

Report of the Acting President & CEO & Chief Nursing Executive to the Board of Directors

Date: January 2025



Strategic Direction #1- Strengthen the processes that drive a proactive & inclusive culture of patient safety and quality care.

This month as we roll out our new Strategic Plan for 2025-2029 we will be expanding the work done to date in quality improvement to continue to leverage the strengths of our Patient Family Advisory Committees and our Clinical Teams to continue to work toward our vision of *Outstanding Care No Exceptions!*

From 2024 we have achieved a number of advancements and recognitions in the clinical care provided including:

- This year, Windsor Regional Hospital is again recognized as a healthy workplace with a Platinum Level Gord Smith Healthy Workplace Award.
- Windsor Regional Hospital was the recipient of the Believe Windsor-Essex Business Excellence Award by the Windsor-Essex Chamber of Commerce.
- Accreditation with Exemplary Status - this is our second back-to-back Exemplary standing designation.
- Commendation from CorHealth for having one of the highest access rates for EVT (treatment for stroke) in the province.
- Stroke distinction commendation for provincial roll out of our EMS pre-notification process for stroke.
- Stroke Distinction program initiated in November showed that WRH is exceeding Canadian Stroke Best Practice target times for Endovascular Thrombectomy (EVT) in the first two months.
- Recognition from Ontario Health Trillium Gift of Life Network for outstanding efforts to integrate organ and tissue donation into quality end of life care, including awards for two of our ICU staff Andrea Brearley and Terra Popovski. They received the Provincial Donation Champion Award for excellence in fulfilling Ontario Health's Mandate to save and enhance more lives through the gift of organ and tissue donation.
- Two of our nurses, Naomi Robertson and Chelsea Hebert, were honored at the annual Survivor Day Celebration for going above and beyond the call of duty in saving lives in our community.

- Received designation as a Level 2 Vascular Centre from Ontario Health.
- Recognized by Ontario Renal Network for excellence in care for dialysis patients in both home dialysis prevalence and vascular access wait times

And we have implemented the following:

- Contrast Enhanced Mammography which increases access to vascular imaging and allows enhanced visualization of tumour neovascularity. This has been shown to improve accuracy compared with digital mammography and ultrasound with abnormal mammography findings or symptoms of breast cancer.
- Total Parenteral Nutrition Compounder for our vulnerable patient population in the NICU, pediatric and adult settings. This compounder allows for the accurate compounding of specialized formulations to ensure that each patient receives a precise balance of nutrients, reducing risk of human error, ensuring sterility, and preventing potential complications.
- Roll out of new RSV vaccine program, a significant step in protecting vulnerable populations particularly pregnant women and newborns.
- Expansion of ambulatory care procedure rooms to offload volumes from the Emergency Departments, and ensuring timely access to specialty care including skin cancer surgeries, surgical follow ups, wound care, graft site/donor care, breast reconstruction and many more.
- Paxman Scalp Cooling System (cold cap) to reduce hair loss in patients undergoing chemotherapy.
- Expansion to seven days per week (3pm to 11pm) for our Paediatric Emergency Diversion Service, which aims to reduce the time paediatric patients spend in the ED and improve access to paediatric care.

And we look forward to continued improvements in clinical care in the following areas:

- Senior Friendly Care Initiative promoting nutrition, mobilization, reduction of delirium, infections and promotion of independence.
- Continuing to improve access to advanced Stroke Care, including EVT, ongoing collaboration with EMS pre notification, direct contact with neurologists and bypass protocols to our District Stroke Centre and expansion of service area.
- Maximizing the utilization of Operating Room resources to improve patient wait times, and completion of cases within priority timelines.
- Reduce lengths of stay and improve discharge planning to increase bed capacity and reduce readmission rates.
- Rolling out ON-SQIN this year, which is a provincial program aiming to enhance surgical safety and patient outcomes.
- Participating in the new Accreditation Canada process and will be kicking off the new program in the next two months. The new process follows a continuous cycle of compliance and improvements for attainment/maintenance of established standards and we look forward to the positive impacts on patient care.

Strategic Direction #2- Foster an inclusive culture of accountability and transparency.

We continue to expand our Just Culture and Ethical Frameworks with plans to roll out education and training throughout the organization in the coming months.

Over the course of the past year, we have continued to expand the use of Power BI to ensure our teams have access to real time data so that they can identify and monitor trends, impacts of actions taken and opportunities for additional improvements. As an example, our Emergency Departments, in collaboration with Ontario Health, have been tracking and monitoring physician initial assessment times, ambulance offload times and other important emergency department metrics in response to a fulsome action plan to address challenges being experienced in Windsor and Essex County with increased emergency department volumes and acuity presenting.

Strategic Direction #3- Maintain a responsive and sustainable corporate financial strategy.

- This past year saw historic generosity from our community in support of the current and future healthcare system in Windsor/Essex.
- In September, The Solcz Family Foundation made its historic gift of \$15 million dollars to the New Windsor Essex Acute Care Hospital - the largest single gift ever made in the Windsor Essex Region. Our condolences to the Solcz Family on their recent loss of Michael Solcz Sr.
- And Dr. Fouad Tayfour and Dr. Barry Emara donated \$230,000- \$130,000 of which is toward the Tayfour-Emara Excellence in Research and Education Fund and 100,000 toward ophthalmology equipment.
- We Care for Kids Foundation donated \$305,699.15 to help cover costs of equipment in the Paediatric, Family Birthing and NICU programs.
- Hats on for Healthcare exceeded its goal and donated \$76,485 toward inpatient Oncology diagnosis and treatment at WRH.
- Our LINAC expansion project and the 2nd Cardiac Catheterization Table project were both approved by the ministry and construction began – the new LINAC should be operational by April of 2025.
- We continue to work with OH and the Ministry to ensure a sustainable funding model moving into 2025/26 and in the meantime continue to look for opportunities to grow revenue generation, increase efficiencies and implement cost avoidance strategies.

