

STRATEGIC PLAN 2016-2020



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

In 2016, Windsor Regional Hospital proceeded with the next phase of its Vision of achieving **Outstanding Care...No Exceptions!**

Similar to the last two Strategic Planning processes, Windsor Regional Hospital formed a Strategic Planning Committee. In addition, this process involved Leamington District Memorial Hospital, the other acute care hospital within Windsor-Essex to ensure our Strategic Plans were complimentary for the benefit of our patients, staff and community. The Committee heard from staff, patients, families and community members on what the hospital was doing well, what needed to stay the same and what needed to change. This input helped guide the Strategic Planning Steering Committee in assessing the organization's strengths, weaknesses, opportunities and threats, resulting in Windsor Regional Hospital's Strategic

Directions and Strategic Initiatives. As a result, we now have a clear direction on how Windsor Regional Hospital will fulfill its Vision and Mission as well as living its Values. On behalf of the Board of Directors, we are pleased to share the new 2016-2020 Strategic Plan.

This is very important at this stage in our history as we embark to improve healthcare for Windsor and Essex County through a major reconstruction process that includes a new single site, state-of-the-art acute care hospital and an urgent care centre.

To all of those who participated in the process and provided input, thank you for helping us in achieving **Outstanding Care...No Exceptions!**

Yours very truly,



David Mark Musyj
President and CEO



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



Robert Renaud
Board Chair

OUR VISION

OUTSTANDING CARE – NO EXCEPTIONS!

OUR MISSION

DELIVER AN OUTSTANDING PATIENT CARE EXPERIENCE DRIVEN BY A PASSIONATE COMMITMENT TO EXCELLENCE

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C – COMPASSIONATE

- keeping the patient at the centre of all we do;
- demonstrating compassion for patients and their families;
- supporting staff, professional staff, and volunteers so they are able to care for patients and each other; and
- operating as a team, both 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.



David Mark Musy
President and CEO



Robert Renaud
Board Chair



1

STRENGTHEN THE CULTURE OF PATIENT SAFETY AND QUALITY CARE

2

CHAMPION ACCOUNTABILITY AND TRANSPARENCY

3

DEVELOP A SUSTAINABLE CORPORATE FINANCIAL STRATEGY

4

CREATE A VIBRANT WORKPLACE

5

STRATEGICALLY ENGAGE WITH EXTERNAL PARTNERS

6

CONTINUE THE PURSUIT OF **NEW** STATE-OF-THE-ART ACUTE CARE FACILITIES



COMPASSION is our
PASSION



BACKGROUND & HISTORY

Windsor Regional Hospital is one of the largest hospitals in the Province of Ontario. It is the regional provider of advanced care in areas that include complex trauma, renal dialysis, cardiac care, stroke and neurosurgery, intensive care, acute mental health, family birthing centre, neonatal intensive care, paediatric services, regional cancer services and a broad range of medical and surgical services required to support these specialized areas for more than 400,000 people in the Windsor Essex region.

Through a major process involving the two hospitals in Windsor, a realignment of programs and services was achieved where, on October 1, 2013, Windsor Regional Hospital was responsible for the governance and management of operations of the Ouellette Campus, along with continuing its responsibility for the Metropolitan Campus.

A standardization and optimization process began to align programs and services in a more efficient, effective and cooperative manner with the patient in the forefront. The SOP processes continue on the journey to standardize all programs and services as we approach the goal of a new single site, state-of-the-art acute care hospital for Windsor and Essex County.

A staged process is underway for approvals from the Ministry of Health and Long Term Care toward construction of a new 1.6 million sq. ft., 10-storey, single site acute care hospital and construction of a new 4-storey, 80,000 sq. ft. emergency urgent care centre and satellite facility at the former Grace Hospital Site. This is part of a health system redevelopment for the region.



WINDSOR REGIONAL HOSPITAL

S T A T I S T I C S

APRIL 1, 2015 - MARCH 31, 2016



Births	3,624
Emergency Visits	120,677
Ambulance Visits	32,342
Admissions	19,665
Average length-of-stay (days) - Acute	5.3
Surgical Procedures	28,830
Outpatient Visits	307,570
Radiological Procedures (X-Ray, CT Scans, Ultrasounds)	308,526
Number of Beds	545
Number of NICU Bassinets	30
Operating Rooms	22
Approximate Annual Budget	\$484 Million

OUR COMMITTED TEAM

AS OF JUNE, 2016



Staff Members	3,752
Nurses*	1,649
Support Services*	1,064
Allied Health Professionals*	629
Professional Staff	523
Medical Students in Windsor	149
Board of Directors	21
Volunteers	573

**Included in Staff Members figure*



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STRATEGIC DIRECTION #1: STRENGTHEN THE CULTURE OF PATIENT SAFETY AND QUALITY CARE

- i) Integrate standardized best practices to achieve quality care and outcomes.
- ii) Lead in the development and performance of patient safety initiatives and measures.
- iii) Lead in the development of strategies that support timely, sustainable, and appropriate access to care.



