




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

STRATEGIC OBJECTIVES 2025 - 2029

EMERGENCY SERVICES 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 EMERGENCY SERVICES PROGRAM

STRATEGIC DIRECTION	STRATEGIC INITIATIVE	OBJECTIVE	MEASURE/INDICATOR	OUTCOME TARGETS
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.	Improve quality of care for patient presenting to the Emergency Department with addictions.	Establish baseline measures and scorecard to determine areas of improvement.	Addiction Pathway compliance >80%.
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.	Improve our Physician Initial Assessment Time and decrease wait times for our community.	90th% of all patients waiting to Physician Initial Assessment.	<4 Hours
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.	Decrease the LOS of non-admitted patients in the ED (high and low acuity).	The 90th percentile of LOS time for all non-admitted ED patients (high and low acuity) .	High acuity < 9 hours Low acuity < 5 hours
Strengthen the processes that drive a proactive and inclusive culture of patient safety and quality care.	Lead in the development of strategies and practices that support timely, flexible, sustainable and equitable access to care.	Improve patient satisfaction scores in the ED.	Number of patients that would 'definitely recommend.	> 74%

STRATEGIC OBJECTIVES EMERGENCY SERVICES PROGRAM

STRATEGIC DIRECTION	STRATEGIC INITIATIVE	OBJECTIVE	MEASURE/INDICATOR	OUTCOME TARGETS
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.	Decrease the volume of patients left without being seen.	Monitor daily volumes of LWBS and analyze reasons for leaving by gathering feedback from patients and identify areas for improvement.	<6%
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.	Reduction in Ambulance Offload Time.	90th% of all patients offloaded within 30 minutes of registration.	<30 minutes
Maintain a responsive and sustainable corporate financial strategy.	Provide quality, equitable care in the most cost-efficient way, while maximizing revenue and funding opportunities and promoting sustainability.	Identify a reduction in supply costs as well as revenue generating opportunities.	Reviewing data of current spending patterns and compare to the budgeted amounts, analyze variances where spending is exceeded.	10% reduction in med/surg supplies.
Maintain a responsive and sustainable corporate financial strategy.	Provide quality, equitable care in the most cost-efficient way, while maximizing revenue and funding opportunities and promoting sustainability.	Reduce sick time and overtime costs.	Review current and ongoing sick time report, attendance management reports and continue to collaborate with Human Resources to improve vacancy rates, FT/PT staffing ratios, sick and overtime costs.	10% reduction at Met Campus. 20% reduction at Ouellette Campus.