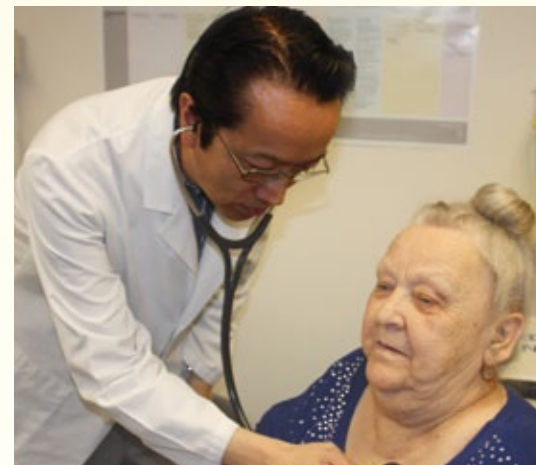




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# Strategic Directions 2012-2016





David Mark Musyj  
President and CEO



Dr. Gary Ing M.D., F.C.F.P.  
Chief of Staff



Gay Wrye  
Board Chair

## Message from the President & CEO, Chief of Staff and Chair, Board of Directors

In 2012 Windsor Regional Hospital embarked on the next phase of its Vision of achieving **Outstanding Care...No Exceptions!**

Similar to its previous Strategic Planning process, Windsor Regional Hospital struck a Strategic Directions Steering Committee (SDSC) to oversee the process. The SDSC heard from over 1,000 staff, patients, families and community members on what it was doing well, what needed to be changed, what needed to stay the same and what we needed to stop doing. The answers to these questions resulted in the SDSC developing the organization's strengths, weaknesses, opportunities and threats. Out of this analysis came Windsor Regional Hospital's Strategic Directions and Strategic Initiatives. These focused, specific statements are designed to clearly direct how the organization will ultimately fulfill its Vision and Mission as well as live its Values on a daily basis.

On behalf of the Board of Directors of Windsor Regional Hospital, we are proud to share with you our 2012-2016 Strategic Plan.

On the heels of Gold Medals from Excellence Canada, for both Quality and Healthy Workplace and also Exemplary Status recognition from Accreditation Canada, we ask you to join us as we fulfill our mission to Deliver an Outstanding Care experience driven by a passionate commitment to excellence.

We want to thank all of those who participated in the process, those who provided input, and the many more who will be involved on our journey to **Outstanding Care...No Exceptions!**

Yours truly,

David Mark Musyj  
President and CEO

Dr. Gary Ing  
Chief of Staff

Gay Wrye  
Board Chair

## OUR VISION: OUTSTANDING CARE – NO EXCEPTIONS!

**OUR MISSION: DELIVER AN OUTSTANDING CARE EXPERIENCE DRIVEN BY A PASSIONATE COMMITMENT TO EXCELLENCE.**



## 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; and
- 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; and
- 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; and
- 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; and
- Fostering dynamic partnerships.

## STRATEGIC DIRECTIONS:

- 1) Excel in patient safety and quality.
- 2) Champion accountability and transparency.
- 3) Strengthen and sustain a proactive approach to health care funding reform.
- 4) Create a vibrant workplace.
- 5) Distinguish ourselves through superior performance, innovation and exceptional customer service.
- 6) Strategically engage 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 post graduate medical students (residents).

In 2008, Windsor Regional Hospital, in partnership with the Schulich School of Medicine & Dentistry, the University of Windsor and the London and the Windsor Hospitals, brought all four years of undergraduate medical education to Windsor. The first Charter Class graduated in the spring of 2012.

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 of Met Campus occurred in 1974 with the construction of an eight-story tower to accommodate 500 beds. Critical Care facilities were established in 1983 and the HIV Care Program began in 1991. 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 sq. ft. of new and renovated space expanding In-Patient Oncology, the Family Birthing Centre, ICU/CCU and Operating rooms.

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

The Tayfour Campus experienced a major expansion from 2009 to 2012 with the building of the Toldo Neurobehavioral Institute, a 65 bed Mental Health facility serving Windsor and Essex County. The Tower Building was renamed the Fouad Tayfour Regional Rehabilitation Centre; a 60 bed Rehabilitation Program in a redesigned modern facility. The Malden Park site will facilitate up to 196 Complex Continuing Care beds. In the centre of the Tayfour Campus is the Tregaskiss Healing Garden. The Windsor Regional Children's Centre showcases a new Family Learning Place and Gymnasium/Pool complex appropriately named the W.E. Care for Kids House.



