

GREEN COLLEGE
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From the Academic Tutor

Mr Peter Ellis
President and Chief Executive Officer
Sunnybrook Health Science Centre
Toronto
Canada

7 September 1992

Dear Mr Ellis,

I write on behalf of the College's Academic Committee to say how pleased we are that you have agreed to lead one of our seminars on the Organisation and Delivery of Medical Care.

I understand that Dr Gatherer has approached you informally and that you are willing to give a talk on "Corporate Accountability: Value for Money versus Ethics?" at 6.00 pm on Thursday, 19 November in the E P Abrahams Lecture, Green College.

I shall be delighted if you are able to dine in College after the seminar and I shall be happy to arrange overnight accommodation for you if necessary. Perhaps you will be kind enough to let me know? You may also wish to let me have details of any audio-visual aids you may require.

Dr Gatherer will be acting for the College and I know he is looking forward to your seminar.

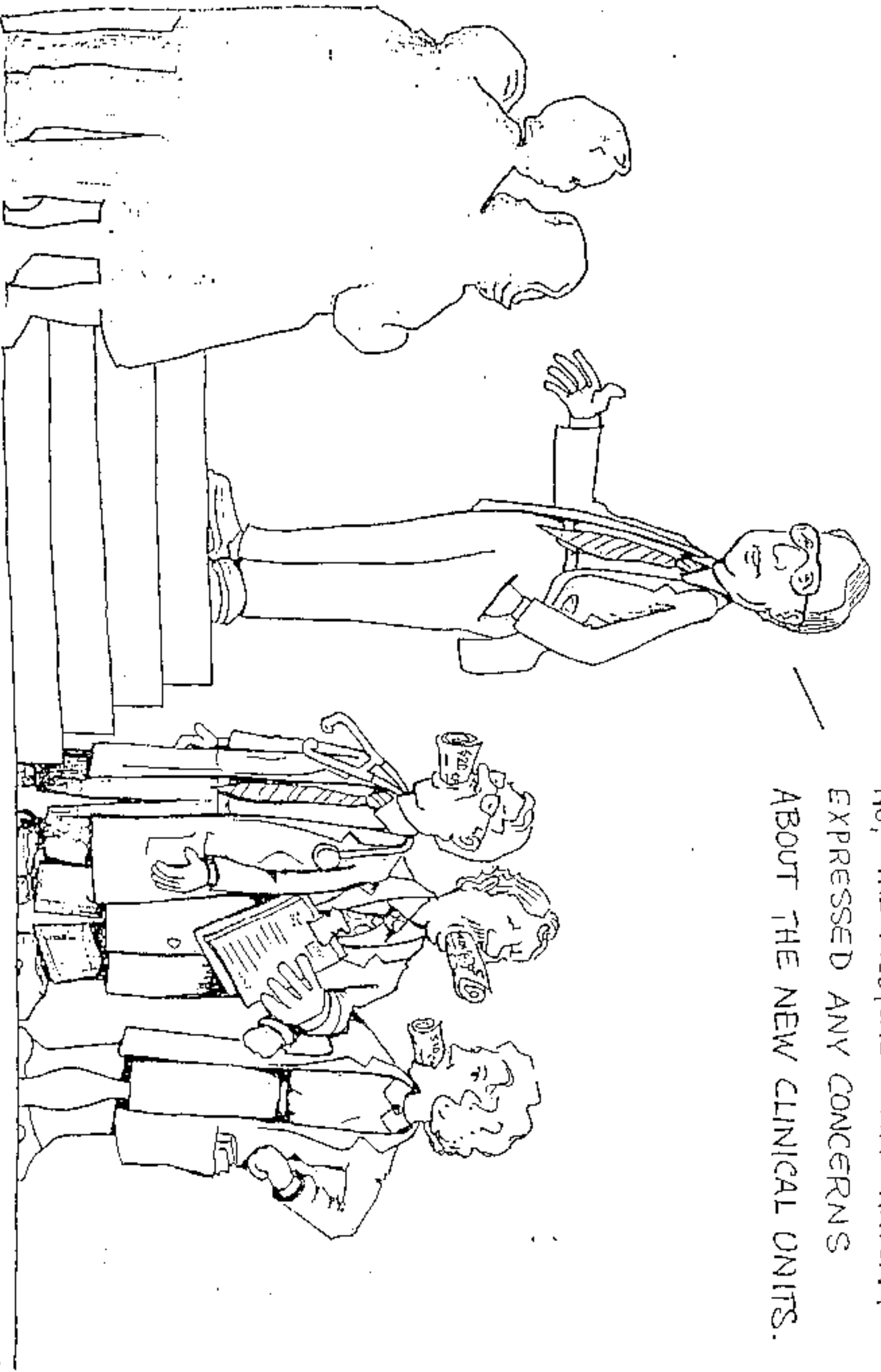
Yours sincerely,

Niall R Moore

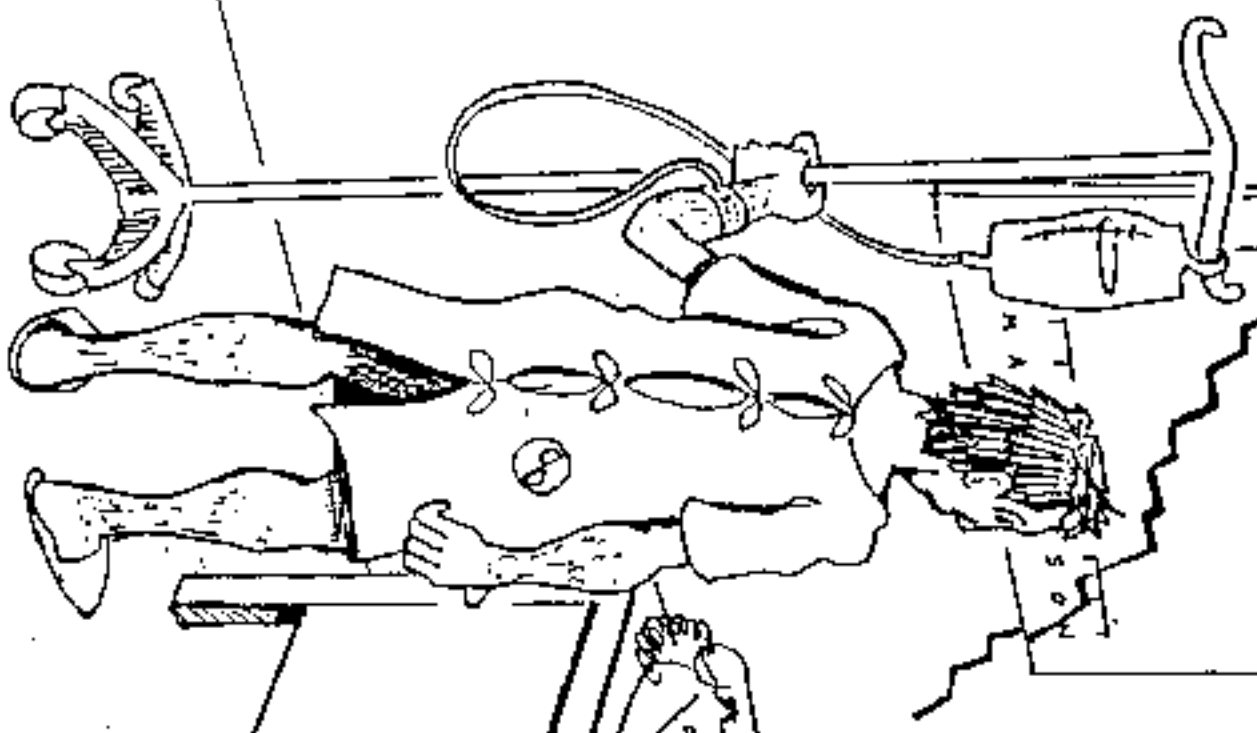
Dr Niall R Moore
Academic Tutor

**CORPORATE
ACCOUNTABILITY**

NO, THE MEDICAL STAFF HAVEN'T
EXPRESSED ANY CONCERNS
ABOUT THE NEW CLINICAL UNITS.



