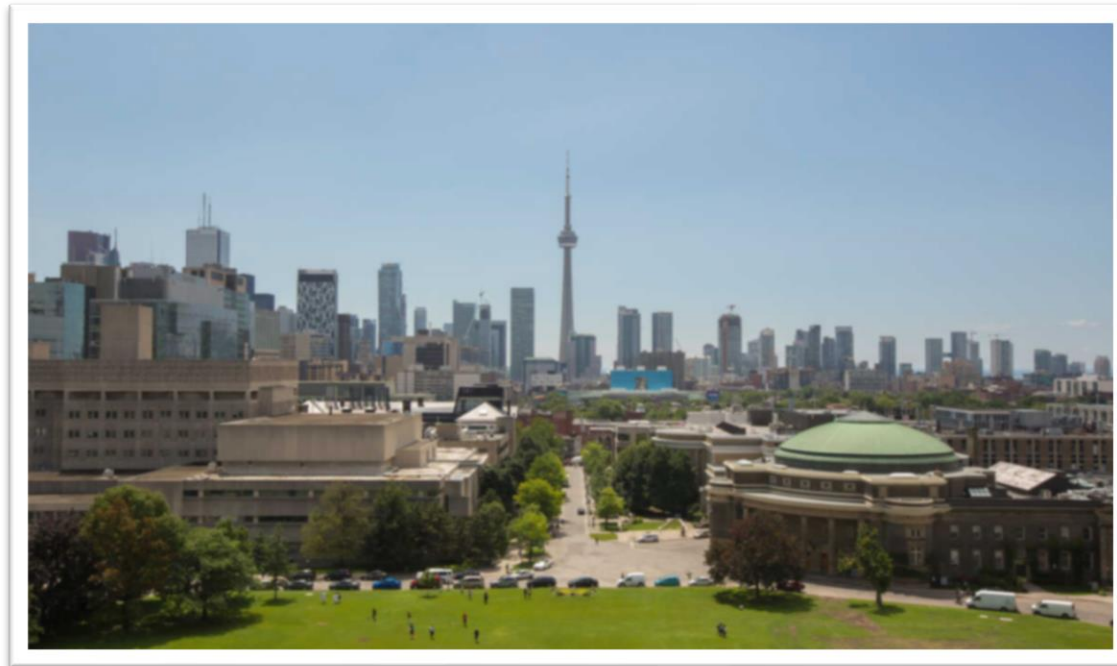


2022-2025 OCCUPATIONAL HEALTH & SAFETY STRATEGIC PLAN



Toronto Academic Health Science Network



Occupational Health & Safety



Establish Future State Health Services Delivery Model(s)



Establish best practices to accelerate operational excellence



Optimize resource utilization to reduce staff burnout

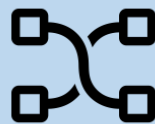


Explore ways of enhancing workflows through automation

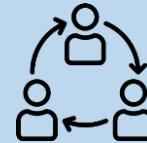


Enhance operations during and beyond the current health emergency

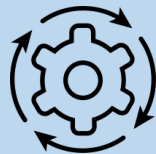
GOALS



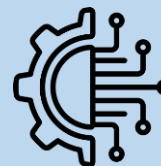
Strategic Priority #1:
Develop Future State Service Delivery Model



Strategic Priority #2:
Establish Occupational Health Collaborative Framework



Strategic Priority #3:
Create Mechanism to Accelerate Operational Excellence



Strategic Priority #4:
Develop Technology Strategy

STRATEGIC PRIORITIES

FOUNDATION

VISION

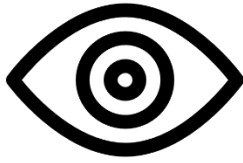
Connecting Occupational Health and Safety practitioners and optimizing Occupational Health expertise across the Toronto Academic Health Science Network.

MISSION

Advancing collaborative Occupational Health & Safety solutions that impact the greater health system.

VALUES

Collaboration
Research
Innovation
Excellence
Best Practices



VISION






Connecting Occupational Health and Safety practitioners and optimizing Occupational Health expertise across the Toronto Academic Health Science Network.

