



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

**STRATEGIC PLAN 2025 - 2029**  
[www.wrh.on.ca/strategicplan](http://www.wrh.on.ca/strategicplan)



# MESSAGE FROM OUR LEADERS

In 2024, **Windsor Regional Hospital** has continued to build on prior Strategic Planning processes, establishing our Strategic Planning Committee (SPC), engaging our community partner organizations, patient family advisors, patients, staff and community members through in person meetings, as well as electronic and in person surveys. A SWOT Analysis was completed identifying the organizational strengths, weaknesses, opportunities and threats.

The SPC reviewed all of the feedback as well as the SWOT analysis results to make recommendations to the Board for maintenance of our Mission and Vision, as well as maturation and advancement of our Values, Strategic Directions and Initiatives with a continued focus on best practice, evidence based medicine, health care system redesign, research, equity, diversity, inclusivity and anti-racism.

We wish to thank the many participants in this process for their invaluable input into the process of developing our Strategic Plan and also clarifying the direction needed as we continue our journey to breaking ground for the new state of the art acute care regional hospital. We are pleased to share the 2025-2029 Strategic Plan and achieving our Mission to Provide quality person-centred health care services to our community and our Vision of **Outstanding Care-No Exceptions!**

We respectfully acknowledge that the Windsor Regional Hospital occupies the traditional, ancestral and contemporary lands of the Niswi Ishkodewan Anishinaabeg: The Three Fires Confederacy (Ojibwe, Odawa, and Potawatomi). We acknowledge the land and the surrounding waters for sustaining us and we are committed to protecting and restoring these lands and waters from environmental degradation.



**Karen Riddell**  
Acting President  
& CEO



**Patricia France**  
Board Chair



**Anthony Paniccio**  
Past Board Chair



**Dr. Wassim Saad**  
Chief of Staff



# ABOUT WINDSOR REGIONAL HOSPITAL

**Windsor Regional Hospital** is one of the largest hospitals in Ontario, serving a population of about 400,000 people in Windsor and Essex County.

The hospital provides acute care services and operates two campuses with over 4,300 employees, 550 professional staff, 400 volunteers, and more than 150 medical school students and resident physicians. Windsor Regional Hospital is the regional provider of advanced care and provides the following services for the entire former Erie St. Clair LHIN: Complex Trauma, Renal Dialysis, Cardiac Care, Stroke and Neurosurgery Intensive Care, Acute Mental Health, Family Birthing Centre, Neonatal Intensive Care, Paediatric services, and Regional Cancer Services.

The **Metropolitan Campus**, located at 1995 Lens Avenue, opened in 1928 as a community based, acute care hospital. Throughout its history, the Met Campus has focused on medical and surgical care with specialized services in areas of cancer, Family Birthing and Paediatrics. A major expansion of the Met Campus occurred in 1974 with the construction of an eight-story tower to accommodate 500-beds. More work was completed in 2005 resulting in 420,000 sq. ft. of new and renovated space.

The **Ouellette Campus**, located at 1030 Ouellette Avenue, was originally founded in 1888 as Hôtel-Dieu of St. Joseph Hospital. When the need arose, renovations took place adding more beds in 1910, 1927, 1938, 1952, and 1962. In 1963, the original 1888 building was demolished.

The **New Windsor-Essex Hospitals System** is a once-in-a-lifetime, major system reform that will transform hospital services in Windsor-Essex. The collaborative and local plan will provide patients with the right care in the right place and time for future generations.

The Ontario government has approved planning for a new single-site, state-of-the-art acute care hospital for Windsor and Essex County.





# WRH BY THE NUMBERS

## STATISTICS: APRIL 1, 2023 TO MARCH 31, 2024

Approximate Annual Budget	\$664 million
Number of Inpatient Days	218,437
Number of Acute Inpatient Discharges	31,640
Number of ED Visits	89,545
Number of Ambulance Arrivals	30,123
Number of Admissions via ED	19,287
Number of Live Births	3,592
Average Adult Acute Medical/Surgical Length of Stay (days)	6.2
Number of Acute Beds	648
Number of Acute Adolescent Psychiatry Beds	6
Number of Acute Adult Psychiatry Beds	76
Number of Bassinets	37
Percentage of Inpatient Beds ALC (overall rate)	7.9%
Total Number of Radiology Procedures	237,914*
Number of MRI Scans	20,240
Number of CT Scans	64,179*
Number of PET Scans	932
Number of Interventional Radiology Procedures	3,627
Number of Units of Blood Transfused	6,954*
Number of Operating Rooms	22
Number of Hip Fractures Repaired	466
Number of Elective Hip Replacements	551
Number of Elective Knee Replacements	968
Number of Regional Cancer Centre Visits	78,548
Number of Chemotherapy Systemic Program Visits (Adult)	42,353
Number of Radiation Program Visits (Adult)	36,195
Number of Haemodialysis Treatments	36,349
Number of Outpatient Endoscopies Performed	14,061
Number of Outpatient Cataract Procedures Performed	2,880
Number of Ontario Breast Screening Program Visits	5,664
Number of Fracture Clinic Visits	28,844
Number of Surgical Procedures	19,571
Staff Members	4,257
Nurses	1,883
Support Services	1,055
Allied Health Professionals	712
Professional Staff	576
Medical Students in Windsor	154
Board of Directors	15
Volunteers	521
Volunteer Hours	45,830



