





# 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 REGIONAL RENAL 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>Develop a screening and referral pathway in collaboration with the Ontario Renal Network to provide improved access to chronic kidney disease care for First Nations, Inuit, Métis, and Urban Indigenous communities.</p>	<p>Increase the number of referrals of individuals identifying as First Nations, Inuit, Métis, and Urban Indigenous to the Multi-Care Kidney Clinic.</p>	<p>Increased annualized volumes by 5 patients per year .</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>Develop and implement strategies to ensure/maintain best practice when caring for dialysis access and reduce patient associated risks through enhanced education.</p>	<p>Decrease the instances of access-related infections (peritonitis &amp; catheter-related bacteremias).</p>	<p>Peritonitis ≤ 12/year CRBs ≤ 5/year</p>
<p>Foster an inclusive culture of accountability and transparency.</p>	<p>Utilize and share the results from performance indicators to achieve excellence.</p>	<p>Consistently review the physician scorecards highlighting the 12 months of Multi-Care Kidney Clinic indicator. Follow up with a root-cause analysis for patients who do not meet the early referral indicator, focusing on improving timely access and patient outcomes.</p>	<p>Increase and maintain the 12 months of MCKC follow up prior to initiating dialysis metric</p>	<p>75%</p>



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STRATEGIC DIRECTION	STRATEGIC INITIATIVE	OBJECTIVE	MEASURE/INDICATOR	OUTCOME TARGETS
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.	Monitor QBP funding and volumes to maximize funding according to shifts in volumes with best practice initiatives.	Review monthly volumes and red/green budget reports in relation to funding and QBP.	Funding and budget alignment .
Enhance an equitable workplace culture that establishes WRH as an employer of choice.	Develop strategies to nurture a healthy and engaged workforce that is reflective of the community we serve.	Improve staff engagement in quality initiatives and reduce staff burnout related to high sick time to create a culture of safety and accountability.	Implement departmental staff surveys and decrease in non-productive time.	20% reduction in non-productive time (to adjust based on corporate target).
Enhance an equitable workplace culture that establishes WRH as an employer of choice.	Foster a respectful, safe, inclusive and collaborative work.	Increase cultural awareness among staff through cultural safety education to support a growing diverse community population.	Increase in staff cultural awareness and decrease in safety/security RLs.	100% of staff receive cultural safety training.
Enhance collaboration and strengthen partnerships to build a better healthcare network.	Collaborate with partners local, nationally and across the globe to deliver an innovative, inclusive and seamless system of care.	Implement the Home Dialysis Assistance Program (HDAP) to improve the Home Hemodialysis (HHD) Home Hemodialysis (HHD) and overall Home Dialysis Program rate to exceed the provincial target.	Implementation of HDAP and established partnerships with LTCHs in Windsor-Essex to see an increase in Home dialysis rates.	HHD rates of $\geq 2\%$ and achieve a home rate of $\geq 30\%$ .
Enhance collaboration and strengthen partnerships to build a better healthcare network.	Collaborate with partners local, nationally and across the globe to deliver an innovative, inclusive and seamless system of care.	Implement palliative care consults on all appropriate renal patients in the Multi-Care Kidney Clinic (MCKC) and support a Comfort-focused Kidney Care (CKC) clinic in collaboration with community and hospital palliative care teams.	Increased referrals for palliative care, increase in CKC modality, and improved patient satisfaction	Proportion of patients with Stage 5 CKD receiving CKC $\geq 10\%$ , appropriate patents referred to palliative care $\geq 40\%$ .

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STRATEGIC DIRECTION	STRATEGIC INITIATIVE	OBJECTIVE	MEASURE/INDICATOR	OUTCOME TARGETS
<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>Continue to work with internal DI partners and dedicated transplant center to ensure timely referrals and workups to increase the number of patients on active on the transplant list.</p>	<p>Increase in the number of patients on wait list, increase the annual number of transplanted patients, and decrease the median time from referral initiation to submission to the Transplant Center.</p>	<p>30 patients transplanted per FY and reduce median time from referral initiation to submission by 20%.</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>Review and plan for future state of the Bell Building to maximize space, accommodate increased volumes in MCKC and Home Programs, optimize efficiencies, and promote patient-centred care in alignment with the New Acute Care Hospital.</p>	<p>Approval of Phase 2 Pre-Capital submission and initiation of Bell Building Level G/Level 2 renovation.</p>	<p>Commencement of Bell Building renovations.</p>