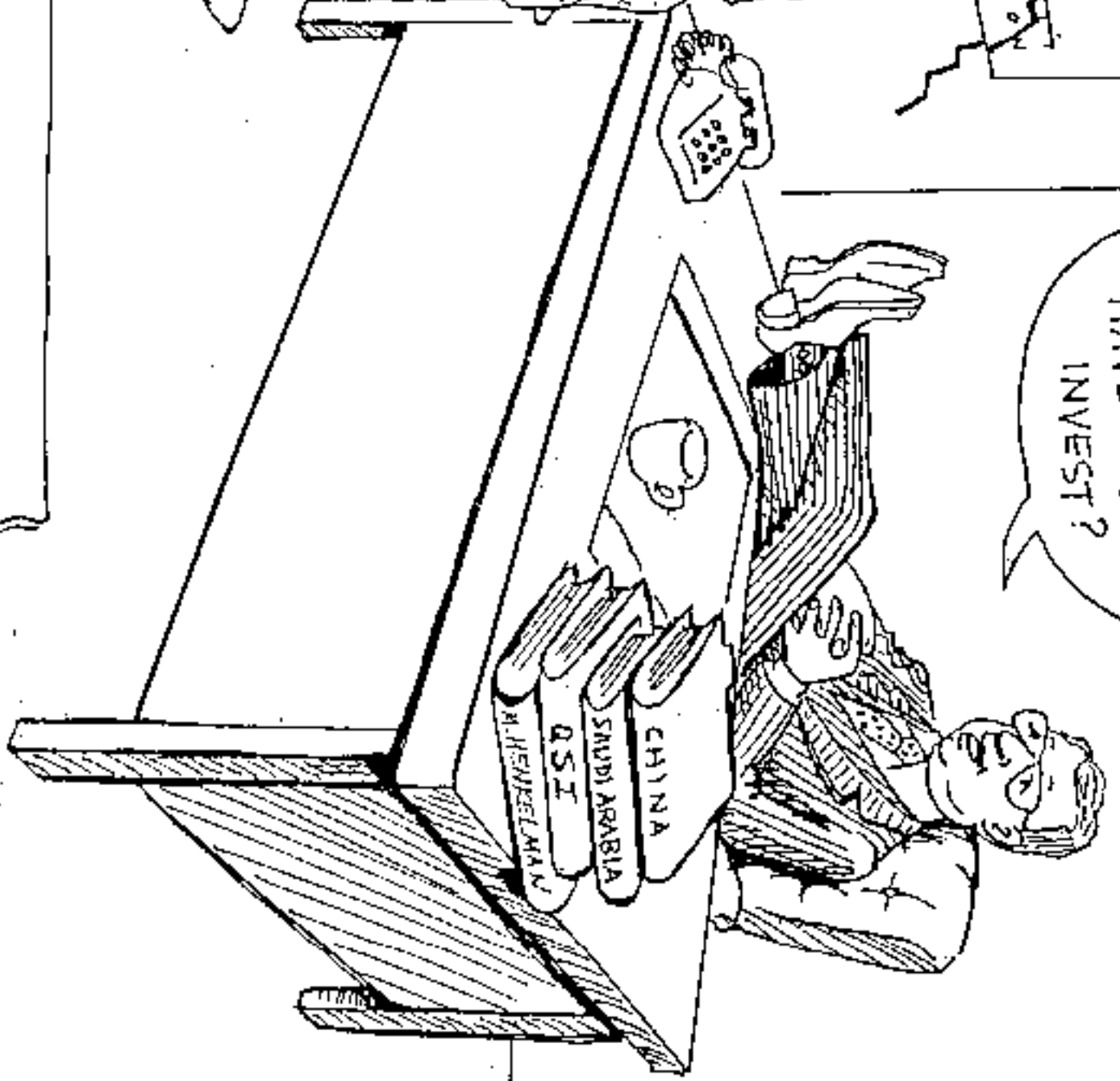
RETURNS ON INVESTMENTS



AND HOW MUCH DO YOU HAVE TO INVEST?

