



STRATEGIC OBJECTIVES 2025 - 2029

PHARMACY 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 PHARMACY 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 and integration of standardized best practices to achieve quality care and outcomes reflective of the diversity of the community.</p> | <p>Establish an opioid stewardship committee to review the safe use of opioids both in the acute care setting and upon discharge to the community.</p> | <p>Develop committee, outcomes and a scorecard to measure success of developed initiatives by 2025. Establish outcomes and a scorecard by 2026.</p> | <p>Opioid stewardship committee developed in 2025. Establish outcomes and a scorecard 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 of patient safety initiatives and measures in collaboration with community partners.</p> | <p>Take the lead to identify safety issues through the discharge medication reconciliation process</p> | <p>Identify safety issues in the discharge medication reconciliation process by reviewing RL6 reporting by end of 2026. Implement identified process improvements in 2027-2029.</p> | <p>Collect RL6 data in 2025 and Identify process improvements and areas requiring intervention in 2026. Implement process improvements in 2027-2029.</p> |
| <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>Assess current pharmacy clinical program, resource allocation and operations to ensure equitable patient distribution.</p> | <p>Identify gaps in resource allocation and operations by 2027 Implement identified operational changes by 2028.</p> | <p>Collect data on distribution of pharmacist verification and clinical intervention workload by 2027. Any required operational changes by 2028.</p> |

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| 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 an increase in polypharmacy reviews in senior patients over the age of 65 | Increase the number of polypharmacy reviews each year by 20%. Current =48 | Increase in polypharmacy reviews starting in 2025. |
| Maintain a responsive and sustainable corporate financial strategy. | Identify and implement best practices within financial realities. | Identify areas of opportunity to reduce waste. Reduce drug waste/expiries by 10% in each pharmacy department within the first 2 years | Reduce annual waste and expiry costs by 10% in each pharmacy department within 2 years. | Opportunities identified throughout 2025 and implemented by end of 2026 and then reduction in waste of 10% by 2027. |
| Maintain a responsive and sustainable corporate financial strategy. | Identify and implement best practices within financial realities. | Perform three medication use evaluation of top 50 drugs to evaluate opportunities for cost savings. | Reduction in use of target drug or changes to new less costly alternatives by one each year | One drug review each year starting in 2025 |
| Maintain a responsive and sustainable corporate financial strategy. | Maximize use of current facilities to provide the best possible patient care with existing resources. | Assess feasibility of discharge reconciliation through WeCare pharmacy and increase outpatient pharmacy revenue by 10% each year as a result. | Increase prescription volumes, and annual net revenue by 10% each year. | Assessment of discharge med rec through WeCare in 2025. Increase revenue by 10% each year starting in 2026 |

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| <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>Development of a regional safety committee with Erie Shores, HDGH, BWH, and Chatham to streamline medication safety policies, incident learning and education, and develop new medication safety initiatives throughout the Erie St. Clair Health system.</p> | <p>Review & determine trends, process improvements in B and higher level incidents by end of 2025.</p> | <p>Assessment of types of category B and D to determine interventions/ process changes in 2025 that can be implemented regionally.</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>Assess the ability to participate in one clinical trial a year and formalize processes for operationalizing research trials.</p> | <p>Participate in a minimum of 1 clinical trial per year</p> | <p>Yearly participation in clinical trials starting in 2025.</p> |