



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

# STRATEGIC OBJECTIVES 2025 - 2029

## ORGANIZATIONAL EFFECTIVENESS 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 ORGANIZATIONAL EFFECTIVENESS 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>Provide data and analysis to promote decision making and planning that aligns with provincial benchmarks and best practices. Decision Support Analysts work directly with assigned program area to continuously improve access to information needed for decision making through departmental scorecards, dashboards and ad-hoc reporting. Conduct yearly file reviews and apply remediation strategies based on the data retention guidelines to ensure the security of the department's digital footprint. Corporately, continue with daily/weekly/monthly/yearly tracking and reporting of outcomes to provincial/ministry stakeholders.</p>	<p>Review all corporate and departmental indicators and targets at least once per year to ensure they are aligned with the provincial standards, best practices and organizational goals. Conduct yearly file reviews to adhere to the corporate data retention and security strategy</p>	<p>100% of corporate/ program targets and indicators reviewed in collaboration with WRH leadership, at a minimum of once per year.</p> <p>Departmental electronic folders/files reviewed annually to ensure compliance with corporate data retention and security strategy.</p>
<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>Strengthen systems that clearly identify, support and measure accountability throughout the organization.</p>	<p>Volume of new project requests, pathway and order set development, program area and office of research data requests, in addition to ad hoc requests, and dashboard created. Improve request turnaround times.</p>	<p>By 2026, 100% completion of program dashboards for major program areas. 100% tracking of all new requests by 2025 with priority ranking. 3 day maximum turnaround time for all priority requests.</p>

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Foster an inclusive culture of accountability and transparency.	Strengthen systems that clearly identify, support and measure accountability throughout the organization.	Ensure patient feedback is shared with appropriate stakeholders to improve the patient experience.	Patient Experience Survey Results .	Results posted on the intranet on a monthly basis and shared monthly via corporate standing committees (eg Quality of Care).
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.	Monthly, share updated QBP performance with key organizational stakeholders using a newly created Power BI dashboard that facilitates the distribution of QBP performance information.	Monthly , track and provide results of each QBPs compared to the budgeted volumes. Provide year over year results to assist with planning and decision making.	QBP dashboard updated within 10 days of coded data availability.
Maintain a responsive and sustainable corporate financial strategy.	Provide ongoing education to the organization and community as to how the hospital is funded by the Ministry of Health through its funding formulas.	Utilize tools that evaluate opportunities for improved data quality achieved through improved clinical coding. Implement a Data Quality Committee to support data quality improvement initiatives across departments. Daily, monitor data quality, ongoing collaboration with Health Records and Medical Affairs on coding education, best practices, and the expanded development of clinical documentation tools to help improve physician awareness and documentation.	Data Quality Committee, monthly 3Terra cross-reference checks, Physician documentation tip sheets, and coding education material in collaboration with Health Records.	1 additional clinical documentation tip sheet created per month.  Identify at least 1 coding quality improvement item per month.

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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>Implement new and innovative technologies that support business intelligence to retain/ attract highly skilled and motivated individuals.</p>	<p>Provide training opportunities to improve competency within the department across various software applications, e.g. PIE, Power BI, Qualtrics, RL, ONSQIN, workload measurement, IDS, etc.</p>	<p>90% of staff in Decision Support trained on Power BI at all times; Maintain 2+ staff trained on the new ONSQIN process; Maintain. 2+ staff trained on Qualtrics and all department specific software at all times .</p>
<p>Enhance collaboration and strengthen partnerships to build a better healthcare network.</p>	<p>Collaborate with partners local, nationally and across the globe to deliver an innovative, inclusive and seamless system of care.</p>	<p>Collaborate with local, regional, provincial, and national bodies to deliver innovative care. Collaborations include (but not limited to): Wait Time improvement Strategy (WTIS), University of Windsor (WESPARK &amp; Schulich School of Medicine), London Health Sciences Centre, St. Clair College, the City of Windsor, Canadian Mental Health Association (CMHA), Windsor Essex County Health Unit (WECHU), Ontario Health, OH West, Canadian Institute for Health Information (CIHI), Ontario Hospital Association (OHA), Windsor Family Health Team, Windsor Police, EMS, and more.</p>	<p>Focus on enhancing all department/ corporate level patient safety &amp; quality, wait times, surgical efficiency reporting (SETP), and patient flow metrics.</p> <p>Participate in data sharing agreements with local partners (for example CMHA Shelter Health, Windsor Family Health Team, Windsor Essex Health Unit Drug Use/Misuse tracking, etc.)</p>	<p>A minimum of 1 new partnership/data sharing agreement each year.</p>



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<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>Improve turnaround time for requests from the Corporate Office of Research.</p>	<p>Track the time that the department impact form is received to when the response/feedback is sent.</p>	<p>90% of requests responded to within 3 business days.</p>
<p>Continue the pursuit of new state -of- the-art acute care facilities.</p>	<p>Design the facilities to meet or exceed the standard related to healthcare facility planning, engineering, accessibility and design.</p>	<p>Provide data for decision making that supports excellence and innovation in health care and is responsive to local, regional, provincial, and national needs/issues.</p>	<p>Local, Regional, Provincial, National indicators. (Coded Data, External Data Sources, Cerner Data, etc.).</p>	<p>100% of data requests completed and submitted within the required timelines .</p>