SUNNYBROOK MEDICAL CENTRE

~~HEALTH CARE CENTRE~~
INVESTMENT CENTRE

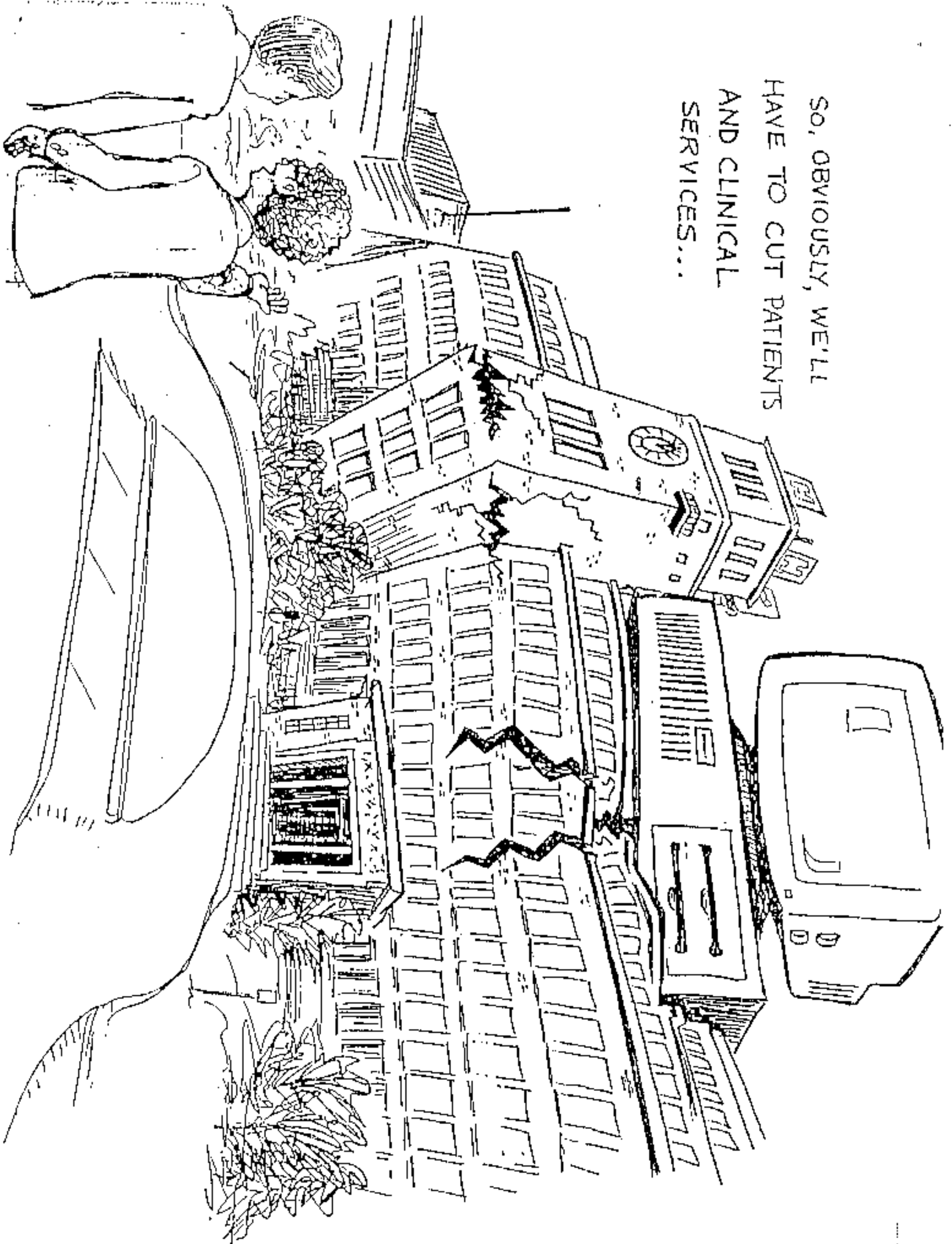


EXPENSE ACCOUNTS
LEASED CARS