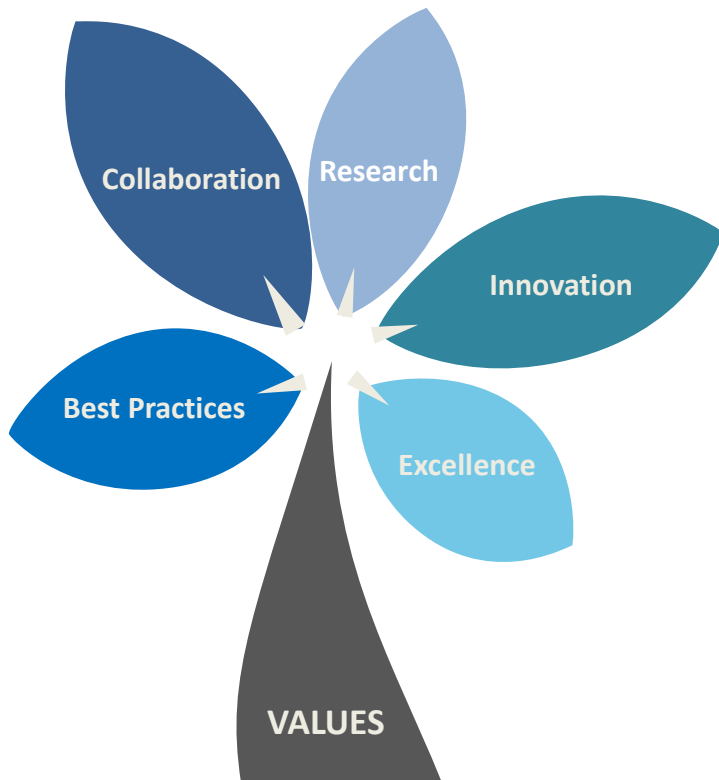


MISSION

Advancing collaborative Occupational Health and Safety solutions that impact the greater health system.

VALUES

-  **Collaboration:** Foster opportunities for pragmatic collaboration between all TAHSN partner hospitals.
-  **Research:** Use evidence-based research to inform and advance solutions to optimize high quality health-care.
-  **Innovation:** Address areas of opportunities within the current system to enhance operations.
-  **Excellence:** Establish standards of excellence and create a mechanism to accelerate effective processes.
-  **Best Practices:** Develop and adopt shared best practices to enable a holistic approach to Occupational Health & Safety services.



Background

The Toronto Academic Health Science Network (TAHSN) is a dynamic network of academic health organizations providing leading edge research, teaching and clinical care.

TAHSN Occupational Health and Safety.

Occupational Health in healthcare settings aims to support a best-in-class safe and healthy work environment for all healthcare personnel, including staff, physicians, students and volunteers. For many years, Occupational Health services concentrated on blood-borne viruses; the risk of transmission of hepatitis B, hepatitis C and HIV, from patients to staff or from staff to patients. These traditional services in Occupational Health were the primary focus for many years in addition to preventative initiatives and programs addressed towards workplace illnesses and injuries as a result of “traditional” hazards in a healthcare setting – biological, chemical and physical. However, during the COVID-19 pandemic, it became evident that Occupational Health services also inventively recognize and respond quickly to emerging infections and risk. During the pandemic, the central role of the Occupational

Health and Safety Departments in ensuring hospital worker well-being became highly visible.

As organizations attempted to meet each challenging and uncertain COVID-19 wave, it became apparent that no consistent standard for Occupational Health and Safety service delivery within Ontario’s health care system exists. Notably, all TAHSN hospitals followed different practices and protocols to promote a safe work culture during the pandemic; differences in systems and processes were also observed due to variation in team composition, budget and size of the hospital.

The 2022 needs assessment of the TAHSN Occupational Health and Safety Departments provided an opportunity to release a three-year strategic plan (from years 2022 to 2025) that will serve as a guide for the TAHSN academic-teaching hospitals to create a vision, set strategic goals and articulate a long-term, forward-focused purpose in the Occupational Health and Safety specialty.

This strategic plan carries forward relentless focus on regulatory excellence to serve the function of Occupational Health in establishing evidence-based best practices that ensure provision of sustainable, high-quality healthcare. The plan introduces a shared vision, mission and values for TAHSN

Occupational Health and Safety Departments, define strategic priorities and concrete success measures that provide a line of sight on the roadmap to guide timelines. TAHSN hospitals look forward to collaborating with Partner Hospitals to close gaps and address areas of opportunity that present the highest need for improvement to ensure optimal health care provision.

The TAHSN Executive Leadership

across all Partners hospitals act as advocate and change ambassadors for driving the continuous improvement of Occupational Health departments for the years of 2022 to 2025 while setting out four broad strategic priorities to optimize the mandate of Occupational Health and Safety.



Priorities

Over the next three years, TAHSN Occupational Health & Safety (OHS) is committed to achieving the following:

Establish Future State Service Delivery Models

We will collaborate with TAHSN Partner Hospitals to ensure all employees and customers receive the same level of service.

Establish OHS Collaborative Framework

We will drive constituency by sharing existing resources, expertise and knowledge to reach ideal state that is focused on enhanced health care.

Accelerate Operational Excellence

We will create a mechanism to surface critical processes, evaluate these processes and engage the right stakeholder to establish best practices.

Develop a technology strategy

We will optimize relationships with internal and external stakeholders to develop a technology strategy and explore opportunities to enhance workflows through automation.