# 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 WORKPLACE 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.

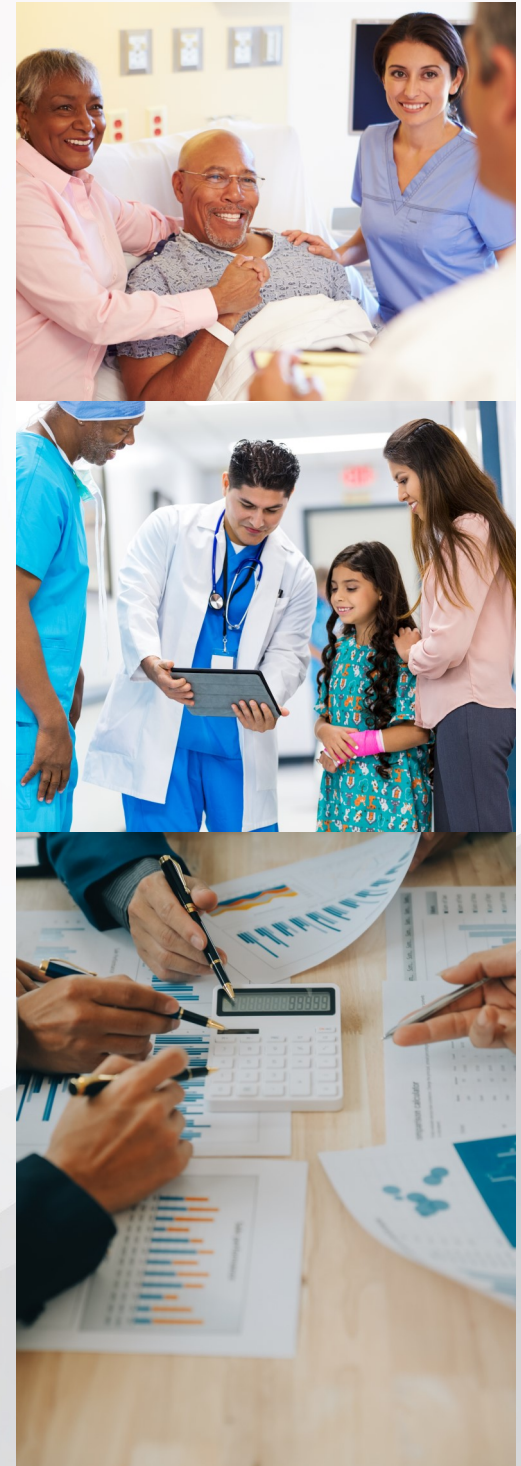
- Lead in the development and integration of standardized best practices to achieve quality care and outcomes reflective of the diversity of the community.
- Lead in the development of patient safety initiatives and measures in collaboration with community partners.
- Lead in the development of strategies 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 Planning Steering Committee

## BOARD OF DIRECTORS

Anthony Paniccia	Genevieve Isshak	Dr. Laurie Freeman	Dr. Nila Das
Chris Lanoue	Ian McLeod	Mary Dawson	Patti France
Cynthia Bissonette	Jamie Skutovich	Nadine Manroe- Wakerell	Paul Lachance

## SENIOR LEADERSHIP

Brandon Bailey	Malissa Gauthier	Rosemary Petrakos
Jonathan Foster	Margo Reilly	Todd Bested
Kristi Cecile	Nicole Krywionek	Karen Riddell

## MEDICAL DIRECTORS

Amanda Calvaruso	Deb Parent	Jennifer Cameron	Laura D'Alimonte
Antoinette Duronio	Erika Vitale	Kelly Heron	Luke Di Paolo
Brent Vicary	Jeff Booth	Kristen Scott	Sharra Hodgins
Claudio Pullo			

## ADMINISTRATIVE DIRECTORS

Amandeep Waraich	Francine Herlehey	John Faber	Sarah Mushtaq
Angela D'Alessandro	Gina Bulcke	John Fabiano	Shival Seth
Cristina Naccarato	Heidi Zimmer	Mike Coombs	Steve Erwin
Dayna Eagen	Jeff Geml	Rita Desai	



# Strategic Planning Steering Committee

## OTHER LEADERSHIP

Allison Johnson	Laura Janisse	Lidia Yrigoyen-DaCruz	Shannon White
Emily Cheng	Laura Meloche	Molly Bachmeier	Talya McCallum

## MEDICAL ADVISORY COMMITTEE

Dr. Sajit Augustine	Dr. Caroline Hamm	Dr. Jason Meadows	Dr. Jacob Thomas
Dr. Akram Elkeilani	Dr. Sindu Kanjeekal	Dr. David Ng	Dr. Joseph Zakaria

## UNION LEADERSHIP

Carol LeClair (ONA)	Tina MacDonald (PIPSC)	Susan Bohnert Hamelin (OPSEU)
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## PATIENT AND FAMILY ADVISORS

Ann Kirby	Dave Hitchcock	Linda Simpson	Ryan Wood
Bev Clarke	Diane Marley	Natalie Yun	Tina Etzl
Bonnie Campeau	Ed Ruckle	Pam Meunier	Wes Vickers
Connie Beaudoin	Janet Fleming	Rebecca Rudman	
Dan Thomas	Katherine Pham	Renee Cariveau	

## FACILITATORS

Linda Morrow  
Strategic Planning Consultant

Melissa Lot  
Director, Professional Practice, Corporate  
Education and Training







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