

WINDSOR REGIONAL HOSPITAL ANNUAL REPORT APRIL 1, 2012 - MARCH 31, 2013

BOARD OF DIRECTORS

Gay Wrye, <i>Chair*</i>	Jacques Kenny**	Dr. Shobhana Patel, <i>Vice-President, Professional Staff, Ex-Officio/Non-Voting</i>
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Rob Renaud, <i>Vice-Chair*</i>	Leanne Leech	Pam Skillings*
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Arvind Arya*	Dr. Maureen Muldoon***	Donna Wellington**
Nick Dzudz**	David Musyj, <i>President/CEO, Ex-Officio/Non-Voting</i>	Dan Wilson*
Dr. Gaston Franklyn**	Anthony Paniccia***	
Dr. Gary Ing, <i>Chief of Professional Staff, Ex-Officio/Non-Voting</i>		

* (as of June, 2012) ** (completed term June, 2012) *** (as of July, 2012) **** (until June, 2012)

EXECUTIVE COMMITTEE

Dr. Mary Broga	Mark Ferrari (Windsor Family Health Team)	Dan Germain	David Musyj
Claudia den Boer Grima	Ron Foster	Karen McCullough	Sharon Pillon

MEDICAL ADVISORY COMMITTEE

Dr. Gary Ing, <i>Chief of Staff</i>	Dr. Winston Ramsewak, <i>Chief, Diagnostic Imaging</i>	Dr. Kenneth Schneider, <i>Chief, Oncology</i>
Dr. Andrea Steen, <i>President</i>	Dr. David Adekoya, <i>Chief, Emergency Medicine</i>	Dr. Joseph Multari, <i>Chief, Oral and Maxillofacial Surgery and Dentistry</i>
Dr. Shobhana Patel, <i>Vice-President</i>	Dr. Marguerite Chevalier, <i>Chief, Family Medicine</i>	Dr. Lenna Morgan, <i>Chief, Paediatrics</i>
Dr. Kristen Gyetvai, <i>Secretary-Treasurer</i>	Dr. David Shum, <i>Chief, Laboratory Medicine</i>	Dr. Leonardo Cortese, <i>Chief, Psychiatry</i>
Dr. Robert Smith, <i>Past President</i>	Dr. Joseph Shaban, <i>Chief, Medicine</i>	Dr. Shael Liebman, <i>Chief, Surgery</i>
Dr. Julia Smith, <i>Chief, Anesthesia</i>	Dr. Anthony Pattinson, <i>Chief, Obstetrics and Gynecology</i>	

FOUNDATION BOARD OF DIRECTORS

Ilias Kiritsis, <i>President</i>	David Musyj, <i>Secretary, Ex-Officio/Non-Voting</i>	Robert K. Little (deceased Oct. 2012)	Beth Ann Prince
Elaine Snaden, <i>Vice President</i>	Mary Bocian	Ryan Luvisotto	Cathy Pupatello
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		Anthony Paniccia*	Lynne Watts

* (as of November, 2012) ** (as of January, 2013)

AUXILIARIES

Mary Bocian, *President, Malden Park Auxiliary*
Fae Gillespie, *President, Metropolitan General Hospital Auxiliary*
Fay Neil, *President, Windsor Western Auxiliary*

Bev Zimmerman,
WRH Volunteer



OUR VISION: Outstanding Care – No Exceptions!

OUR MISSION: Deliver an outstanding care experience driven by a passionate commitment to excellence.



annual report
2012-2013

"People will forget what you say,
people will forget what you do,
but people will never forget
how you made them feel."

Maya Angelou, *Poet and Author*





Gay E. Wrye
Gay Wrye
Chair of The Board

Joint Message From The Chair of the Board, President and CEO and Chief of Staff

If someone had indicated to us what would unfold in the past fiscal year, it would have been amazing to comprehend. We are making history in healthcare in this community due to events that have – and continue to – evolve.

