



MANITOBA INSTITUTE
FOR PATIENT SAFETY

Strategic Plan 2018-2023

HEALTH in COMMON

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Background

To provide direction over the next five (5) years, the Manitoba Institute for Patient Safety (MIPS) engaged in a strategic planning process that included a stakeholder survey, internal and external consultations and a facilitated planning session. A Strategic Planning Committee, comprised of the executive director and representatives from the board of directors, guided the planning process.

Consultations, including key stakeholder interviews, a focus group with members and volunteers and an online survey completed by staff, volunteers, board members, and member organizations, provided feedback on the current mission statement, organizational strengths and challenges, external risks or opportunities and the critical issues for the organization to consider as they move forward.

Strategic Issues

Based on survey responses and input from key stakeholder consultations, the following strategic issues were identified and considered in the development of five (5) year goals and objectives.

1. Focus efforts and ensure ‘value-added’ programs and services

A small organization with limited resources – human and financial – and a broad mandate, MIPS needs to clarify intended outcomes to ensure maximum impact with available resources. This clarification, combined with an understanding of current program effectiveness (e.g. are campaigns effective?), will support decision making and resource allocation.

Strengthening provincial reach, identifying priority populations (e.g. newcomers and Indigenous people), knowledge exchange with other provinces and enabling public engagement were mentioned as potential areas of focus. Identifying the intended target audience – health-care providers and/or patients will further clarify the organization’s potential impact.

Focusing efforts and increasing the organization’s capacity for measuring progress against identified outcomes will allow MIPS to articulate the ‘value-added’ of its programs and services. This increased capacity could also support the development of a business case for patient safety in the province - the rationale for doing more.

2. Raise the profile and position of MIPS in the changing provincial landscape

In order to position MIPS in the changing structure of the system (i.e. establishment of Shared Health Manitoba), the organization needs to be well-connected and able to ‘make the case’ for its role and services. Communication with MB Health and Shared Health Manitoba, as roles are clarified, is an opportunity to align provincial patient safety efforts.

Advocating for patient safety is integral within health-care system transformation, MIPS is well-positioned to play a role in educating the public and advocating for a patient safety lens. As a well-networked provincial organization, MIPS has an ability to facilitate knowledge exchange with national organizations and other provinces; ensuring Manitoba is learning from what has worked (and not worked) in other jurisdictions.

While MIPS as an organization has no authority, expanding and strengthening collaboration, in particular with regulatory bodies, will expand organizational reach. Continuing to collaborate and raise the organization’s profile in Manitoba, with health care organizations and professional associations, will further establish MIPS’ relevance on the provincial landscape. With respect to public profile, people are often familiar with the resources developed by MIPS, but haven’t heard of the organization.

3. Strengthen organizational sustainability

Within the provincial fiscal environment, increased funding should not be expected, nor maintaining current funding levels assumed. With core funding from the provincial government, MIPS needs to consider diversifying its fund development – increasing membership fees, exploring opportunities for partnership in the private sector, establishing relationships that provide access to decision makers, leveraging existing relationships with partner organizations and engaging the public were mentioned.

In addition to the financial aspect of sustainability, MIPS needs to focus on succession planning at the leadership level. With respect to governance, this means filling vacancies on the board of directors, while at an operation level, it means ensuring the organization is prepared for the potential retirement of key staff, in particular the executive director. MIPS needs to ensure operational effectiveness, which is key to organizational sustainability, is embedded in policies and systems.

Framework for Planning

Vision

Safe healthcare is a priority.

Mission

MIPS works with the public, healthcare providers and leaders to promote patient safety in Manitoba.

Values

Accountability: Patient safety is the primary concern of the Manitoba Institute for Patient Safety and therefore all decisions must be evaluated in terms of their impact on patient safety.

Collaboration, Partnership and Fiscal Stewardship: The Manitoba Institute for Patient Safety will enter into partnerships with other organizations to promote patient safety.

Integrity: The Manitoba Institute for Patient Safety will conduct its activities based on its values, policies and bylaws, fostering a climate of respect, trust and transparency.

Engagement and Consultation: The Manitoba Institute for Patient Safety will ensure extensive involvement with volunteers, members and the public in its activities.

Excellence: The Manitoba Institute for Patient Safety and the board will continually strive for excellence.

Long-term Impact

Culture of patient safety is strengthened.

Goals and Objectives

Goals and objectives provide the framework for annual operational planning, including the development of outputs and short-term outcomes for quarterly reporting to the board.

Public

1. MIPS strengthens public awareness of a patient's 'right to ask'
 - a. increase public ability to advocate for themselves and others
 - b. enhance volunteer program (recruitment, policies, content) to provide public education and outreach

Healthcare providers

2. MIPS supports inclusion of patient safety science and patient centred care in practice
 - a. increase focus on patient safety science in entry to practice education
 - b. work with healthcare providers to increase uptake of leading practices

Leaders

3. MIPS collaborates with stakeholders to strengthen patient safety in existing systems
 - a. strengthen relationship with SHSM and provincial government to align efforts
 - b. strengthen membership model

Strategic Priorities

Strategic priorities identify areas of emphasis or critical issues that need to be addressed over the next five (5) years to ensure MIPS can achieve the goals and objectives that have been identified in the strategic planning process.

1. Internal capacity and organizational stability
MIPS will strengthen internal capacity (staff and board) and establish organizational stability. This will include staff and board development, succession planning, and the governance structure.
 - a. clarify board composition and skills needed
 - b. review /modify governance structure for current environment
 - c. develop succession plan at governance level
 - d. develop and implement a process for monitoring progress on strategic plan
2. Funding model to strengthen existing services
MIPS will adapt funding model to strengthen existing services and organizational sustainability. This will include diversifying fund development, exploring private sector opportunities and increasing non-restricted revenue.
 - a. develop and implement a fund development plan (public and private sources of revenue)
 - b. assess and address current capacity to adequately fund development efforts
 - c. increase non-restricted funding to strengthen existing services
 - d. develop and utilize fund raising policies
 - e. explore and identify opportunities for industry partnerships
3. Monitoring and evaluation to measure progress
MIPS will strengthen capacity for monitoring and evaluating impact. This will include policy development, staff and board development and succession planning.
 - a. review existing service provision to assess the feasibility of continuing to deliver all services – including availability of adequate space and appropriately qualified staff
 - b. continually monitor and assess processes and systematic improvements made
 - c. develop and utilize formal system for output and outcome data collection
 - d. utilize data systematically to support planning efforts