



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

# STRATEGIC OBJECTIVES 2025 - 2029

## WOMEN & CHILDREN'S 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 WOMEN & CHILDREN'S 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.	Enhance staff competency and development through the ENPC, PALS & PEARS Course.	<p>100% of new hire paediatric staff completed PEARS course by April 2028.</p> <p>100% of staff receive ENPC training by April 2026.</p> <p>100% of staff receive PALS training by April 2026 and April 2028..</p>	<p>100% of New Staff.</p> <p>100% of Staff.</p> <p>100% of Staff.</p>
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.	Enhance quality of care by determining quality indicators above the standard BORN (Better Outcomes Registry Network) metrics.	Establish indicators and baseline data by April 2026.	Establish Baseline.
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.	Enhance staff skills and development through the MoreOB program course chapters, skills drills, debriefing and testing.	<p>100% of staff complete course chapters.</p> <p>Complete 25 Skill Drills each year.</p> <p>Complete 52 Debriefs each year.</p> <p>100% of L&amp;D staff complete testing by April 2026.</p>	<p>100% of Staff.</p> <p>25 Skill Drills / Year.</p> <p>52 Skill Drills / Year.</p> <p>100% of Staff.</p>



# STRATEGIC OBJECTIVES WOMEN & CHILDREN'S 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 of patient safety initiatives and measures in collaboration with community partners.	Expand Pediatric Oncology Group of Ontario (POGO) clinic to support care closer to home	Establish expanded POGO program by including additional disease sites by April 2027.	Establish Program.
.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.	Enhance Hemoglobinopathies Care for Windsor-Essex Paediatric population through the establishment of clinic, improved access to care and collaboration with community partners	Increase Clinic Volume to 30 Pediatric Patients by April 2026 (Current =5)  Develop Hemoglobinopathies scorecard and baseline measures by April 2025.	Volume of Patients Followed to 30.  Develop Scorecard.
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.	Explore additional opportunities to expand and improve Paediatric ED Diversion program.	Increase volume of Paeds patients diverted from ED by 20% by April 2026 (Current=2400/year).	Increase volume by 20%.
Strengthen the processes that drive a proactive and inclusive culture of patient safety and quality care.	Lead in the development of patient safety initiatives and measures in collaboration with community partners.	Explore internal opportunities to enhance care for Paediatric ICU patients.	Reduce transfers to higher level of care by 10% by April 2028 (Current = 68 Patients/year).	Reduce by 10%.

# STRATEGIC OBJECTIVES WOMEN & CHILDREN'S 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 staff education and care competency with infants &lt;28 weeks to improve patient outcomes.</p>	<p>Improve immediate survival and survival till discharge for 25-26 week infants to 50% by April 2027.</p> <p>Improved morbidity due to IVH in infants &lt;29 to 10% by April 2027.</p> <p>Improved morbidity due to BPD in infants &lt;29 to 50% by April 2027.</p>	<p>Target = 50%</p> <p>Target = 10%</p> <p>Target = 50%</p>
<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>Enhance staff education and competency through established fetal health surveillance training with follow up every 2 years.</p>	<p>100% of L&amp;D staff have completed training by January 2026 and January 2028.</p>	<p>100% of Staff</p>
<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>Improve utilization of the Paediatric. Metabolic Clinic to ensure appropriate patient types and financial responsibility.</p>	<p>Establish baseline indicators and future state by April 2026.</p> <p>Establish Balanced Budget by April 2027 (&gt;\$168,000).</p>	<p>Establish Indicators &amp; Future State.</p> <p>Establish Indicators &amp; Future State.</p>