In retrospect, we began the fiscal year last April with the continuing challenges related to operational funding. The government was faced with a \$15.3 billion deficit and a debt of \$210 billion.

In years past, Windsor Regional Hospital (WRH) suffered in a similar manner, on a smaller – yet just as troubling – scale. From 1995 to 2009, a period of 15 years, WRH had only two years where its budget was balanced. This resulted in debt accumulating to over \$66 million in 2009, and that meant the first \$5 million in annual funding from the Province went to servicing that debt.

Then we got our house in order. For the past four fiscal years, WRH has had a balanced operating position by year end. This has allowed WRH to spend in excess of \$22 million on capital equipment reinvestment over the same period of time and has placed WRH in a great position to address the ongoing economic and funding pressures facing the Province and Country.

This past year, our base funding actually decreased and we faced up to 100 Alternative Level of Care (ALC) patients occupying acute and sub-acute care beds. With a \$2.1 million reduction in funding, yet tasked with completing all construction at the Tayfour Campus on time and on budget, there was no approval coming for the additional Rehabilitation and Complex Continuing Care beds.

Then things started to change. A positive moment in history for Windsor and Essex County was the graduation of 24 young physicians; the first Charter Class from the Schulich School of Medicine and Dentistry. Adding to this event was the Provincial announcement from Minister Duncan of a Task Force to examine a single site state-of-the-art acute care hospital to service generations to come. It was clear that the responsibility was upon all of us, as leaders, to seize the moment and move on this opportunity.

We were proud to introduce a new, updated Strategic Plan (2012-2015) for Windsor Regional Hospital. Our vision, 'Outstanding Care – No Exceptions!' was retained and a new mission, 'Deliver an outstanding care experience driven by a passionate commitment to excellence.' was introduced, along with updated Strategic Directions and Initiatives.

The positive clinical results from the Toldo Neurobehavioral Institute (inpatient mental health facility) started to become evident. With 127 referrals, 93 patients admitted, 51 discharges and the average length of stay at 88.15 days, the course of patient care was changed in mental health delivery. Patients that had been "institutionalized" for years were now being discharged home and back to their communities to live productive lives.

Another initiative at Windsor Regional Hospital was the creation of the Patient Experience Task Force and the development of 'Compassion is our Passion!' This philosophy has been embedded in our culture and is assisting with focusing on improving patient satisfaction and, in particular, the level of emotional support.

Five best practices were selected for display at the OHA HealthAchieve International Conference and Exhibition in November. Transition to Betterness agreed to fund the redesign of the Palliative Care Unit at Malden Park through their 'From Rooms To Wings' Campaign and the Medicine Redesign project provided groundbreaking results that would mentor other programs to follow suit.

Windsor Regional Hospital and the Board of Directors were pleased to invite Ridley Barron to speak on "First, Do No Harm." His personal story was riveting and left an impact on all of us.

The Quality of Worklife Survey spoke loudly again, with up to 87.5% of staff recommending Windsor Regional Hospital as a place of employment to their friends.

After one year of construction, the new Windsor Regional Children's Centre Family Learning Place opened in March, appropriately named the W.E. Care For Kids House as a result of their generous \$1 million donation along with \$4.3 million Provincial funding.



David Musyj
David Musyj
President & CEO



Dr. Gary Ing
Dr. Gary Ing
M.D., F.C.F.P.
Chief of Staff

The winter months saw continued increases in Emergency Department wait times. The fact that 92 ALC patients had a combined stay at Windsor Regional Hospital of 10,446 days, further translated at 28 years of patient days of those waiting for long-term care, gave a perspective of the impact ALCs have on acute care services. Conservatively, on an average of \$1,000 per day, the cost to operate 92 beds would be \$3.2 million per year.

The results and final report of the Task Force focusing on the new state-of-the-art acute care hospital were delivered. It was an overwhelmingly supportive report that stated there was a strong desire and need to move ahead with a new state-of-the-art facility. It was a challenge to the Board of Directors to put aside years of historical issues and focus on what is in the best interests of the community and the patients we serve.

