

Performance Goals and Objectives 2002/2003

Terry Gulliver

Program Director, Laboratory Medicine

Goals/Objectives	June 30, 2002	September 30, 2002	December 31, 2002	March 31, 2003
1. Continue the development of the Laboratory Management "Team" philosophy by reinforcing and encouraging the Division Managers to make decisions based upon the interests of the Program first and their Division second.	<ul style="list-style-type: none"> ➤ Division Managers as a group discussed all aspects of Hay Report. ➤ All Division Managers get copy of monthly information produced on all aspects of Laboratory Medicine Program. 	<p><u>November 1, 2002</u></p> <ul style="list-style-type: none"> ➤ One-day planning retreat planned for early New Year. ➤ First part of morning, CEO/VP to talk about vision for HCC ➤ Then rest of day to flow from this – from Lab Perspective <p><u>Examples of Teamwork</u></p> <ol style="list-style-type: none"> 1. Position transferred willingly from Blood Banking to Genetics. 2. Power processor – approach done by team of Lab managers. 3. Medinet - involvement of managers. 	<p><u>January 15, 2003</u></p> <ul style="list-style-type: none"> ➤ Meeting Janet Laidley to continue planning ➤ Budget as a whole <ul style="list-style-type: none"> ➤ Completed ➤ Ongoing ➤ Ongoing (meeting January 16, 2002) 	<p><u>May 12, 2003</u></p> <ul style="list-style-type: none"> ➤ Planning Retreat held successfully on March 24, 2003. ➤ Comprehensive plan for Laboratory Medicine Program set for fiscal years for 2003 – 2005.

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2. To provide leadership and direction to the Laboratory Program Team by working closely with the Division Managers, Division Chiefs and Program Chief.	<p>a. Have monthly Division Managers' meetings</p> <p>b. Monthly Program meeting of Program Director and Clinical Chief and Division Managers and Divisional Chiefs.</p>	<p><u>November 1, 2002</u></p> <ul style="list-style-type: none"> ➤ Leadership Day – early 2003 ➤ Two new managers have had 6-month formal appraisal ➤ Every Divisional Manager has goals/objectives – formal meetings to review every 6 months. 	<ul style="list-style-type: none"> ➤ Worked with Lynn Wade, NAPE, aim to devise/ implement new corporate-wide staff recall process. ➤ Reviewed all managers April-September period ➤ Arranged budget/financial session with each manager and Rosanne Smart ➤ Division Chiefs to be involved in Lab Planning Day ➤ Worked with Lynn Wade / Allan Grossert to develop plan for Blood Collection Services ➤ Worked with Barry Dyer to plan consolidation of pathology technical services 	<ul style="list-style-type: none"> ➤ Planning Retreat held successfully on March 24, 2003. ➤ Continues to have regular monthly Divisional Managers' meeting. ➤ Monthly Program meetings of Program Directors and Clinical Chiefs and Division Managers and Divisional Chiefs. ➤ The above meetings provide a framework for discussion, implementation and monitoring of Laboratory Medicine Program's plan. ➤ New corporate-wide staff recall process implemented, reviewed after six months and now ongoing. ➤ Completing managers' goals and objectives review and setting new ones for next fiscal year. ➤ Plan for Off-Site Blood Collection developed and presented to Executive Management. ➤ Plan developed for Consolidation of Pathology Technical Services.

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<p>3. To improve the overall operational efficiency of the Program specifically:</p> <p>a. improve the equipment / technology of our Biochemistry Division through our recent tender with Beckman Coulter</p>	<ul style="list-style-type: none"> ➤ a process for equipment installation and up and running ➤ Staff all trained ➤ This has improved turn-around times for testing ➤ Instituted test consolidation ➤ This is proceeding as planned 	<ul style="list-style-type: none"> ➤ CX – 5 installed at Bell Island – expanding scope of service ➤ Tender Mass Spec in process of being installed and operationalized by January, 2003 ➤ Other BC equipment upgrading to LXI in January ➤ So far, 10 pieces of equipment installed and operational across all sites 	<ul style="list-style-type: none"> ➤ Met with Terry O'Brien, Annette Hill to implement ➤ Delayed, as total equipment ordered and delivered in early January, 2003 ➤ Upgrades slated for May / June 	<ul style="list-style-type: none"> ➤ CX-5 at Bell Island operationalized. ➤ New Treponin screening and automated urinalysis installed at Bell Island as well. ➤ Tandem Mass Spectrometer installed and being operationalized. ➤ Upgrades to B.C. equipment scheduled for September, 2003.

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<p>3. To improve the overall operational efficiency of the Program specifically:</p> <p>b. improve our specimen sorting section by automating this area with new equipment</p>	<ul style="list-style-type: none"> ➤ Committee set up to implement all aspects of new power processor (multi-divisional team approach) ➤ Target date for installation and operating by September/October depending on renovations ➤ Has to interface with Meditech 	<p><u>November 1, 2002</u></p> <ul style="list-style-type: none"> ➤ Ongoing ➤ Renovations delayed ➤ Meditech interface has been practiced despite delay ➤ Early January 2003 target to be in operation 	<ul style="list-style-type: none"> ➤ Ongoing. Most of work done. ➤ Delayed ➤ Completed. Awaiting installment ➤ Booked Beckham Coulter 1st of February to do installation. 	<ul style="list-style-type: none"> ➤ Power Processor installed and operationalized.

