



  
**WINDSOR  
REGIONAL  
HOSPITAL**  
OUTSTANDING CARE -  
NO EXCEPTIONS!

# STRATEGIC OBJECTIVES 2025 - 2029

## CRITICAL CARE PROGRAM



# VISION, MISSION & VALUES

## OUR VISION

Outstanding Care - No Exceptions

## OUR MISSION STATEMENT

Provide quality patient-centred healthcare to our community.

### COMPASSION

We show understanding and humility through equitable care for patients and for each other. We listen to our patients, their families and caregivers throughout their healthcare journey. In every interaction with people in our care we have an opportunity to show empathy and kindness, recognizing that each individual will have their own unique experience.

### ACCOUNTABILITY

We are transparent about the care we provide to the community that we serve by fostering an environment where independence, confidentiality and dignity are demonstrated at all times to everyone. We honour our commitments by taking responsibility for our actions.

### RESPECT

We treat each other with dignity and maintain trust as the cornerstone of providing equitable care. We collaborate with patients, families, caregivers, and the community to deliver inclusive care. We respect the autonomy of patients to make informed care decisions, reflective of the diversity of our community.

### EXCELLENCE

We embody an inclusive culture, focused on quality and safe patient-centred care. We embrace change and innovation, with a focus on evidence-based best practice. We foster dynamic partnerships by encouraging research, learning and diverse knowledge sharing.



# OUR STRATEGIC DIRECTIONS

**1** STRENGTHEN THE PROCESSES THAT DRIVE A PROACTIVE AND INCLUSIVE CULTURE OF PATIENT SAFETY AND QUALITY CARE.

**2** FOSTER AN INCLUSIVE CULTURE OF ACCOUNTABILITY AND TRANSPARENCY.

**3** MAINTAIN A RESPONSIVE AND SUSTAINABLE CORPORATE FINANCIAL STRATEGY.

**4** ENHANCE AN EQUITABLE WORKPLAE CULTURE THAT ESTABLISHES WRH AS AN EMPLOYER OF CHOICE.

**5** ENHANCE COLLABORATION AND STRENGTHEN PARTNERSHIPS TO BUILD A BETTER HEALTHCARE NETWORK.

**6** DESIGN AND DELIVER A NEW STATE-OF-THE-ART ACUTE CARE FACILITY WITH THE COMMUNITY FOR OUR REGION.





# 1 STRENGTHEN THE PROCESSES THAT DRIVE A PROACTIVE AND INCLUSIVE CULTURE OF PATIENT SAFETY AND QUALITY CARE.

- Lead in the development and integration of standardized best practices to achieve quality care and outcomes reflective of the diversity of the community.
- Lead in the development of patient safety initiatives and measures in collaboration with community partners.
- Lead in the development of strategies and practices that support timely, flexible, sustainable and equitable access to care.



# 2 FOSTER AN INCLUSIVE CULTURE OF ACCOUNTABILITY AND TRANSPARENCY.

- Utilize and share the results from the performance indicators to achieve excellence.
- Promote safe and inclusive care through a consistent, fair culture of accountability using the Just Culture and the Ethics Frameworks.
- Strengthen systems that clearly identify, support and measure accountability throughout the organization.



# 3 MAINTAIN A RESPONSIVE AND SUSTAINABLE CORPORATE FINANCIAL STRATEGY.

- Provide quality, equitable care in the most cost efficient way while maximizing revenue and funding opportunities.
- Provide ongoing education to the organization and community as to how the hospital is funded by the Ministry of Health through its funding formulas.
- Identify and implement best practices within financial realities.
- Monitor and update long-term strategy for funding capital spending needs.
- Maximize use of current facilities to provide the best possible patient care with existing resources.



## 4 ENHANCE AN EQUITABLE WORKPLACE CULTURE THAT ESTABLISHES WINDSOR REGIONAL HOSPITAL AS AN EMPLOYER OF CHOICE.

- Foster a respectful, safe, inclusive and collaborative work environment across the team.
- Build capacity to enhance a sustainable and diverse workforce with a focus on talent acquisition, retention and succession planning.
- Develop strategies to nurture a healthy and engaged workforce that is reflective of the community we serve.

## 5 ENHANCE COLLABORATION AND STRENGTHEN PARTNERSHIPS TO BUILD A BETTER HEALTHCARE NETWORK.

- Collaborate with partners locally, nationally, and across the globe, to deliver an innovative, inclusive and seamless system of care.
- Strengthen opportunities for education and evidence-based research to build an academic healthcare system that attracts and retains professionals from all disciplines.

