

**Date:** March 2017

*“This process of breaking the old habits and making new ones requires strategic planning. Your vision is your why, while your strategic plan is your how. Even though the details are essential and knowing your numbers are important, it is the burning desire in your heart that will get you to the outcome you expect”*

**Farshad Asl, The "No Excuses" Mindset: A Life of Purpose, Passion, and Clarity**



We have discussed a lot about Strategic Planning over the past year. **Strategic Planning** is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.

Part of the Strategic Planning process is to examine our current Vision, Mission and Values.

As all of us know our Vision of providing “*Outstanding Care...No Exceptions!*” is what we live and breathe on a daily basis in everything we do. A **Vision** is an aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action.

Windsor Regional Hospital’s Mission – “*Deliver an Outstanding Patient Care experience driven by a passionate commitment to excellence is meant to be accomplished daily*”. A **Mission** is a written declaration of an organization's core purpose and focus that normally remains unchanged over time. Properly crafted mission statements (1) serve as filters to separate what is important from what is not, (2) clearly state which markets will be served and how, and (3) communicate a sense of intended direction to the entire organization. A mission is different from a vision in that the former is the cause and the latter is the effect; a mission is something to be accomplished whereas a vision is something to be pursued for that accomplishment.

Our Corporate Values centre around an acronym CARE:

- C=Compassionate
- A=Accountable
- R=Respectful
- E=Exceptional

**Values** are important and are lasting beliefs or ideals shared by a team about what is good or bad and desirable or undesirable. Values have major influence on a person's behavior and attitude and serve as broad guidelines in all situations.

Although important, our motto of “Compassion is Our Passion” is not part of our strategic plan. A **motto** is a short sentence that encapsulates the beliefs or ideals guiding an organization.

As part of the Windsor Regional Hospital Strategic Planning process, we did not only have a cross section of employees, volunteers and professional staff coming together to develop the plan, we also interacted with hundreds of patients and community members on what was important to them as to what should be Windsor Regional Hospital’s direction and what decisions it should make on allocating its resources to pursue this strategy.

Many organizations stop here. However, the question is: ‘How do we make sure what we do on a daily basis drives the achievement of our Vision?’. As a result we need to OPERATIONALIZE our Strategic Directions and Initiatives. This is NOT a make work project. Many organizations are busy but do not have focus. Bottom line is if you are doing something



that does not advance our Strategic Plan you should stop doing it. This operationalization of the Strategic Plan creates focus on our day to day activities.

At the links below are program specific Objectives we are all working on to operationalize our Strategic Plan. Please take some time to flip through the one for your Program and also spend time looking at others. You will notice we are all “rowing in the same direction”. This is impressive. You will also see hard copies of these documents in your department.

Last point. A strategic plan is a living and breathing document. This means we will need to revisit the plan and especially how we are operationalizing it.

If you want to be part of ongoing Strategic Planning, please contact me at 519 995 2966 or [david.musyj@wrh.on.ca](mailto:david.musyj@wrh.on.ca). I look forward to you getting directly involved. The more people involved, the stronger our Strategic Plan.

Also, if you misplace this memo visit [www.wrhstrategicplan.ca](http://www.wrhstrategicplan.ca) for all of this information. It will also be on our homepage.

**Strategic Objectives:**

BIOMEDICAL ENGINEERING	<a href="#">View</a>	<a href="#">Print</a>
CANCER PROGRAM	<a href="#">View</a>	<a href="#">Print</a>
CARDIOLOGY	<a href="#">View</a>	<a href="#">Print</a>
CRITICAL CARE & RESPIRATORY	<a href="#">View</a>	<a href="#">Print</a>
DIAGNOSTIC IMAGING	<a href="#">View</a>	<a href="#">Print</a>
EMERGENCY SERVICES	<a href="#">View</a>	<a href="#">Print</a>
FACILITIES	<a href="#">View</a>	<a href="#">Print</a>
FINANCE	<a href="#">View</a>	<a href="#">Print</a>
GUEST SERVICES	<a href="#">View</a>	<a href="#">Print</a>
HIV CARE PROGRAM	<a href="#">View</a>	<a href="#">Print</a>
HUMAN RESOURCES	<a href="#">View</a>	<a href="#">Print</a>
LABORATORY SERVICES	<a href="#">View</a>	<a href="#">Print</a>



LEGAL AFFAIRS	<a href="#">View</a>	<a href="#">Print</a>
MEDICAL ADVISORY COMMITTEE	<a href="#">View</a>	<a href="#">Print</a>
MEDICINE PROGRAM	<a href="#">View</a>	<a href="#">Print</a>
MENTAL HEALTH	<a href="#">View</a>	<a href="#">Print</a>
NEW ACUTE CARE HOSPITAL	<a href="#">View</a>	<a href="#">Print</a>
ORGANIZATIONAL EFFECTIVENESS/UTILIZATION MANAGEMENT/DECISION SUPPORT	<a href="#">View</a>	<a href="#">Print</a>
PHARMACY	<a href="#">View</a>	<a href="#">Print</a>
PRINT SHOP	<a href="#">View</a>	<a href="#">Print</a>
PUBLIC AFFAIRS & PHILANTHROPY	<a href="#">View</a>	<a href="#">Print</a>
RENAL PROGRAM	<a href="#">View</a>	<a href="#">Print</a>
STROKE	<a href="#">View</a>	<a href="#">Print</a>
SURGICAL PROGRAM	<a href="#">View</a>	<a href="#">Print</a>
TRAUMA PROGRAM INJURY PREVENTION	<a href="#">View</a>	<a href="#">Print</a>
WOMEN'S & CHILDREN'S PROGRAM	<a href="#">View</a>	<a href="#">Print</a>



OUR VISION: OUTSTANDING CARE - NO EXCEPTIONS!

OUR MISSION: DELIVER AN OUTSTANDING PATIENT CARE EXPERIENCE DRIVEN BY A PASSIONATE COMMITMENT TO EXCELLENCE