STRATEGIC DIRECTION #2: CHAMPION ACCOUNTABILITY AND TRANSPARENCY

- i) Utilize the results from the performance indicators to achieve excellence.
- ii) Cultivate and sustain a “Just Culture” across the organization.
- iii) Strengthen systems that clearly identify, support, and measure accountability throughout the organization.

STRATEGIC DIRECTION #3: DEVELOP A SUSTAINABLE CORPORATE FINANCIAL STRATEGY

- i) Maximize revenue opportunities while providing quality care in the most cost efficient way.
- ii) Provide ongoing education to the organization and community about how the hospital is funded through the health based allocation model, quality based procedures, and global funding.
- iii) Engage the organization to identify and implement best practices within financial realities.
- iv) Identify, support, and sustain core services.



STRATEGIC DIRECTION #4: CREATE A VIBRANT WORKPLACE

- i) Foster a respectful and safe work environment across all disciplines.
- ii) Create a culture of pride that establishes WRH as an employer of choice.
- iii) Provide experiences and opportunities that facilitate professional development, advancement, and succession planning.
- iv) Develop strategies to optimize attendance and support an engaged workforce.



STRATEGIC DIRECTION #5: STRATEGICALLY ENGAGE WITH EXTERNAL PARTNERS



- i) Collaborate with community partners to deliver an innovative, seamless system of care.
- ii) Work with Leamington District Memorial Hospital and regional partners to identify and act on opportunities for collaboration.
- iii) Create opportunities for education and research to build an academic healthcare system that attracts and retains professionals from all disciplines.

STRATEGIC DIRECTION #6: CONTINUE THE PURSUIT OF NEW STATE-OF-THE-ART ACUTE CARE FACILITIES

- i) Design the facilities to allow for best possible patient outcomes and experience.
- ii) Ensure the design incorporates leading edge technologies and equipment.
- iii) Design the facilities to support excellence and innovation in healthcare research and education.
- iv) Ensure effective and meaningful participation of staff, professional staff, volunteers, patients, academic partners and the community.
- v) Maintain and sustain current facilities until relocation to the NEW acute care facilities.



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STRATEGIC PLANNING COMMITTEE

Appreciation is extended to the following individuals who represent various stakeholder groups:

WRH BOARD OF DIRECTORS

Robert Renaud, *Chair*

Dan Wilson

Lynne Watts, *Vice Chair*

Gay Wrye

Pam Skillings

WRH FOUNDATION BOARD

Ilias Kiritsis, *President, WRH Foundation*

SENIOR LEADERSHIP

David Musyj, *CEO*

Rosemary Petrakos, *VP Peri-Operative, Surgery, Women's & Children's Services*

Karen McCullough, *COO, CNE*

Monica Staley – Liang, *Regional VP Cancer Services, Renal, Patient Relations & Legal Affairs*

Janice Dawson, *VP Critical Care, Cardiology, Regional Stroke and Clinical Support Services*

Ralph Nicoletti, *VP Medicine, Emergency & DI Services*

MEDICAL ADVISORY COMMITTEE

Dr. Gary Ing, *Chief of Staff*

Dr. Richard Stapleford, *Chief, Oral & Maxillofacial Surgery & Dentistry*

Dr. Rajasekar Basker, *Chief, Psychiatry*

Dr. Takeshi Takahashi, *Chief, Surgery*

Dr. Lena Morgan, *Chief, Paediatrics*



MEDICAL DIRECTORS

Dr. Paul Bradford, *Emergency Medicine and Trauma*

Dr. William Taylor, *Surgical Services*

ADMINISTRATIVE DIRECTORS

Gina Bulcke, *Organizational Effectiveness*

Colleen Nelson, *Diagnostic Imaging*

Christine Donaldson, *Pharmacy*

Colleen Reaume, *Director Regional Cancer Program*

Jonathan Foster, *Mental Health & Regional Renal Programs*

Karen Riddell, *Professional Practice and Operations*

Kelly Heron, *Surgical Services*

Gisele Seguin, *Public Affairs, Communications
and Philanthropy*

Janet Johnson- Reddam, *Critical Care*

Monica Stanton, *Guest Services/Clinical Nutrition*

Kevin Marshall, *Corporate Services*

Deb Mayea-Parent, *Women's & Children's Services*

UNION LEADERSHIP

Manminder Matharu, *OPSEU*

Sue Sommerdyk, *ONA*

Candice Simpraga, *ONA*

STRATEGIC PLANNING WORKING GROUP

Gina Bulcke, *Director, Organizational Effectiveness*

Linda Morrow, *Manager, Learning & Workplace
Development (Facilitator)*

Janice Dawson, *VP Critical Care, Cardiology,
Regional Stroke and Clinical Support Services*

Dr. Takeshi Takahashi, *Chief of Surgery*

Manminder Matharu, *OPSEU*

Lynne Watts, *Board Vice Chair*

Karen McCullough, *COO, CNE*

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www.wrh.on.ca   

www.windsorhospitals.ca   