

STRATEGIC OBJECTIVES

Fall 2022 Updates

Cancer Program



TOGETHER
we stay
STRONG

The success of our organization is a direct result of our dedicated, compassionate and caring people. We strive to provide the best quality healthcare services to our patients and their families always.



WRH VISION

Outstanding Care - No Exceptions!

WRH MISSION STATEMENT

Provide quality person-centred health care services to our community.

WRH VALUES

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.

W E V A L U E

C	A	R	E
COMPASSION	ACCOUNTABILITY	RESPECT	EXCELLENCE
<p>We show understanding and humility in our care for patients and for each other. We listen to our patients, their families, and caregivers throughout their health care journey. In every interaction with people in our care we have an opportunity to show empathy and kindness.</p>	<p>We are transparent about the care we provide to those we serve. We honour our commitments. Taking responsibility for our actions is essential to us.</p>	<p>We treat others with dignity and build trust as the cornerstone of care. We collaborate with patients, families and caregivers and uphold confidentiality in all we do. We respect their autonomy to make informed care decisions. We honour diversity and inclusivity.</p>	<p>We embody a culture of quality and safe person-centred care. We embrace change and innovation, with a focus on evidence-based best practice. We foster dynamic partnerships by encouraging research, learning and knowledge sharing.</p>



COMPASSION is our
PASSION



STRATEGIC DIRECTION #1:

Strengthen the processes that drive a 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:

Uphold the principles of accountability and transparency.



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

STRATEGIC DIRECTION #3:

Maintain a responsive and sustainable corporate financial strategy.



- i) Provide quality care in the most cost efficient way while maximizing revenue opportunities.
- ii) Provide ongoing education to the organization & community about how the hospital is funded by the Ministry of Health through its funding formulas.
- iii) Engage the organization to identify and implement best practices within financial realities.
- iv) Identify and efficiently support and sustain core services.
- v) Develop and implement a long-term strategy for funding capital spending needs.

STRATEGIC DIRECTION #4:

Create a dynamic workplace culture that establishes WRH as an employer of choice.



- i) Foster a respectful, safe, inclusive and collaborative work environment across the care team.
- ii) Build capacity to enhance a sustainable workforce with a focus on talent acquisition, retention, and succession planning.
- iii) Develop strategies to optimize attendance, support and nurture a healthy and engaged workforce.

STRATEGIC DIRECTION #5:

Redefine our collaboration with external partners to build a better healthcare ecosystem.



- i) Collaborate with local, regional, and provincial partners to deliver an innovative, seamless system of care.
- ii) Develop opportunities for education and evidence-based 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 meet or exceed the standards related to healthcare facility planning, engineering, and design.
- ii) Ensure the design incorporates leading edge practices, technologies and equipment.
- iii) Design the facilities to support excellence and innovation in healthcare research and education.
- iv) Ensure effective & meaningful participation of staff, professional staff, volunteers, patients, academic partners and the community.
- v) Maximize use of current facilities to provide the best possible patient care.
- vi) Work with the WRH Foundation to ensure that a plan is in place to raise the funds required for state of the art equipment/technologies.

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STRATEGIC DIRECTION	STRATEGIC INITIATIVE	OBJECTIVE <i>What are you trying to do?</i>	MEASURE/INDICATOR DESCRIPTION	OUTCOME TARGETS FOR 2022 / 2023	STATUS	COMMENTS
<p>Create a dynamic workplace culture that establishes WRH as an employer of choice.</p>	<p>Foster a respectful, safe, inclusive and collaborative work environment across the care team.</p>	<p>Improve the landscape of Equity, Diversity and Inclusion (EDI) programs in our Cancer Program and access across our region. Improve our service model based on education.</p>	<p>Breadth and depth of cultural safety training and indigenous education sessions offered to staff.</p>	<p>4/year Monthly connections</p>	<p>In Progress</p>	<p>In the Winter of 2021,-2022 we offered Indigenous Cultural safety training through a PHAC grant with our partners at SOAHAC. Through that partnership, we had multiple leaders in the organization complete their Sanyas Training. We offered a Cancer Education Day on May 13th, on EDI in Cancer Care. In October of this year, we are jointly supporting Indigenous training to staff on two separate sessions, including speakers from Ontario Health. While we've officially achieved our 4/year, there is much more in the way of EDI work ahead, so this will remain in progress.</p>
<p>Strengthen the processes that drive a culture of patient safety and quality care.</p>	<p>Lead in the development of strategies that support timely, sustainable, and appropriate access to care.</p>	<p>Develop and implement an optimized treatment planning workflow that utilizes roles and scopes efficiently and effectively ensuring timely access to radiation treatment.</p>	<p>Ready-to-Treat to Treatment: Percentage of patient seen with in Target (1, 7, 14 days)</p>	<p>Monthly report - within 14 days</p>	<p>In Progress</p>	<p>We are progressing slowly as we are also down health human resources in dosimetry. Short term goals we have implemented to address the challenge of RTT to Treatment wait time includes: the Medical Physics team has been picking up cases and planning them to alleviate some of the workload. In addition, all members of the Dosimetry team are working overtime to bring down the volumes in treatment planning and ensure timely access to care. We are also finalizing our pathway and contracts to support remote treatment planning services for our program. We have been working very hard to build our HHR capacity across the entire RT department. We are heading into the Fall with a full staffing complement, including within treatment planning. As such, we will resume our capacity building and succession planning for the department. Finally, our medium term goal includes trialing and clinically implementing software to streamline aspects of our treatment planning workflow, for example, autocontouring of OARs.</p>

