




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

STRATEGIC OBJECTIVES 2025 - 2029

MEDICAL AFFAIRS 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 MEDICAL AFFAIRS 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>Strengthen systems that clearly identify, support and measure accountability throughout the organization.</p> | <p>Revise the Professional Staff Rules and Regulations and Professional Staff Bylaw with a view to ensure greater accountability for quality among the professional staff - Build in quality indicators to reappointment evaluations.</p> | <p>Monitor number of reported quality concerns.</p> | <p>June 2025</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>Re-establish Professional Staff Leadership Program aligned with the LEADS framework. Tie to evaluation language in leadership contracts.</p> | <p>Attendance at leadership sessions and success on performance evaluations.</p> | <p>June 2025</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>Successful recruitment in harder to recruit specialties (ED/Anesthesia) Continue to implement ED recruitment plan (short and longer term) Continue to support Anesthesia outreach with Schulich.</p> | <p>Successful recruitment, gaps addressed.</p> | <p>February 2026</p> |

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| <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>Create a better experience for newly appointed staff with a revised orientation program</p> | <p>Improved response and retention.</p> | <p>September 2025</p> |
| <p>Enhance collaboration and strengthen partnerships to build a better healthcare network.</p> | <p>Strengthen opportunities for education and evidence-based research to build an academic healthcare system that attracts and retains professionals from all disciplines.</p> | <p>Continue to build and expand academic footprint by expanding learner experience - Growing fellowship program across disciplines and strengthen bylaw to tie appointment to faculty appointment.</p> | <p>Increase number of fellows on site and increase number of faculty appointment.</p> | <p>Ongoing</p> |