

ONTARIO STROKE NETWORK

REGIONAL REVIEWS

Review of Regional Program Managers' Roles and Relationships: Recommended Core Elements

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Recommended Core Elements

Core Element	Recommended Core Element
Job Title	<p>Reflecting the high level responsibilities and accountabilities, including the reach across the continuum of care¹ and across the region, the title of this position is recommended to be:</p> <p style="text-align: center;">Regional Director, XXX Regional Stroke Network</p>
Job Summary	<p>The Regional Director, Regional Stroke Network² provides leadership for the Regional Stroke Network, focusing the Network across the continuum of stroke care and across the stroke region, and advancing the vision, mission, and strategic directions for the Ontario Stroke Network.</p> <p>The Regional Director directs and leads the regional planning, implementation, coordination, monitoring and evaluation of an integrated system of stroke care that is based on best practices. The Regional Director fosters and maintains strong relationships with stakeholders (including the Regional Stroke Centre or Enhanced District Stroke Centre, District Stroke Centres, and Stroke Prevention Clinics) across the stroke care continuum at the provincial, regional, district and community levels, including key relationships with the Local Health Integration Networks. The Regional Director engages and collaborates with a wide range of stakeholders, establishing and maintaining partnerships and linkages that support an effective Regional Stroke Network.</p>
Authority	<p>The Regional Director, Regional Stroke Network directly leads the Regional Stroke Team³, and the Best Practices Team⁴ of the Regional Stroke Centre for the Best Practices Team's regional activities.</p> <p>The Regional Director provides advice and recommendations to the clinical team of the Regional Stroke Centre and to other teams across the Regional Stroke Network</p>

¹ From the Ontario Stroke Network's Strategic Plan, the Continuum of Stroke Care is defined to include: health promotion; primary, secondary, and tertiary prevention; pre-hospital care; emergency, diagnostic, and acute care; rehabilitation; long-term care; and community reintegration.

² The Regional Stroke Network includes: the Regional/Enhanced District Stroke Centre, District Stroke Centres, Stroke Prevention Clinics, and other stakeholders. Throughout these recommended core elements, the Enhanced District Stroke Centres are intended to be included in the terminology for Regional Stroke Centre.

³ The Regional Stroke Team includes the Education Coordinator, Rehabilitation Coordinator, and the Long-Term Care and Community Engagement Coordinator.

⁴ The Best Practices Team includes designated positions at the Regional Stroke Centres, including Registered Nurses, Regional Case Manager, Physiotherapists, Occupational Therapists, Speech Language Pathologists, and Social Worker or Registered Dietitian (**Requirements (abstracted from RSC service guidelines)**): To provide a broad regional role in educating allied health professional at all regional hospitals; These roles will further facilitate expansion of both rehabilitation expertise and the dissemination of evidence based practice across the continuum and into the regions. The positions may not be transferred to manage patient caseloads elsewhere in the hospital i.e. stroke regional positions are not to be included in a general 'rotation' staffing model. These positions are additional to the RSCs normal staffing of allied health services for stroke patients within the RSC facility. These positions are intended to augment the stroke clinical team at the RSC and are not to 'replace' the RSCs responsibility to provide access to the facility's "normal" allied health staff for all inpatients).

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	<p>through: collaborating with others; developing stakeholder relationships and partnerships across the continuum of care and with government; applying best practices; and collecting and disseminating data.</p> <p>The Regional Director collaborates with all providers in the Regional Stroke Network to achieve the Vision and Mission of the Ontario Stroke Network (OSN) and to support implementation of the regional work plan.</p> <p>The Regional Director functions with minimal direction and works towards system objectives using concepts, principles and broad guidelines. The Regional Director has the latitude to devise new courses of action and manage risk within areas of his/her professional expertise.</p>
Accountabilities	<p>The Regional Director, Regional Stroke Network is accountable for the following outcomes:</p> <ul style="list-style-type: none"> • Implementation of the regional plan, including the work of the regional stroke team, for the Regional Stroke Network to continuously improve quality and achieve established performance indicators • Stakeholder engagement to support the regional plan • Decision-making that is based on the best available evidence • Timely communication to Regional Stroke Network stakeholders • The overall effectiveness of learning and education and knowledge transfer processes across the Regional Stroke Network • Working within allocated budgets for regional stroke program funds designated to the Regional Stroke Centre functional cost centers
<p>Reports To (Ability to hire, fire, direct activity; not just sharing of information, documents and reports)</p>	<p>The position to whom the Regional Director, Regional Stroke Network reports should be a member of the senior leadership (e.g. vice president) team of the Regional Stroke Centre and should:</p> <ul style="list-style-type: none"> • Be able to demonstrate, as well as support and mentor the Regional Director in strategic and systems thinking; • Be a champion for systems integration within the regional stroke centre and across the continuum of care; • Support the Regional Director in building relationships within the Regional Stroke Centre, across the Regional Stroke Network, and within relevant LHIN(s) • Understand and commit to the collaborative nature of the relationships between the Regional Stroke Centre, the Regional Steering Committee, and the Regional Director as together they work to achieve the regional plan <p>The Regional Steering Committee participates with the Regional Stroke Centre in the recruitment, selection and evaluation of the Regional Director.</p>
Responsibilities	<p>Leading the Regional Stroke Network:</p> <ul style="list-style-type: none"> • In alignment with the OSN vision, mission, and strategic directions, and in collaboration with the Regional Steering Committee, establish and implement the regional plan for the Regional Stroke Network • Focusing across the continuum of stroke care and across the stroke region, provide leadership for coordination and effective planning across the region • Maintain visibility across the region and the continuum of care as the champion for the high quality stroke care

