

Surgery SCN™ Interim Transformational Roadmap (TRM) 2022-2023

This **Interim Transformational Roadmap** will serve to guide the work of the AHS Surgery Strategic Clinical Network from January 1, 2022, to December 31, 2023, through the recovery from the COVID-19 global pandemic. Our Vision, Mission, Role, and Guiding Values and Principles remain the same as in our [2018-2021 document](#). Over the next two years, we will focus on the following four Key Strategic Objectives:

- 1. We will improve access to surgical consultation and the provision of surgical care by:**
 - Co-designing with Primary Care a provincial central access system for all surgical consultation in Alberta, inclusive of referral wait-time measurement
 - Working with our partners to develop specialist advice systems, surgical treatment pathways, and to improve transitions of care
 - Supporting the Alberta Surgical Initiative and COVID-19 recovery, including evaluation, workforce planning, and surgical innovation
- 2. We will develop an integrated approach to provide safe, high-quality surgical care in Alberta by:**
 - Integrating existing quality initiatives including NSQIP, ERAS, TQIP, VQI and MBSAQIP into a coordinated provincial surgical quality improvement program with clear provincial targets, timelines, and accountabilities
 - Ensuring that all major hospital sites develop a single multidisciplinary team responsible for surgical quality improvement and supporting all surgical sites to improve quality
 - Developing organizational policies that support the delivery of safe, high-quality surgical care
 - Working to advance more effective methods of audit and feedback for all clinicians providing surgical care
- 3. We will continue to strengthen Alberta's surgical community by:**
 - Committing to the principles and practices of equity, diversity, inclusion, and accessibility
 - Continuing to engage the community and Zone operations through site visits, learning collaboratives, the Alberta Surgery Forum, and meetings of our Core Committee
 - Helping to develop a strong, resilient surgical culture with the skills required to innovate in the post-pandemic environment
 - Working closely with a strong coalition of Patient Advisors and our partners in the Provincial Surgery Operations Committee, Primary Care, Path to Care, the Alberta Medical Association, Alberta Health, academic partners, and others



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4. **We will develop new ideas to improve the future of surgical care in Alberta** by:
 - Building strong partnerships to support research and innovation
 - Incentivizing research and innovation that is of the highest value to Albertans
 - Translating scientific knowledge to achieve operational excellence
 - Supporting innovation through the Evidence Decision Support Program and the Provincial Advisory Committee on Surgical Innovation

Strategic Considerations

Since the publication of its 2018-21 Transformational Roadmap the Surgery Strategic Clinical Network has made progress in achieving the majority of their objectives. Alberta has an engaged surgical community that is focused on improving access and quality. Efforts are underway to achieve better access to data relating to the care we provide. This interim roadmap aims to build on these achievements and define even more ambitious goals to be achieved by the end of 2023.

The next two years promise to be full of challenge and opportunity, as the province develops a post-COVID-19 recovery plan and fully implements the Alberta Surgical Initiative. Our work will be supported by the recent recruitment of four physician leaders who are focused on Surgical Access and Surgical Quality. We will also work very closely with the Provincial Surgical Operations Committee in achieving our strategic goals.

Risks

We have identified three main strategic risks facing this work:

1. **Change management:** Although these objectives build on strong foundations, significant change management will be required to achieve success. As before, we will rely on strong support from our partners and from senior leadership to make these changes sustainable.
2. **Workforce fatigue:** the energy of our workforce has been significantly depleted by the COVID-19 pandemic. We will need to be strategic how and when we set out this work to make sure it is achievable and sustainable within the organization.
3. **Unpredictability:** the pandemic has shown us that the future can be unpredictable. We must be willing to be nimble, flexible, and creative in facing unforeseen challenges.

Plans for Review

We will circulate this roadmap to the Core Committee and community for feedback and endorsement.

We will report back regularly to the Core Committee on the progress of our work. We will conduct a review of our progress in January 2023 to determine what remains to be achieved, based on measurement criteria defined in **Appendix A**. In September 2023, we will begin a formal process to review and refresh this roadmap for the period 2024-2026.

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Appendix A: Measurement Criteria

Objective	Measure
1. We will improve access to surgical consultation and the provision of surgical care	
Building, through co-design with Primary Care, a provincial central access system for all surgical consultation in Alberta, inclusive of referral wait-time measurement	HIS Grant: project progress, referral wait time reduction
Working with our partners to develop specialist advice systems, surgical treatment pathways, and to improve transitions of care	Specialty Access Bundle reporting
Supporting the Alberta Surgical Initiative and COVID-19 recovery, including evaluation, workforce planning, and surgical innovation	ASI reports and dashboards
2. We will develop an integrated approach to provide safe, high-quality surgical care in Alberta	
Integrating existing quality initiatives including NSQIP, ERAS, TQIP, VQI and MBSAQIP into a coordinated provincial surgical quality improvement program with clear provincial targets, timelines, and accountability	Process measures
Ensuring that all major hospital sites develop a single multidisciplinary team responsible for surgical quality improvement	Number of the 16 highest volume sites with team or structure
Support all surgical sites to improve quality	Number of surgical sites supported
Developing organizational policies that support the delivery of safe, high-quality surgical care	Number of provincial policies in development and approved
Working to develop more effective methods of audit and feedback for all clinicians providing surgical care	Process measures
3. We will continue to strengthen Alberta's surgical community	
Committing to the principles and practices of equity, diversity, inclusion, and accessibility	Process measures
Continuing to engage the community through site visits, learning collaboratives, the Alberta Surgery Forum, and meetings of our Core Committee	Number of meetings, visits, attendance, stakeholder engagement, evaluation outcomes
Helping to invest in and support a strong, resilient surgical culture with the skills required to innovate in the post-pandemic environment	Surgery SCN program investment, workshops, events
Working closely with a strong coalition of Patient Advisors and our partners in the Provincial Surgery Operations Committee, Primary Care, Path to Care, the Alberta Medical Association, Alberta Health, academic partners, and others	Number of advisors, number of committees and involvement
4. We will develop new ideas to improve the future of surgical care in Alberta	
Building strong partnerships to support research and innovation	Scientific Office annual report
Incentivizing research and innovation that is of the highest value to Albertans	Scientific Office annual report
Transferring and translating scientific knowledge to achieve operational excellence	EDSP reporting
Supporting innovation through the Evidence Decision Support Program and the Provincial Advisory Committee on Surgical Innovation	EDSP reporting