



Strategic Plan 2008–2012

OUR VISION: Outstanding Care – No Exceptions! • **OUR MISSION:** We provide outstanding care with compassion.



Message from the President & CEO

In January 2008, Windsor Regional Hospital embarked on one of the most important initiatives in its history – a strategic planning process aimed at developing a road map to enhance the quality of care we provide – now and for generations to come.

With the approval and support of the hospital's board of directors, a strategic directions steering committee (SDSC) was struck to oversee the process. The SDSC is made up of a dynamic cross-section of board members, executive team members, professional staff leadership and front-line staff from both clinical and non-clinical areas of the organization. One of the first and most exciting initiatives was the development of a vision, mission, values statement for the organization, which you will find in this document. This was followed by the development of strategic directions and a number of initiatives to support them. Strategic initiatives are focused, specific statements that are designed to clearly direct how the organization will meet their strategic directions, and ultimately fulfill their vision and mission. In all, close to 100 staff participated in the creation of our new strategic plan.

This document provides the context for the plan – a road map for the future.

I want to thank all those who participated in the process, and those who provided input, and the many more who will be involved as we continue the path to our Vision – Outstanding Care – No Exceptions!

A handwritten signature in black ink, appearing to read 'D Musyj', written in a cursive style.

David Musyj
President and CEO



Our Vision: Outstanding Care – No Exceptions!

Our Mission: We provide outstanding care with compassion.

Our Values:

C – COMPASSIONATE

- Keeping the patient at the centre of all we do
- Demonstrating compassion for patients and their families
- Supporting staff, physicians and volunteers so they are able to care for patients and each other
- Operating as a team, within WRH and with our partners, to provide exemplary care

A – ACCOUNTABLE

- Striving for accountability and transparency to those we serve and to ourselves
- Driving fiscal responsibility
- Stimulating effective two-way communication at all levels
- Facilitating timely access to care and service

R – RESPECTFUL

- Treating those we serve and each other with empathy, sensitivity and honesty
- Upholding trust, confidentiality and teamwork
- Communicating effectively
- Welcoming individuality, creativity and diversity

E – EXCEPTIONAL

- Promoting a culture of quality and safety
- Embracing change, innovation, and evidence-based practice
- Encouraging learning, discovery and knowledge sharing
- Fostering dynamic partnerships

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Strategic Directions

- 1) Embed patient quality and safety in our culture.
- 2) Cultivate an environment of accountability and transparency.
- 3) Build and sustain financial health.
- 4) Enhance our status as an employer of choice.
- 5) Distinguish ourselves through superior performance, innovation, and exceptional customer service.
- 6) Strengthen our relationships with external partners.

Background & History

Windsor Regional Hospital is a large multi-site health service organization serving a population of 400,000 people in Windsor and Essex County.



WRH was established in 1994 following a merger of Windsor Western Hospital Centre Inc. and Metropolitan General Hospital. Windsor Regional Hospital has over 174 years of combined history in health care services, and provides acute and continuing care services with over 700 beds on multiple sites. Since 2002, Windsor Regional Hospital has been part of an affiliation agreement with the Schulich School of Medicine & Dentistry to provide medical education and training to third-year undergraduate medical students (clerks) as well as postgraduate medical students (residents).

In 2008, Windsor Regional, in partnership with the Schulich School of Medicine & Dentistry, the University of Windsor and the London and Windsor hospitals, will bring all four years of undergraduate medical education to Windsor.

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 cancer services. A cancer clinic and department of neo-plastic services was established in 1935. Nuclear medicine and EEG services commenced in 1959. A major expansion at Met occurred in 1974 with the construction of an eight-storey tower to accommodate 500 beds. Critical care facilities were established in 1983. A major expansion at the Met campus was completed in 2005. The West Tower building was attached to the main facility, which resulted in 420,000 square feet of new and renovated space.

The Western Campus, located at 1453 Prince Road, began in 1910 to care for patients with tuberculosis. The proprietors of the hospital were the Imperial Order Daughters of the Empire (I.O.D.E.) whose Border City Chapter raised the original funding.