This focus and leadership created a moment in history for healthcare for the region when the Board of Directors of Windsor Regional Hospital and Hôtel-Dieu Grace Hospital agreed to formulate a short-term and long-term vision; that all acute care services would be governed and operated by WRH and all sub-acute care (Complex, Rehabilitation, Mental Health and Children's Mental Health) would be governed and operated by HDGH. Once a single site acute care hospital is operational, the

HDGH Ouellette site will be configured for Ambulatory/Urgent Care with Diagnostic Imaging, Pharmacy and possibly Day Surgery.

In the short-term, both Boards supported the implementation of the long-term vision now, in order to achieve the clinical and operational gains necessary to place both organizations in the best position possible to tackle the issues that will present themselves in the short-, medium- and long-term.

Windsor Regional Hospital concluded this past fiscal year being recognized by the internationally acclaimed news program, The Fifth Estate, for its clinical care, transparency and leadership in healthcare. This recognition is a true credit to the WRH team that ultimately benefits our patients, families and community.

Many challenges will face us in the future. However, as a team, WRH has placed itself in a great position financially and clinically to proactively address these issues for the benefit of our community, our patients and our team members.

Together, we express our appreciation and recognition to all employees, professional staff, auxiliaries and volunteers for their continued loyalty and commitment to providing **Outstanding Care...No Exceptions!** on behalf of our patients.

JOINT MESSAGE from Board Chairs, President and CEOs, and Chief of Staffs of both HDGH and WRH

From the moment the Provincial government announced the concept of a single site state-of-the-art acute care hospital for Windsor/Essex, it was the motivator for all of us to look to the future with great optimism, as healthcare will be transformed for the benefit of our community.

The Windsor Hospitals Study Task Force heard clearly from the community that a new single site state-of-the-art acute care facility was needed, wanted and the best step forward for the community. With the government taking immediate action by providing \$2.5 million to move forward with the capital planning process, the government also challenged the Hospitals to resolve the governance of the new acute care facility before the capital planning process could commence. The Board of Directors of Hôtel-Dieu Grace Hospital and Windsor Regional Hospital recognized the challenge before us and we created a clear focus on the direction we believe is in the best interests of the community. This focus will ensure we move forward with the capital planning phase of the new state-of-the-art acute care hospital without delay.

On February 7, 2013, both hospital Boards agreed on a proposed new vision for hospital care delivery in Windsor that marked a significant and historic step on the road to a new state-of-the-art acute care hospital. In the interim, before the new acute care site is operational and through the realignment of services, Windsor Regional Hospital will be responsible for all acute services at the Met and

Ouellette Avenue campus and Hôtel-Dieu Grace Hospital will be responsible for all non-acute care services at, and related to, the Tayfour Campus. Once the acute care facility is built, HDGH will continue to manage, operate and govern the programs and services at the Tayfour site, as well as focus on non-acute services remaining at the Ouellette site that could include Ambulatory, Urgent Care, Diagnostics and possibly Day Surgery. Windsor Regional Hospital will manage, operate and govern the new acute care site. No date has yet been established for the realignment of programs and services under the interim operating model. However, both hospitals are actively moving forward with the necessary due diligence to make the Interim Operating Model a reality through a Steering Committee and Working Groups.

We want to thank our dedicated staff at each hospital for their patience during this process and continuing "business as usual," providing outstanding care and compassion to our patients and families.

Carol Derbyshire, Board Chair, Hôtel-Dieu Grace Hospital
Gay Wrye, Board Chair, Windsor Regional Hospital
Ken Deane, President and CEO, Hôtel-Dieu Grace Hospital
David Musyj, President and CEO, Windsor Regional Hospital
Dr. Gord Vail, Chief of Staff, Hôtel-Dieu Grace Hospital
Dr. Gary Ing, Chief of Staff, Windsor Regional Hospital