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3. To improve the overall operational efficiency of the Program specifically: c. improve our flow cytometry service by leasing new equipment with automated sample preparation and handling	<ul style="list-style-type: none">➤ Purchase order given➤ Instrument in transit➤ Budget sufficient to accommodate the lease➤ Set up target August / September	<u>November 1, 2002</u> ➤ Installed and complete	➤ Operational	➤ Completed

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3. To improve the overall operational efficiency of the Program specifically: d. reroute Waterford outpatient specimens directly to the General site	<ul style="list-style-type: none">➤ Has not started yet➤ Needs power processor up and running➤ Planning proceeding so this can happen then	<u>November 1, 2002</u> <ul style="list-style-type: none">➤ Delayed due to renovations and installation of power processor	<ul style="list-style-type: none">➤ Delayed due to delays in Facilities completing redevelopment project	<ul style="list-style-type: none">➤ Will be operationalized June 1, 2003, for all Labs except for Microbiology.

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<p>3. To improve the overall operational efficiency of the Program specifically:</p> <p>e. continue the plan to consolidate Microbiology services to the General site</p> <p>f. Improve allergy / autoimmune testing.</p>	<p>➤ Direction provided to Divisional Manager and Divisional Chief</p> <p>➤ Division Manager leading the process</p> <p>➤ Target date depending on facility renovations which may be February / March, but implementation planning to be completed by the Lab</p> <p>(1 FTE reduced already)</p>	<p>November 1, 2002</p> <p>➤ Terry to write Dr. R. Williams after meeting with Facilities</p> <p>➤ This has been delayed and not on Facilities project list.</p>	<p>➤ Outstanding</p> <p>➤ Met with Winse Brown and he and Dr. Hutchinson are planning the consolidation</p> <p>➤ Upgraded current contract with new technology at no extra cost</p> <p>➤ New instruments to be installed in January, 2003</p>	<p>➤ Sketch of renovations required have been completed.</p> <p>➤ Facilities will now draft plans.</p> <p>➤ Plan is to complete by January, 2004.</p> <p>➤ Instrumentation installed and operational. This is now completed.</p>

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4. Set benchmarks for productivity for each division as per the Hay recommendations and work towards achieving them.	<ul style="list-style-type: none"> ➤ Done ➤ Being monitored and produced monthly ➤ Follow up takes place with managers on a regular basis 	<ul style="list-style-type: none"> ➤ Reported on monthly basis ➤ Improvements in Micro, Pathology and Cytology ➤ Overall Lab Program exceeds top quartile for Hay benchmarks. 	<ul style="list-style-type: none"> ➤ Ongoing ➤ Ongoing ➤ Ongoing 	<ul style="list-style-type: none"> ➤ Implemented and ongoing. ➤ Improvements in Microbiology and Pathology. ➤ Main Lab, Immunology and Genetics are at the top of the top quartile in terms of productivity.

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5. Oversee the Laboratory renovations project for the General site ensuring that requirements are met.	<ul style="list-style-type: none"> ➤ Managers, staff and Divisional Chiefs involved ➤ Working closely with Facilities Management and Architects ➤ Renovations started and now in Phase II 	November 1, 2002 <ul style="list-style-type: none"> ➤ Phase II nearing completion ➤ Awaiting benches and tops delivery ➤ Staff already working on Phase III plans 	<ul style="list-style-type: none"> ➤ Delayed ➤ Delayed ➤ Ongoing 	<ul style="list-style-type: none"> ➤ Phase II is completed. ➤ Phase III has started, but early delays being experienced.

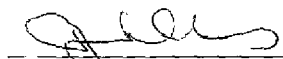
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6. To meet budget guidelines for 2002/03	<ul style="list-style-type: none"> ➤ \$250,000 reduction planned and accepted ➤ Each Division Manager reports every month on variances. ➤ Monthly budget meetings scheduled with Budget Analyst, Rosanne Smart ➤ For April / May, \$15,000 on budget (\$15,000 underfunded for benefits) and Dr. Li sent in a bill for Jan 3 – May 5, 2002 (\$24,000 cost) and another \$15,000 in retro pay with no budget, total \$54,000 but only \$15,000 under budget. 	<u>November 1, 2002</u> <ul style="list-style-type: none"> ➤ End of September, \$39,000 over budget ➤ Details have been submitted ➤ Still feel balanced budget will be achieved ➤ Budget analyst and Program Director have meet with each Divisional Manager 	<ul style="list-style-type: none"> ➤ End November \$126,000 over ➤ Met with Sharon Lehr to go over "unplanned" expenses and budget shortfalls for benefits and revenue projections 	<ul style="list-style-type: none"> ➤ \$206,000 over budget at year end. ➤ \$135,000 of this was the budget reduction removed from budget. ➤ There were costs of \$50,000 for retroactive pay as a result of reclassification. ➤ In summary, workload up 7%, budget overspent by 1%, worked <u>hours</u> decreased by 10,000. ➤ Budget for 2003/2004 set at 2002/2003 level with adjustments for compensation increases. ➤ Budget review meeting to be held in late May, 2003.

Date Proposed: **June 30, 2002**

Final Comments: The Laboratory Medicine Program has had an excellent year in terms of implementing technology (e.g. installation and operationalization of the Power Processor and Tandem Mass Spectrometer) to improve service and reduce costs. Workload has increased by 7%, yet worked hours have decreased by 10,000 hours. Planning processes have worked well culminating in a Planning Retreat in March, 2003, which has set out the detailed plans for the Program for fiscal years 2003 – 2006.

The budget of the Program was reduced, and there were some unavoidable, unanticipated cost increases which should not recur. The Program, through the major work done in automation and further planning, is in a good position from a financial perspective for the future.


Productivity continues to be enhanced, and the Program is at the top if the top quartile across the Country in most areas of the Program.



DR. ROBERT WILLIAMS
Vice President, Medical Services

May 22/03

Date



Terry Gulliver
Program Director, Laboratory Medicine

May 22/03

Date