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	<ul style="list-style-type: none"> • Work to sustain the role and responsibilities of the Regional Stroke Centre, as established through the service guidelines and accountability agreements, in co-operation with the Regional Steering Committee • Maintains and advances own knowledge and skills <p>Achieving Change and Improving the System of Stroke Care:</p> <ul style="list-style-type: none"> • Lead and implement systems change projects on a local/regional basis • Oversee, lead and/or participate in the development and integration of best practices and system changes in consultation with leaders from partner and stakeholder organizations • Act as an advisor for care across the stroke continuum and region, including within the Regional Stroke Centre, District Stroke Centres, Stroke Prevention Clinics, and with other partners • Establish and maintain relationships with the Local Health Integration Network(s) to align planning and implementation of best practices and quality standards • Apply quality improvement, project and change management models, and best practices appropriate to the project/change <p>Financial and Resource Management:</p> <ul style="list-style-type: none"> • Work with the Regional Stroke Centre and regional partners to identify current and future resource needs for the Regional Stroke Network • Plan, prepare and manage, in collaboration with the Regional Stroke Centre and the Regional Steering Committee, the use of regional stroke funds for the growth and sustainability of the system of stroke care within the region • Working with the Regional Steering Committee, support the Regional Stroke Centre to achieve its LHIN accountabilities in: developing, approving, implementing and monitoring the regional work plan; overseeing performance and advising on actions to address areas for improvement; developing yearly budget submissions and monthly variance reporting for the Regional Stroke Centre; and approving expenditures within signing authority limits • Identify and respond to alternate funding opportunities (e.g. requests for proposals) and manage all resources and accountabilities pertaining to any funding received • Advocate for appropriate funding with the Local Health Integration Network for the Regional Stroke Network <p>Ontario Stroke Network & Provincial, Regional, and District Initiatives:</p> <ul style="list-style-type: none"> • Lead or participate in province-wide projects, balanced with regional needs and priorities • Participate, collaborate, and advocate on behalf of the Regional Stroke Network in district, regional, inter-regional, and provincial task forces/ working groups to promote stroke best practices and system integration <p>Regional Stroke Network Operations:</p> <p>Planning</p> <ul style="list-style-type: none"> • In conjunction with the Regional Steering Committee and in alignment with the OSN Strategic Plan, develop the regional plan for the Regional Stroke Network

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	<ul style="list-style-type: none"> • Develop short and long term planning priorities for stroke care across the continuum and across the stroke region • Align plans and service delivery strategies with priorities of internal and external stakeholders <p>Quality Improvement</p> <ul style="list-style-type: none"> • Continually advance the operational effectiveness and efficiency of the Regional Stroke Network through quality initiatives • Identify and pursue opportunities for pilot projects, proposal development and/or funding <p>Human Resources</p> <ul style="list-style-type: none"> • Recruit, hire, mentor, coach and discipline, and monitor performance of regional stroke team, in collaboration and/or consultation with other team members and managers as appropriate • Manage regional stroke team resources, ensuring appropriate balance of skills and capabilities, and allocate team resources as appropriate to support achieving the regional plan • Recruit and establish contracts with consultants/project staff as required <p>Education and Knowledge Transfer:</p> <ul style="list-style-type: none"> • Collaborate with and oversee the work of regional education staff to identify needs, and facilitate the implementation of the regional education program and regional continuing education activities • Support the education coordinator, and other regional staff as appropriate, to develop and provide education and training across the continuum of stroke care and across the region • Identify and facilitate opportunities for knowledge creation and translation, including abstract submissions, reports, journal articles, formal and informal research partnerships • Participate in forums and conferences etc. <p>Evaluation and Monitoring: Working in collaboration with the OSN evaluation specialist, other regional staff, and stakeholders to provide leadership to:</p> <ul style="list-style-type: none"> • Implement evaluation frameworks to monitor utilization, workload, regional plans, financial and clinical performance outcome indicators for all regional initiatives • Support measurement and monitoring processes by working with other stakeholders to define data needs, collect data, assess performance, evaluate outcomes and develop standards throughout the region and across the spectrum of stroke care • Identify best practices, opportunities for improvement and benchmarking • Prepare reports, and make presentations to disseminate key information to network partners <p>Engaging Stakeholders and Establishing and Maintaining Partnerships & Linkages:</p> <ul style="list-style-type: none"> • Foster and maintain strong relationships with stakeholders across the continuum of stroke care at the provincial, regional, district and community levels