GRANITE CLUB

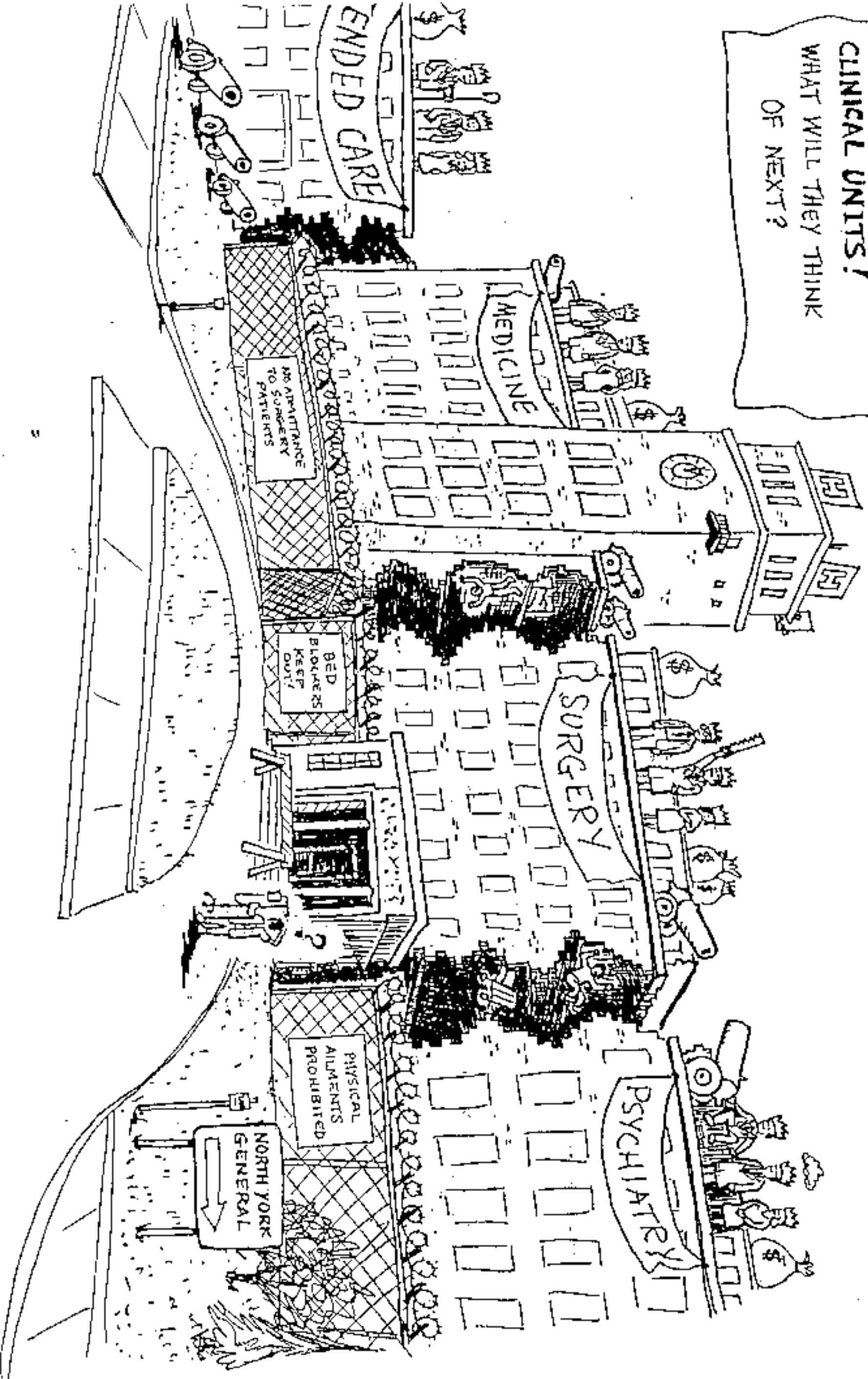
TM TRAVEL
IBM-TRAVENOL
MERCERS
NEW SPIRIT TECHNOLOGY

THE PUBLIC HEALTH CARE DOLLAR.