## 6 DESIGN AND DELIVER A NEW STATE-OF-THE-ART ACUTE CARE FACILITY WITH THE COMMUNITY FOR OUR REGION.

- Design the facilities to meet or exceed the standard related to healthcare facility planning, engineering, accessibility, and design.
- Ensure the design incorporates leading edge and inclusive practices, technologies and equipment.
- Design the facilities to support excellence and innovation in healthcare research, health equity, and education.
- Ensure effective and meaningful participation of employees, professional staff, volunteers, patients, external partners and the community.
- Support the WRH Foundation to progress the plan in place to raise funds required for state-of-the-art equipment/technologies.





# STRATEGIC OBJECTIVES CRITICAL CARE PROGRAM

STRATEGIC DIRECTION	STRATEGIC INITIATIVE	OBJECTIVE	MEASURE/INDICATOR	OUTCOME TARGETS
<p>Strengthen the processes that drive a proactive and inclusive culture of patient safety and quality care.</p>	<p>Lead in the development and integration of standardized best practices to achieve quality care and outcomes reflective of the diversity of the community.</p>	<p>Integrate standardized best practices to achieve quality care and outcomes and properly utilize capacity to ensure timely access to care across the critical care continuum.</p>	<p>Length of stay. Mortality rates. Readmission Rate. Admission to bed within 90 minutes. Avoidable days.</p>	<p>By the end of 2025: 10% reduction in mortality rates (both campuses). 10% reduction in MET ICU readmission rate. 20% improvement to admission to bed within 90 minutes (both campuses). 20% reduction in avoidable days rate.</p>
<p>Strengthen the processes that drive a proactive and inclusive culture of patient safety and quality care.</p>	<p>Lead in the development of strategies and practices that support timely, flexible, sustainable and equitable access to care.</p>	<p>Efficiently utilize human resources to ensure patients are getting required level of care at the right time. Develop strategies for Physician/RN/RT recruitment, retention, and succession planning.</p>	<p>Staffing ratios. Turnaround time for vacant positions. Vacancy rates.</p>	<p>By the end of 2025: Reduce turnaround time for vacant positions. Keep vacancy rate below 10% (currently 15%-20%).</p>
<p>Strengthen the processes that drive a proactive and inclusive culture of patient safety and quality care.</p>	<p>Lead in the development of strategies and practices that support timely, flexible, sustainable and equitable access to care.</p>	<p>Establish a standard practice of reviewing patient complaints/ inquiries to track and trend common issues in order to develop realistic solutions.</p>	<p>Leadership rounding results. Patient Relations inquiry trends. Related RL6 submissions. PREF survey results.</p>	<p>By the end of 2025: Leadership rounding results above 4.5. Patient Relations inquiry trends, resolution within 48 hours. Work with external partners to reestablish data from PREF.</p>

# STRATEGIC OBJECTIVES CRITICAL CARE PROGRAM

STRATEGIC DIRECTION	STRATEGIC INITIATIVE	OBJECTIVE	MEASURE/INDICATOR	OUTCOME TARGETS
Foster an inclusive culture of accountability and transparency.	Utilize and share the results from performance indicators to achieve excellence.	Improve the appropriate usage and utilization of antimicrobial treatments	Antimicrobial Utilization (all patient days).	By the end of 2025: Reduce the volume of Antimicrobial usage (all patient days) by 10% by the end of 2026.
Enhance an equitable workplace culture that establishes WRH as an employer of choice.	Foster a respectful, safe, inclusive and collaborative work.	To establish a standard of supporting and promoting staff's continual learning to ensure a high quality of care is provided.	# of RNs/RTs trained per year. CCO with ongoing assessment of competencies. Staff satisfaction. CCOT training sessions CCOT annual recruitment.	By the end of 2025: Performance evaluations 80% up to date. 75% of staff complete annual e-learns. 30% of staff CCOT trained.
Enhance an equitable workplace culture that establishes WRH as an employer of choice.	Build capacity to enhance a sustainable and diverse workforce with a focus on talent acquisition, retention and succession planning.	Optimize and develop attendance strategies in order to reduce the volume of non-productive staff time.	Volume of sick time Volume of overtime Volume and attendance of the attendance awareness meetings	By the end of 2025: 100% of required attendance awareness meetings completed. 20% reduction in sick time (both campuses). 20% reduction in over-time (both campuses).
Foster an inclusive culture of accountability and transparency.	Utilize and share the results from performance indicators to achieve excellence.	Improve the quality of care for patients by enhancing hospital acquired pressure injury monitoring and prevention strategies	- All hospital acquired pressure injuries.	By the end of 2025: Reduce the volume of hospital acquired pressure injuries by 10% and maintain a 100% Braden Score compliance rate.