Strategic Direction # 4- Enhance an equitable workplace culture that establishes WRH as an employer of choice.

This year we will be focusing on a number of initiatives including:

- Increased translation of forms, patient educational materials and brochures.
- Continued collaboration with our Patient Family Advisory Committees to support the new hospital design standards in relation to accessibility and ensuring user groups are representative of the community.
- Continue to expand indigenous, Black, LGBTQ2+, Francophone, new immigrant and gender based discrimination training, talent acquisition, and support, including recruitment of Internationally Educated Nurses and other disciplines.
- Rolling out our new Corporate Learning Management system this year which will allow us to assign, deliver and track completion of continued education and training throughout the organization.
- Continued education for current and future leadership using the LEADS Framework.

- We are continuing to expand on the successes of our Safe Workplace Committee to improve overall safety for our staff and patients, working closely with both frontline and union leadership to ensure strategies in place to prevent incidents of violence and reduce workplace injuries. This involves expanded training for staff, continued access to technology such as Evolve weapon detectors, security and partnership with the Windsor Police Services.
- Continue to expand employee recognition programs. Of note we are on track this past calendar year to have recognized close to 600 staff with our Above and Beyond Program
- Continue to expand employee wellness programs.

Strategic Direction #5-Enhance collaboration and strengthen partnerships to build a better healthcare network.

We have had a number of successes in this past year including:

- Implementation of the Intimate Partner Violence response teams in partnership with Windsor Police Services, Hiatus House and FSWE.
- Expansion of the Nurse Police Team in partnership with WPS to 7 days per week.
- Continued partnership with Erie Shores Healthcare, Hotel Dieu Grace Healthcare and EMS on capacity and load balancing across Windsor Essex.
- Partnerships with EMS to ensure ambulances are offloaded in a timely manner to keep more trucks on the road and responding to the community.
- Partnering with Hotel Dieu Grace Healthcare to bring the Mental Health and Addictions Urgent Care Centre (8 am to 8 pm 7 days per week) on site at the Ouellette Campus allowing for seamless transitions from the community and as well from and to the Emergency Department.
- Continued advancement and participation with the Windsor Essex Ontario Health Team.
- Continued collaboration with the Windsor Family Health Team on primary care initiatives such as the dental health program for mental health and connections for unattached patients on discharge.

We also look forward to continuing advancements in research following another successful year with increasing research projects, national and international recognition for research conducted and continued advancement in academics.

Strategic Direction #6- Design and deliver a new state-of-the-art acute care facility, with the community, for our region.

A Request for Proposals (RFP) has been issued for a Construction Manager to complete and deliver the first phase of the New Windsor/Essex Acute Care Hospital, including a parking garage, an education, learning and administration building, and site works that will ensure required infrastructure is in place to support construction and provide onsite parking and workspace in future phases. Earlier this year, another RFP was issued for a Design Team to complete drawings for the build. A separate tendering process will be initiated at a later stage to complete the remainder of the project scope. As this is an ongoing process, no further details will be shared until the contracts for a Design Team and Construction Manager are in place. WRH is on track to have shovels in the ground for the new state-of-the-art acute care hospital by 2026, if not sooner. This milestone demonstrates progress in making the community's vision for the largest healthcare infrastructure investment ever in the region's history a reality.

Emergency Department Wait Times

We continue to experience high volumes and high acuity in our Emergency Departments in Windsor Essex. If you do require urgent or emergent care and are wondering about wait times you can access those here at [Windsor Regional Hospital - Emergency Wait Times](#) and for Erie Shores Healthcare [Erie Shores HealthCare - ED Wait Times](#)

If your health concern does not require the emergency department we have a number of options available in the community and virtually- Go to [Windsor Regional Hospital - ED Alternatives](#) for a list of these options listed below.

Adult/Paediatric Emergency Virtual Clinic

Connect with an emergency department doctor through a secure video chat by requesting a virtual appointment. Booking requests daily from 12 pm - 8 pm

- Call: 1-844-227-3844 or Online: urgentcareontario.ca

Health811

Previously known as Health Connect Ontario, which replaced Telehealth Ontario, Health811 is a free, secure, and confidential service Ontarians can call or access online 24 hours a day, seven days a week to receive health advice from qualified health professionals, such as registered nurses, locate local health services and find trusted health information.

- Phone: 811 or Online: Ontario.ca/Health811

Health Care Connect

Find a family doctor, nurse practitioner, or specialist and details about the Health Care Connect program. Hours: Monday to Friday, 9 am to 5 pm

- Call: 1-800-445-1822 or Online: ontario.ca/page/find-family-doctor-or-nurse-practitioner

Walk-In Clinics

Find a local walk-in clinic and book an appointment in seconds. Access a wide variety of healthcare specialties, across Canada.

- Call: 1-833-633-4627 or Online: medimap.ca

MD Connected

Our mission is to increase the accessibility to healthcare for Canadians, through technology, so no matter where you are, you can be heard and cared for. Our innovative telemedicine clinics and virtual care services allow you to speak with a healthcare professional no matter where you are. Hours: Daily from 8 am to midnight

- Call: 1-877-792-5201 or Online: mdconnected.ca
-