Major expansion over the decades included the Annie R. Braid Building in 1923, the Harriet McGregor Building in 1929, the Alice F. Casgrain Building in 1939, the Osmond Building in 1966, the Community Psychiatric Building in 1968, and the Tower Building in 1971.

Windsor Regional Children's Centre was established in 1971, relocating to the new George A. Huot Building in 1995. Malden Park Continuing Care Centre opened in 1995 as a replacement facility for Riverview Hospital.

The Western Campus is about to embark on a major redevelopment to enhance its status as a Centre of Excellence for Physical Rehabilitation Services, Complex Continuing Care, and Specialized Mental Health Services, with the centrepiece being the construction of a specialized mental health hospital.



Facts & Figures

As of March 31, 2008

Births	4,135
Emergency Visits	62,323
Ambulance Visits	10,516
Admissions	22,242
Average Length of Stay (days) - Acute	4.93
Surgical Procedures	15,686
Outpatient Visits	148,533
Radiological Procedures (X-Ray, CT Scans, Ultrasounds)	126,320
Lab Tests	2,144,393
Number of Beds	687
Operating Rooms	10

Staff Members	2,915
Nurses*	1,209
Support Services*	979
Allied Health Professionals*	393
Physicians	460
Medical Students	24
Board of Directors	15
Foundation Board of Directors	15
Volunteers (includes Cancer Centre & Canadian Cancer Society)	460

*included in Staff Members figure

Strategic Direction #1

Embed patient quality and safety in our culture.



STRATEGIC INITIATIVES:

- i) Reduce Hospital Standardized Mortality Ratio (HSMR) and maintain at Canadian HSMR benchmark or better
- ii) Utilize the Accreditation Canada framework to obtain full compliance with Required Organizational Practices (ROPs) related to patient quality and safety
- iii) Obtain full compliance with all relevant Safer Healthcare Now initiatives

Strategic Direction #2

Cultivate an environment of accountability and transparency.



STRATEGIC INITIATIVES:

- i) Develop systems to support measurement of performance
- ii) Enhance mechanisms that will clearly identify, support, and measure accountability at all levels – board, physicians, leadership, and individual staff
- iii) Determine and communicate information to support effective performance to staff and other stakeholders

Strategic Direction #3

Build and sustain financial health.



STRATEGIC INITIATIVES:

- i) Implement approved recommendations resulting from zero-based budgeting process
- ii) Reduce actual cost per weighted case to better than expected cost per weighted case
- iii) Critically review all programs/services to determine which are core services and assess their contribution to both quality of care and financial health

Strategic Direction #4

Enhance our status as an employer of choice.



STRATEGIC INITIATIVES:

- i) Create a network of community partners to encourage individuals to seriously consider careers in the health care field
- ii) Foster an environment that is welcoming and supportive for all current and prospective staff, volunteers, and students
- iii) Develop and adopt formalized frameworks that facilitate career planning and advancement, and succession and transition planning

Strategic Direction #5

Distinguish ourselves through superior performance, innovation, and exceptional customer service.



STRATEGIC INITIATIVES:

- i) Work toward achieving “Magnet Hospital” status

Strategic Direction #6

Strengthen our relationships with external partners.



STRATEGIC INITIATIVES:

- i) Pursue relationships with community partners that will strengthen and improve a system dedicated to the delivery of quality care
- ii) On an ongoing basis we will engage the community of diverse persons and entities when developing plans and setting priorities for the delivery of health services
- iii) Identify opportunities to integrate services in order to improve the coordination and delivery of services and programs

Strategic Plan Committee and Task Team Members

Appreciation is extended to all those who participated in Windsor Regional Hospital's strategic planning process.