## FACTS & FIGURES

### WINDSOR REGIONAL HOSPITAL STATISTICS APRIL 1, 2011 – MARCH 31, 2012

Births	3,776
Emergency Visits	67,909
Ambulance Visits	12,790
Admissions	19,665
Average length of stay (days) - Acute	4.99
Surgical Procedures	14,738
Outpatient Visits	267,417
Radiological Procedures (X-Ray, CT Scans, Ultrasounds)	145,977
Lab Tests	3,578,754
Number of Beds	523
Operating Rooms	11
Approximate Annual Budget	\$325 Million

### OUR COMMITTED TEAM (AS OF JUNE 1, 2012)

Staff Members	2,846
Nurses*	1,213
Support Services*	811
Allied Health Professionals*	609
Physicians	456
Medical Students in Windsor (Total 2011/12 Clerks & Residents)	122
Board of Directors	18
Foundation Board of Directors	15
Volunteers (Includes Canadian Cancer Society at the Cancer Centre)	573

\*Included in Staff Members figure



**STRATEGIC DIRECTION #1: Excel in patient safety and quality.**

- i) Lead in the performance of patient safety measures.
- ii) Continue to set stretch targets and goals for all core indicators.
- iii) Lead in the development of strategies that support seamless patient flow.



**STRATEGIC DIRECTION #4: Create a vibrant workplace.**

- i) Foster an environment that supports a healthy and productive work life.
- ii) Develop and adopt formalized frameworks that facilitate professional development, advancement and succession and transition planning.
- iii) Recruit talented individuals to careers in the health care field.



**STRATEGIC DIRECTION #2: Champion accountability and transparency.**

- i) Utilize the results from the indicators measured to drive performance.
- ii) Cultivate and embed a "Just Culture" across the organization.
- iii) Strengthen dynamic mechanisms that will clearly identify, support and measure accountability throughout the organization.

**STRATEGIC DIRECTION #5: Distinguish ourselves through superior performance, innovation and exceptional customer service.**

- i) Develop, implement and sustain best practices consistently across the organization.
- ii) Promote a culture of continuous improvement.
- iii) Commit to compassionate patient and family-centred care.



**STRATEGIC DIRECTION #3: Strengthen and sustain a proactive approach to health care funding reform.**

- i) Continuously identify and implement strategies to be efficient and effective.
- ii) Develop and implement innovative strategies to acquire equipment and improve infrastructure.
- iii) Influence local and provincial priorities to align with community health care needs.



**STRATEGIC DIRECTION #6: Strategically engage with external partners.**

- i) Engage with community partners to deliver a seamless system of quality care.
- ii) Collaborate with diverse people and community when developing plans and setting priorities.
- iii) Build relationships with research and academic partners.

## STRATEGIC PLANNING COMMITTEE AND TASK TEAM MEMBERS

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

### STRATEGIC DIRECTIONS STEERING COMMITTEE

Dr. Mary Broga, VP, Family Mental Health & Addiction Services

Dr. Gina Bulcke, Director, Family Mental Health & Addiction Services

Dr. L. Cortese, Clinical Lead, Family Mental Health & Addiction Services

Claudia DenBoer Grima, Regional VP, Cancer Services

Ron Foster, VP, Public Affairs, Communications & Philanthropy

Dan Germain, VP Corporate Services & CFO

Dr. G. Ing, Chief of Staff

Dr. Wilf Innerd, Board Member

Jacques Kenney, Board Member

Kevin Marshall, Director, Corporate Services

Karen McCullough, Acute Care Services/CNE

Theresa Morris, Director, Medicine & Emergency Services

David Musyj, President and CEO

Ralph Nicoletti, Director, Diagnostic Imaging & Emergency Services

Corry O'Neil, Director, Organizational Effectiveness

Dr. A. Pattinson, Chief, OBGYN

Bob Renaud, Board Member

Dr. Joe Shaban, Chief of Medicine

Gisele Sullens, Director, Public Affairs, Communications & Philanthropy

Lynne Watts, Board Member

Gay Wrye, Board Member

Dr. Linda Morrow Facilitator

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