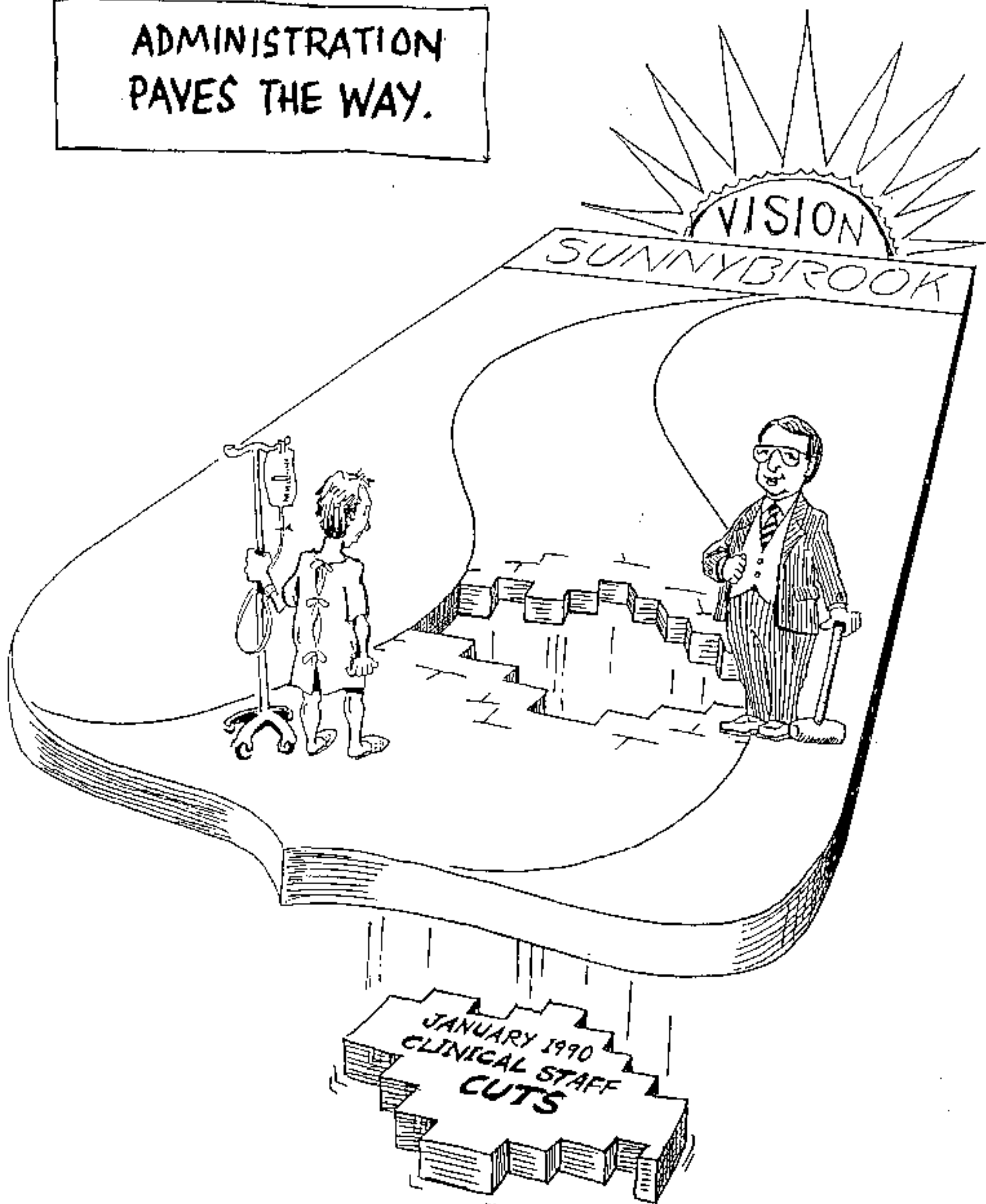
SO, OBVIOUSLY, WE'LL
HAVE TO CUT PATIENTS
AND CLINICAL
SERVICES...



INNOVATIONS IN HEALTH CARE:
CLINICAL UNITS!
WHAT WILL THEY THINK
OF NEXT?



ADMINISTRATION
PAVES THE WAY.