Strategic Priorities

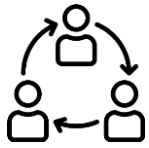
#1 Develop Future State Service Delivery Models

Future State Service Delivery Models are important because they are the blueprint for how each organization will work. A shared Future State Service Delivery Model will create a sense of clarity in each organization and will make sure each employee knows their responsibilities. It will also ensure that all employees and customers receive the same level of service, across all participating Occupational Health Departments

In 2022–25, TAHSN Occupational Health & Safety will optimize sustainable high-quality health care and be future ready through the following goals:

- Define the Mission and Vision of Occupational Health & Safety (OHS) as well as the cross-functional relationship between OHS and business units (ex. IPAC, HR)
- Enhance, cross-hospital strategic and operational planning processes to drive operational excellence across all Occupational Health & Safety Departments
- Establish staffing ratios to drive operational service excellence to help alleviate high volumes of workload for our Occupational Health & Safety staff
- Develop standard job descriptions for Occupational Health Nurses and Disability Case Coordinators to be shared across all Partner Hospitals to attract the most qualified candidates
- Streamline service delivery to appropriately align with the mandate and core function of Occupational Health & Safety
- Develop an Escalation Framework that clearly defines how the Occupational Health & Safety resource model will scale up or down based on emergent crises



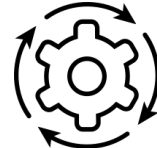


#2 Establish an Occupational Health Collaborative Framework

Trans-organizational systems are a collection of organizations that have agreed to work interdependently to accomplish a task too large in scope for a single organization. In our case, this is the optimization of hospital-based Occupational Health resources across the TAHSN Partner hospitals.

In 2022–25, TAHSN Occupational Health & Safety will generate exponential business value and drive a collaborative mind-set through the following goals:

- Identify and implement priority shared services across our Partner hospitals that are in alignment with the mandate and core function of Occupational Health & Safety
- Implement training programs for Managers, Directors, Employees, and New Hires to increase education and broaden awareness of Occupational Health & Safety
- Launch shared digital platform(s) to share existing resources and create signature stakeholder experiences through knowledge exchange and transfer
- Establish Working Groups to inform design and implementation, specifically related to Wellness, Occupational Health & Safety policy management, and Workplace Violence Prevention



#3 Create a Mechanism to Accelerate Operational Excellence

Operational Excellence is an ongoing activity. TAHSN is committed to creating a mechanism to surface critical processes, evaluate these processes for effectiveness, and engage the appropriate individuals to standardize and implement best practices across the various Occupational Health & Safety Departments.

In 2022–25, TAHSN Occupational Health & Safety will make business processes effortless and develop processes that meet staff and customer need through the following goals:

- Improve priority processes, related to increasing OHS throughout, turnaround time, and customer experience, while ensuring employees are safe and fit to perform job duties
- Design a path that captures customer/leadership experiences as we strive for continuous improvement and ensure our services are in alignment with customers' expectations
- Develop a shared cross-hospital Performance Measurement Framework to measure impact and volume of Occupational Health & Safety operations
- Establish standards of operational excellence that reduce duplicated effort for shared customers (learners, staff) that transfer between hospital sites to optimize resource capacity



#4 Develop a Technology Strategy

11 out of the 14 TAHSN Occupational Health & Safety Departments use Parklane Systems to manage and store data. There are many areas of opportunities to optimize this software, and many efficiencies can be found by working together with each other and the vendor(s).

In 2022–25, TAHSN Occupational Health & Safety will enable functional and digital capabilities that enhance workflows through automation and reduce administrative burden through the following goals:

- Discover new ways of digitally-enabled delivery of Occupational Health & Safety outcomes while achieving service excellence
- Optimize our current technology and implemented new functionalities to foster effective two-way communication between Occupational Health & Safety and customers
- Invigorate staff experience and enabled systems and functional capabilities to reduce administrative burden and increase capacity to re-prioritize high demand work
- Develop a technology strategy in collaboration with external vendor(s) that informs how our business processes can be accelerated to enhance productivity





Committed Stakeholders: TAHSN Partner Hospitals

University Health
Network

Humber River Regional
Hospital

Scarborough Health
Network

Trillium Health Partners

Sunnybrook Health
Sciences Centre

North York General
Hospital

Sinai Health System

Michael Garron Hospital

Unity Health Toronto

Women's College
Hospital

Baycrest Centre

Holland Bloorview Kids
Rehabilitation Hospital

The Hospital for Sick
Women's College
Hospital

Centre for Addiction
and Mental Health

Success Factors

In response to the 2022 TAHSN Occupational Health & Safety Needs Assessment, the Partner hospitals are committed to measuring the effectiveness and performance of this strategic plan through:

- Measuring and tracking across a number of key indicators to understand successes and areas of improvement, within the implementation of the three-year strategic plan
- Ensure efforts progress towards achieving the intended outcomes by means of consistent reporting and communication

01



Optimize Resource Management

Establish an optimized resource model with the most upskilled members of Occupational Health & Safety Network and other business units

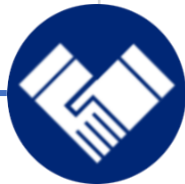
02



Prioritize Leadership Involvement

Establish the role of leadership and governance committee to advocate for the project and act as change ambassador

03



Foster Collaboration

Schedule regular meetings to support each other through process of mutual improvement and benefit

04



Tighten Focus

Do the small things well (right activities / actions in the right order) to build momentum and deliver incremental value (priority and reduced complexity)

2022–25 OCCUPATIONAL HEALTH AND SAFETY STRATEGIC PLAN

Prepared for TAHSN by: Occupational Health & Safety leaders across partner hospitals, overseen by TAHSN HR Community of Practice



Toronto Academic
Health Science Network