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	<ul style="list-style-type: none"> • Develop and sustain formal partnerships as required to meet the objectives of the Regional Stroke Network • Facilitate development of relationships among local care providers and consumers across the stroke care continuum to define, develop and implement local stroke strategy priorities and activities • Collaborate with administrators, physician and clinical leaders, and community partners at the provincial, regional, district and local level <p>Communications:</p> <ul style="list-style-type: none"> • Develop and maintain a stroke communication strategy for the region • Ensure effective communication and dissemination of information to stakeholders to: profile regional activities and accomplishments; support the provincial and regional/district stroke system; and support development and adoption of best practices with stakeholders • Create opportunities for public awareness and education and to profile local and regional achievements
Relationships	<p>Ontario Stroke Network:</p> <ul style="list-style-type: none"> • Promote the Ontario Stroke Network Vision, Mission, and Values • Work collaboratively with the Ontario Stroke Network to align regional work plan and projects with the OSN • Lead/Participate in provincial committees to support the development of the system of stroke care, balanced with regional needs and priorities <p>Regional Steering Committee:</p> <ul style="list-style-type: none"> • Work closely with and is a non-voting, ex-officio member of the Regional Steering Committee • Receive input and advice from the Regional Steering Committee regarding development and implementation of the regional plan • Provides support to working groups of the Regional Steering Committee <p>Local Health Integration Network(s):</p> <ul style="list-style-type: none"> • Build relationships and collaborate with the LHIN to identify opportunities to integrate and align the services of the Regional Stroke Network with the LHINs' Integrated Health Services Plan • Work with stakeholders to measure and evaluate the delivery of care according to agreed stroke system performance standards and accountabilities, and to support them to achieve the performance standards in the LHIN:Provider Accountability Agreements • Inform the LHIN(s) of any gaps between needs of the communities served and scope of services provided within the LHIN allocation <p>Regional Stroke Centre or Enhanced District Stroke Center:</p> <ul style="list-style-type: none"> • Develop and maintain strong relationships with key programs and services within the Regional Stroke Centre • Work collaboratively with members of the Regional Stroke Centre leadership team to facilitate integration of the strategic directions at the program level • Collaborate with interdisciplinary teams and hospital administration/ departments related to integrated stroke care

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	<ul style="list-style-type: none"> • Support other regional stroke staff in the development, implementation and evaluation of stroke care protocols and collaborative care plans at the regional centre <p>District Stroke Centre:</p> <ul style="list-style-type: none"> • Develop and maintain strong relationships with key programs and services within the District Stroke Centre(s) • Work collaboratively with members of the District Stroke Centres' leadership and interdisciplinary teams to facilitate implementation of the regional plan for the Regional Stroke Network • Review the district work plan for input and advice regarding alignment with the regional work plan • Support district staff in the development, implementation and evaluation of stroke care protocols and collaborative care plans at the district centre(s) <p>Regional Stroke Team:</p> <ul style="list-style-type: none"> • Regional Stroke Team reports to the Regional Director • Collaborate with the Regional Medical Regional Director for the Regional Stroke Network, to support implementation of the regional work plan • Manage and lead the Regional Stroke Team in collaboration and/or consultation with other team members as appropriate • Manage human resources, ensuring appropriate balance of skills and capabilities, assessing service quality, providing performance feedback and discipline, prioritizing workloads and schedules, handling grievances and managing training and development needs <p>District Stroke Team:</p> <ul style="list-style-type: none"> • In collaboration with leadership staff of the District Stroke Centre, may participate in the recruitment, hiring, mentoring, and coaching of District Coordinators and may provide input to monitoring of performance and performance reviews of District Coordinators <p>Regional Stroke Stakeholders:</p> <ul style="list-style-type: none"> • Develop and foster positive relationships with, stakeholders, and community partners internal and external to the Regional Stroke Network • Develop and sustain partnerships with regional and district stakeholders to meet the objectives of the Regional Stroke Network, the regional stroke centre, the Local Health Integration Network(s), Ontario Stroke Network, and other provincial and national organizations to support the development of the system of stroke care <p>Provincial Linkages:</p> <ul style="list-style-type: none"> • Participate on provincial committees within provincial and national organizations to support the development of the system of stroke care, balanced with regional needs and priorities • Represent the Regional Stroke Network at provincial forums, committees • Partner with other Regional Program Managers and Regional and District Stroke Centres