



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

# STRATEGIC OBJECTIVES 2025 - 2029

## MEDICINE 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 MEDICINE 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 of strategies and practices that support timely, flexible, sustainable and equitable access to care.</p>	<p>Improve metrics related to inpatient flow. Reduction of individuals awaiting long term care (ALC) in hospital (by 10% annually - OH Directive). Reduce length of stay (LOS) and conservable bed days by utilizing patient flow standard work including home first approach to improve admit no bed (ANB) times.</p>	<p>Review LOS daily, Daily review of ANB and throughput weekly, daily escalation of delays in care (grey days).</p>	<p>Reduce ALC by 10% annually, reduce conservable bed days currently at 51.2 by 10% annually ANB current average is 21.5, reduce this by 20% by 2026</p>
<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>Implement Senior Friendly Care (sfCare) to ensure quality of care for the unique needs of older adults.</p>	<p>Establish baseline metrics, scorecard &amp; reporting methods by Jan 2026.</p>	<p>Establish Scorecard</p>
<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 Quality Based Procedures (QBP) into standard work to achieve quality care, reduce ALC readmissions and reach target length of stay (LOS) for congestive heart failure and chronic obstructive pulmonary disease (COPD) and pneumonia by improving physician documentation.</p>	<p>Acute LOS 7 day readmission rate below QBP volume for a medicine QBPs.</p>	<p>Meet or exceed the prescribed LOS. Reduce all cause 7 day readmission from 7.4% to 4%. Maximize QBP set volumes.</p>



# STRATEGIC OBJECTIVES MEDICINE 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.	Effectively communicate the Medicine program performance outcomes and targets to frontline staff.	Staff meetings, safety huddles, department meetings .	100% compliance of weekly staff meetings and meeting minutes sent to front line staff.
Maintain a responsive and sustainable corporate financial strategy.	Identify and implement best practices within financial realities.	Reduce current spend on bed rentals and med/surg supplies by exploring opportunities for alternatives and process improvement.	Financial review, SAP	Reduce bed rentals by 20% annually. Reduce Med/Surg supplies spend by 20% annually.
Maintain a responsive and sustainable corporate financial strategy.	Identify and implement best practices within financial realities.	Increase the proportion of ischemic stroke patients that receive EVT outside of Windsor-Essex.	Proportion of patients that receive EVT outside of W/E.	Increase by 10%.
Maintain a responsive and sustainable corporate financial strategy.	Identify and implement best practices within financial realities.	Reduce current overspend by looking for opportunities within overtime, sick time and base staffing.	Financial review, kronos.	Reduce overtime and sick by 5% annually.
Enhance an equitable workplace culture that establishes WRH as an employer of choice.	Foster a respectful, safe, inclusive and collaborative work.	Improve overall safety for staff and patients by implementing strategies set forward within; Med/Surg Risk Assessment Working Group, unit based counsel (UBC).	Establish metrics, scorecard and opportunities for improvement by Jan 2026. Increase compliance to elearns (code silver, SMG, restraints etc) by Jan 2026.	Establish Baseline. 100% of staff completed safety training.