



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

# STRATEGIC OBJECTIVES 2025 - 2029

## SURGICAL 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 SURGICAL 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 OR utilization to optimize surgical resources and achieve quality care.</p>	<p>Decrease the # of surgical patients scheduled outside of targeted 2 (consent to surgery) timelines from 26% to maintain less than 20% by April 2026.</p> <p>Improve the OR First Case Starts on time to 95% by Jan 2026 (Baseline = Met 82% / Oue 87%).</p> <p>Improve % of B cases completed within priority timeline to 80% by Jan 2026 (Baseline = Met 76% / Oue 45%).</p>	<p>Maintain less than 20% by April 2026.</p> <p>95% on time.</p> <p>80% within priority timeframe.</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>Improve patient experience and OR utilization through a Zero OR Cancellation Policy.</p>	<p>Establish baseline # of Scheduled OR Case Cancellations by April 2025.</p> <p>Establish baseline # of Scheduled OR Case Repeat Cancellations by April 2025.</p>	<p>Baseline Established.</p> <p>Baseline Established.</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>Improve Endoscopy utilization to optimize surgical resources and achieve quality care.</p>	<p>Improve % of Endoscopy first case starts on time to 85% by April 2028 (Current = 22.6%).</p>	<p>Baseline Established.</p>



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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 of strategies and practices that support timely, flexible, sustainable and equitable access to care.	Timely access to the most appropriate acute care bed, focused care delivery that supports achieving LOS targets and a well planned discharge.	Reduce Conservable Beds by 10% annually (Current = 25)	Reduce by 10% annually.
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.	Provide access to care for specialized procedures closer to home including paediatric ophthalmology & TVAR.	Establish baseline volume and outcome measures need for paediatric ophthalmology procedures appropriate for WRH by January 2026.  Establish baseline volume need and outcome measures for TVAR procedures appropriate for WRH by Jan 2026.	Establish Baseline.  Establish Baseline.
Strengthen the processes that drive a proactive and inclusive culture of patient safety and quality care.	Lead in the development of strategies and practices that support timely, flexible, sustainable and equitable access to care.	Improve patient outcomes and quality for Hip Fracture patients by providing timely access to care.	Improve volume of patients with Hip Fx completed within 48 hours to 85% by March 2026 (Current = 56%)	85% completed within 48 hours.
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.	Implement Senior Friendly Care (sfCare) to ensure quality of care for the unique needs of older adults.	Establish baseline metrics, scorecard & reporting methods by January 2026.	Establish Scorecard

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STRATEGIC DIRECTION	STRATEGIC INITIATIVE	OBJECTIVE	MEASURE/INDICATOR	OUTCOME TARGETS
Maintain a responsive and sustainable corporate financial strategy.	Identify and implement best practices within financial realities.	Standardize OR instruments and products between sites and services to reduce costs and improve patient safety.	Establish project team to standardize OR instruments and products by March 2025	Establish project team.
Enhance an equitable workplace culture that establishes WRH as an employer of choice.	Identify and implement best practices within financial realities.	Reduce supply and equipment cost by eliminating waste and appropriately managing inventory.	Reduce med-surg supply cost by 2% (Approx. \$500,000). (OR Baseline Projected Year End FY2024/25 = \$1,388,000 over budget) by April 2026	Establish Baseline.
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.	Enhance surgical safety and patient outcomes through benchmarking and the participation in ONSQIN.	Establish ONSQIN program corporately by Jan 2026.	Establish Program.
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.	Improve patient experience and quality of care through the participation in Canadian Global Rating Scale (C-GRS).	Establish C-GRS program corporately by Jan 2026.	Establish Program.
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.	Reduce the use of "Other Screening" to support Erie St. Clair - GI Endo QI committee initiatives.	Reduce volume of screening documented as "Other Screening" to 5% by Jan 2026 (Current = 17% LHIN Wide).	5% of screenings.