



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

# STRATEGIC OBJECTIVES 2025 - 2029

## OFFICE OF RESEARCH 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 OFFICE OF RESEARCH 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.	Introduce policies and procedures that reflect the practices of the Corporate Office of Research and its core function to support and advance research at WRH.	Standard operating procedures to support Corporate Office of Research polices and processes.	100% of policies and/or standard operating procedures developed and implemented.
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.	Ensure all research projects are reviewed for equity, diversity and inclusion opportunities as a foundational principle in the research process and to improve the quality of research.	EIDAR principles included in submission checklist.	100% of research submissions reviewed for EIDAR principles.
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.	Reduce barriers and streamline operational processes to better support research.	Turnaround time from intake to WRH REB submission.	30 days or less.
Foster an inclusive culture of accountability and transparency.	Strengthen systems that clearly identify, support and measure accountability throughout the organization.	Increase the visibility and profile of research and the Corporate Office of Research at Windsor Regional Hospital through internal and external communication.	The number of internal and external communication monthly.	Ensure electronic portals are updated on a monthly basis.



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STRATEGIC DIRECTION	STRATEGIC INITIATIVE	OBJECTIVE	MEASURE/INDICATOR	OUTCOME TARGETS
<p>Maintain a responsive and sustainable corporate financial strategy.</p>	<p>Provide quality, equitable care in the most cost-efficient way, while maximizing revenue and funding opportunities and promoting sustainability.</p>	<p>Increase the number of clinical research trials supported by funding.</p>	<p>Revenue increase in office of research budget.</p>	<p>30% cost recovery applied to all new funded clinical trials.</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>Foster and support a culture that values and supports research and all members of the research team.</p>	<p>Establish baseline in 2024/2025. The number of individuals involved in conducting research at WRH.</p>	<p>Post baseline year, increase annually the # of individuals conducting research.</p>
<p>Continue the pursuit of new state-of-the-art acute care facilities.</p>	<p>Design the facilities to support excellence and innovation in healthcare research, health equity, and education.</p>	<p>Utilize research funding to promote and support excellence in health research at WRH.</p>	<p>The number of applicants who apply for the knowledge and translation funding through the Dr. Tayfour &amp; Dr Emara Research Fund.</p>	<p>Funding allocated to maximum amount</p>