



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

# STRATEGIC OBJECTIVES 2025 - 2029

## HUMAN RESOURCES 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 HUMAN RESOURCES PROGRAM



STRATEGIC DIRECTION	STRATEGIC INITIATIVE	OBJECTIVE	MEASURE/INDICATOR	OUTCOME TARGETS
<p>Foster an inclusive culture of accountability and transparency.</p>	<p>Strengthen systems that clearly identify, support and measure accountability throughout the organization.</p>	<p>Improved compliance with respect to over-arching Safe Workplace training initiatives by Managers/Leaders.</p>	<p>Audit process used to track and drive compliance on a per Department basis. Report Card under development as part of Safe Workplace Committee.</p>	<p>Increase overall compliance by 10% year over year.</p>
<p>Maintain a responsive and sustainable corporate financial strategy.</p>	<p>Identify and implement best practices within financial realities.</p>	<p>Reduction of overall WSIB spend with improved Return to Work processes.</p>	<p>Annual cost premiums paid to WSIB for claims resulting from occupational injuries.</p>	<p>Understand the current practices and outline a process that is structured around offer of modified work and return to work planning.</p>
<p>Enhance an equitable workplace culture that establishes WRH as an employer of choice.</p>	<p>Develop strategies to nurture a healthy and engaged workforce that is reflective of the community we serve.</p>	<p>Develop strategies to improve attendance/reduce absenteeism and associated costs.</p>	<p>Improve adherence to new attendance policy (as of July, 2024) by enrolling 100% of staff eligible for program by July, 2025.  Measure financial implications of absenteeism and develop a plan to meet or better sick time target of 4.7%.</p>	<p>Target = 100% of eligible are enrolled by July 2025.  Target= reduce costs of absenteeism by meeting or bettering sick time target of 4.7%.</p>



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<p>Enhance an equitable workplace culture that establishes WRH as an employer of choice.</p>	<p>Build capacity to enhance a sustainable and diverse workforce with a focus on talent acquisition, retention and succession planning.</p>	<p>Streamline current recruitment and onboarding processes to reduce the timeline to fill vacancies.</p>	<p>Improve time to fill vacancies from 11 weeks to 9 weeks, ensuring compliance with timelines for internal transfers in collective agreements, in order to avoid damages award at arbitration.</p> <p>100% of interviews are scheduled within 1 week of posting closing.</p> <p>100% of candidates not successful are notified within 2 weeks of confirmation of successful candidate.</p> <p>Onboarding schedule provided to successful candidate within 72 hours of accepting position.</p>	<p>Target = 9 weeks to fill vacancy.</p> <p>Target = 100% scheduled within 1 week.</p> <p>Target = 100% notified within 2 weeks.</p> <p>Target = 100% receive onboarding schedule within 72 hours.</p>
<p>Enhance an equitable workplace culture that establishes WRH as an employer of choice.</p>	<p>Build capacity to enhance a sustainable and diverse workforce with a focus on talent acquisition, retention and succession planning.</p>	<p>Proactively begin bargaining preparation.</p>	<p>Establish proactive reviews with managers, directors, HRBPs to identify bargaining issues at a minimum of 2 per year.</p>	<p>Target = 2 per year.</p>
<p>Enhance an equitable workplace culture that establishes WRH as an employer of choice.</p>	<p>Build capacity to enhance a sustainable and diverse workforce with a focus on talent acquisition, retention and succession planning.</p>	<p>Consider enhancements to the claims management structure at both campuses, to prepare for a primary single site.</p>	<p>Develop streamlined documentation and timeline for processing of STD claims.</p>	<p>Target= STD process audit and recommendations by July 2025.</p>

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<p>Enhance an equitable workplace culture that establishes WRH as an employer of choice.</p>	<p>Build capacity to enhance a sustainable and diverse workforce with a focus on talent acquisition, retention and succession planning.</p>	<p>Improve Manager's technical and leadership competencies.</p>	<p>100% of new leaders will complete the core modules of the WRH Leadership Development Program within 1 year of being hired.</p> <p>Increase leadership resources available to managers and directors including HRBP regular touchpoints.</p> <p>Continue to build out Managers' Toolkit with resources to support technical competencies and ensure engagement with materials.</p>	<p>Target = 100% within 12 months of hire.</p> <p>Target= 100% HRBP touchpoints twice/month.</p> <p>Target=100% of managers enrolled in, and accessing, content in the Tool Kit.</p>
<p>Enhance an equitable workplace culture that establishes WRH as an employer of choice.</p>	<p>Build capacity to enhance a sustainable and diverse workforce with a focus on talent acquisition, retention and succession planning.</p>	<p>Improve employees' experience with Human Resources by increasing turnaround time responding to their inquiries.</p>	<p>Employee inquiries to HR responded to in 48 hrs.</p>	<p>Target = 100%</p>
<p>Enhance an equitable workplace culture that establishes WRH as an employer of choice.</p>	<p>Build capacity to enhance a sustainable and diverse workforce with a focus on talent acquisition, retention and succession planning.</p>	<p>Improve non-union employee feedback, performance and development.</p>	<p>Non-union Performance Reviews and Individual Development Plans completed annually.</p>	<p>Target = 100%</p>



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<p>Enhance an equitable workplace culture that establishes WRH as an employer of choice.</p>	<p>Foster a respectful, safe, inclusive and collaborative work.</p>	<p>Reduce the number of grievances received. increase the number of grievances resolved.</p>	<p>Update grievance tracker to include department, unit and HRBP to identify trends and opportunities for intervention/education. Support managers in their understanding of the CBA's and WRH processes. Determine costs associated with grievance process including informal resolution all the way to binding arbitration.</p>	<p>Target=100% of all grievances attributed to campus/unit or WRH general. Target= 100% of all managers actively engaging in Toolkit, supported by HRBP. Target= track cost of all grievance resolutions including costs of settlement/awards, legal fees, arbitration awards/costs.</p>
<p>Enhance an equitable workplace culture that establishes WRH as an employer of choice.</p>	<p>Develop strategies to nurture a healthy and engaged workforce that is reflective of the community we serve.</p>	<p>Continue to focus on Safe Workplace Indicator with the goal of reducing the number of injuries as a result of Workplace violence incidents.</p>	<p>Overall reduction of 5% per year for reported incidents of Workplace Violence that result in an Injury or Lost Time designation.</p>	<p>5% reduction year over year (mimics Safe Workplace Indicator for Quality of Care)</p>
<p>Enhance an equitable workplace culture that establishes WRH as an employer of choice.</p>	<p>Foster a respectful, safe, inclusive and collaborative work.</p>	<p>Develop a yearly audit/ schedule of Departmental Risk Assessments to achieve compliance with every department.</p>	<p>Create and adhere to schedule to improve to establish guidelines and compliance goals.</p>	<p>Complete 33% of departments per year to establish continuous compliance schedule.</p>