CORPORATE VALUES & CULTURE

- ◆ **BOTTOM LINE**
 - ◆ **CUSTOMER FOCUSED**
 - ◆ **ANTI-PROFESSIONAL**
-

ACCOUNTABILITY

- PAYORS
- PATIENT
- TEACHING
- RESEARCH
- ETHICAL & LEGAL
- SYSTEM
- PEERS
- STAFF
- REFERRAL

STRATEGIC FOCI

- LEADERSHIP
- CULTURE & CLIMATE
- PLANNING
- ORGANIZATION
- DEVELOPING PEOPLE
- CONTROLLING

STRATEGIC ISSUES

- ◆ **PROGRAMMES**
 - ◆ **HOSPITAL BASE/CLINICAL SERVICES**
 - ◆ **EDUCATION/RESEARCH/ACADEMIC LINKAGES**
 - ◆ **COMMUNITIES**
 - ◆ **ORGANIZATIONAL CULTURE AND CLIMATE/STAFF DEVELOPMENT**
 - ◆ **FINANCIAL AND RESOURCE DEVELOPMENT**
 - ◆ **TECHNOLOGY/INFORMATION SYSTEMS**
 - ◆ **QUALITY IMPROVEMENT**
 - ◆ **INTERPROFESSIONAL RELATIONS**
 - ◆ **ENVIRONMENT**
 - ◆ **AMBULATORY CARE**
 - ◆ **WOMEN'S ISSUES**
-

MANAGEMENT PRINCIPLES

- ◆ **MAINTAIN A CLIENT FOCUS**
 - ◆ **CONTINUALLY STRIVE TO IMPROVE QUALITY**
 - ◆ **EFFECTIVELY USE RESOURCES**
 - ◆ **DEVELOP PEOPLE TO MAXIMIZE THEIR POTENTIAL**
 - ◆ **BE GOAL ORIENTED AND GOAL DRIVEN**
 - ◆ **COMMIT TO CORPORATE GOALS AND OBJECTIVES**
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MANAGEMENT PRINCIPLES AND STANDARDS OF PRACTICE

- ◆ **MANAGERS SHALL COMMUNICATE OPENLY AND HONESTLY WITH STAFF AT ALL LEVELS OF THE ORGANIZATION.**

 - ◆ **MANAGERS SHALL BE EFFECTIVE DECISION MAKERS WHO ARE PREPARED TO MAKE DIFFICULT DECISIONS WHEN NECESSARY.**

 - ◆ **MANAGERS SHALL BE TRUSTWORTHY AS WELL AS TRUSTING OF OTHERS.**

 - ◆ **MANAGERS SHALL BE SENSITIVE TO "FUTURE" ISSUES AND ADEPT AT PLANNING FOR THE FUTURE.**

 - ◆ **MANAGERS SHALL BE NON-DISCRIMINATORY IN THE DEALINGS WITH STAFF AND TREAT COLLEAGUES AT ALL LEVELS WITH RESPECT AND DIGNITY.**
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PATIENT/FAMILY CONCERNS
BY TYPE, BY YEAR

	<u>90/91</u>	<u>91/92</u>
COMPLAINANTS	309	421
ATTITUDE	65	82
COMMUNICATION	51	63
ADMINISTRATIVE/SYSTEMS	122	175
QUALITY OF CARE	97	117
LOST ARTICLES	28	32
ENVIRONMENT	19	16
TOTAL:	382	485

	Quality of Care	Attitude	Communi- cation	Admin.
DOCTOR	75 (48)	22 (12)	45 (28)	84 (29)
NURSE	48 (38)	26 (26)	12 (6)	26 (17)
RECEPTIONIST		21 (18)	11 (8)	12 (6)
PROFESS. SUPPORT	3 (5)	- (2)	1 (4)	5 (7)
TECHNICIAN	3 (3)	3 (-)	1 (1)	2 (2)
HOSPITAL SUPPORT	- (5)	1 (7)	3 (6)	42 (33)
OTHER	-	4 (-)	1 (1)	14 (13)

NOTE: () = 90/91 FIGURES

ORGANIZATION CHART