Strategic Planning Steering Committee

David Musyj, *President and CEO, Chair SDSC*
Brian Chillman, *Chair, Board of Directors*
Mike Ray, *Vice-Chair, Board of Directors*
Lynne Watts, *Board Member*
Jacques Kenny, *Board Member*
Gaston Franklyn, *Board Member*
Gay Wrye, *Board Member*
Wilf Innerd, *Board Member*
Dr. Gary Ing, *Chief of Staff*
Karen McCullough, *VP Acute Care/CNE*
Brenda Carter, *Regional VP Cancer Services*
Kevin Marshall, *VP Facilities & Environmental Services*

Corry O'Neil, *Director, Learning & Workplace Development*
Al Grundner, *Executive Director, Malden Park/CCC*
Dr. Joe Shaban, *Chief of Medicine*
Dr. Winston Rajkumar, *VP Medical Staff*
Dr. Anthony Pattinson, *Chief OBGYN*
Dr. Americo Liolli, *Chief of Anesthesia*
Ralph Nicoletti, *Director of Diagnostic Imaging*
Karen Plunkett, *Director of Medicine Program & Infection Control*
Gisele Sullens, *Executive Director of Public Affairs, Communication and Philanthropy*
Claudia Den Boer, *Integrated Vice President Clinical Support Services*
Linda Morrow, *Manager of Workplace Development (Facilitator)*

Task Team Members

Donna Abraham, *Clinical Practice Manager, Maternal Newborn*
Sandra Bauer, *RN, Geriatrics, Emergency Dept.*
Mary Ellen Bechard, *Manager, Library Services*
Jacqueline Bissonnette, *Psychometrist, RCC*
Amanda Borysowytch, *Human Resource Advisor*
Sherie Bourdeau, *RN, Surgery*
Michele Buchanan, *Lead Technologist, Nuclear Medicine*
Gina Bulcke, *Acting Director, Mental Health*
Irene Carson, *Clinical Pathways Coordinator*
France Champoux, *Manager, Laboratory Services*
Stephen Cheng, *Clinical Practice Manager, Mental Health (SEPP)*
Dr. M. Chevalier, *Physician*
Beth Dulmage, *Manager, Cancer Prevention & Screening, WRCC*
Catherine Fioret, *Unit Clerk, Critical Care*
Jonathan Foster, *Social Worker, Mental Health (Mood & Anxiety)*
JoAnne Franco, *Housekeeping*
Dr. Gaston Franklyn, *Board Member*
Radu Ghergel, *Senior Technical Analyst, CHIS*
Diane Hernandez, *Clinical Practice Manager, Medicine Program*
Dr. Wilf Innerd, *Board Member*
Julia Jacobs, *Workplace Development Coordinator*
Michelle Laliberte, *Administration, Regional Children's Centre*
Gayle Lepine, *Charge RN, Complex Continuing Care*
Dr. S. Liebman, *Physician*
Jeanne Lucier, *Administration, RCC*
Karin Macri, *Charge RN, Family Birthing Centre*
Dr. L. Masse, *Oral Surgeon*

Marion McChesney, *Regional Laboratory Director*
Dr. Anne McLachlan, *Psychologist, Rehab Program*
Melissa Murracas, *Social Worker, Family Learning Place, RCC*
Shawn Nantais, *Health Records, IBEW Union*
Shelly Nicol, *Administration, Diagnostic Imaging*
Michelle Odette, *RN, Paediatrics*
Corry O'Neil, *Director, Learning & Workplace Development*
George Pardalis, *Physiotherapist, Met Campus*
Sharron Peltier, *Housekeeping*
Gloria Perozzo, *Charge RN, Surgical Program*
Rosemary Petrakos, *Director, Maternal Newborn Program*
Eleonora Pipitone, *Payroll Clerk, Finance*
Karen Plunkett, *Director, Medicine Program*
Sally Bennett Politidis, *Board Member*
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Gary Van Nest, *Child & Youth Worker, RCC, OPSEU Union*
Janis Windsor, *Learning Consultant, Learning Resources*
Teri Woodrow, *Social Worker, Mental Health*
Victoria Wynn, *Director, Clinical Care Services, WRCC*
Heidi Zimmer, *Financial Analyst*



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