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Redefine our collaboration with external partners to build a better healthcare ecosystem.	Collaborate with local, regional, and provincial partners to deliver an innovative, seamless system of care.	Continue to strengthen our partnership with London Health Sciences Centre to ensure timely access to radiation therapy+/- chemotherapy for Head & Neck patients	Joint data analysis plan	Improved treatment start time, 6 weeks post surgery	In Progress	Data has been collected, analyzed and reviewed by leadership collectively at each institution. We have made great strides in improving # of cases reviewed at peer review rounds, # of cases reviewed at MCC rounds, adopting and implementing LHSC protocols into practice.
Continue the pursuit of new state-of-the-art acute care facilities.	Maximize use of current facilities to provide the best possible patient care.	Finalize CTsim replacement and the addition of 4th bunker	Installation of new and up-to-date equipment	Installed machinery	In Progress	Our new CT Sim has been installed and all construction in the room has been completed. We now have to commission the machine. Our 4th bunker is currently at stage 4.1 with the Ministry of Health and we are hoping to get further updates to proceed by January 2023.
Strengthen the processes that drive a culture of patient safety and quality care.	Lead in the development & performance of patient safety initiatives and measures.	Improve patient education and understanding of their treatment through implementing a virtual education platform	Patient surveys post-implementation to assess understanding and value. Review data from IMD to assess usage	4 months post implementation	Completed	Survey was sent out and data collected - presented at ReQSN for STQI project. Overall, IMD has been noted to be a good asset for pharmacy counselling, as opposed to the original plan of resources for nursing education; with exception of lymphedema resources.
Create a dynamic workplace culture that establishes WRH as an employer of choice.	Build capacity to enhance a sustainable workforce with a focus on talent acquisition, retention, and succession planning.	<p>Increase practitioner coverage that would enhance current health human resources for inpatient and outpatient oncology patients; build capacity to allow the clinical team to provide comprehensive oncology care to all patients with cancer within the region.</p> <p>Align health-human resource activities with current and upcoming Quality Based Procedures, benchmarking, and wellness initiatives to ensure uninterrupted service levels to patients, successful recruitment and retention of staff.</p>	<p>Ensure staffing standards met in alignment with projected volumes, QBP's and benchmarking. Red-green and benchmarking reports to verify. Recruit additional health human resources and integrate into Cancer Program as funded by OH-CCO.</p> <p>Implement wellness initiatives as recommended by OH-CCO and internal input.</p>	<p>Quarterly check points with volume and funding by discipline</p> <p>Target approx 1.5 years with re-evaluations for program development</p>	In Progress	Onboarding of one Medical Oncologist and one Radiation Oncologist (Summer 2022). Added net new nursing positions (two full time RNs and one full time RPN). Continue to work in collaboration with Human Resources to recruit nursing staff to cover all permanent and temporary vacancies

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Redefine our collaboration with external partners to build a better healthcare ecosystem.	Collaborate with local, regional, and provincial partners to deliver an innovative, seamless system of care.	Expand the Complex Malignant Hematology Program capabilities to provide access to transplant services and care closer to home.	Continue collaboration with internal and external partners to expand transplant services within the region and develop the phased plan for auto expansion.	Finalized phased project plan Increased auto/allo transplant	In Progress	Continue working on Auto program planning and process with established partners. Need to finalize process and funding implications, to get official corporate approvals for expansion.
Strengthen the processes that drive a culture of patient safety and quality care.	Integrate standardized best practices to achieve quality care and outcomes.	Develop standardized nursing competency program that adheres to Ontario Health, Cancer Care Ontario recommendations, and supports best practices/policies within WRH.	Monitor initial and maintenance oncology certifications obtained through certified organizations Education skills competency training initiative with competency checklists that are based on best practices and WRH policies.	End of 2022	In Progress	Ongoing - Monitoring of competency continues using provincially approved organizations for initial and maintenance of chemotherapy and biotherapy competence. Skills checklists incorporated into new staff employees as part of training experience; Self assessment surveys sent to nurses for completion to adhere to OH-CCO competency initiatives
Strengthen the processes that drive a culture of patient safety and quality care.	Lead in the development of strategies that support timely, sustainable, and appropriate access to care.	Expand and improve access to Psychosocial Oncology (PSO) services within the Cancer Program	Screen all new patient for appropriate PSO support to initiate uptake of services early in the patient's cancer journey. Utilization of OH-CCO guidelines to identify program needs that are not currently offered in the Cancer Program (e.g. group counselling, care of the caregiver, child wellness).	100% screen for all new patients by the end of 2022 # of expanded PSO sessions offered	In Progress	With respect to screening all new patients for appropriate PSO support, due to HHR constraints, we currently do not have sufficient staffing levels to support this. This will be revisited once we are back to full compliment. With respect to expanding the # of PSO sessions offered, in collaboration with PFAC, we have identified our first session to be "Care of the Caregiver," with the goal of providing resources and coping strategies to cancer pt. caregivers. We are in the early stages of this work.

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Strengthen the processes that drive a culture of patient safety and quality care.	Integrate standardized best practices to achieve quality care and outcomes.	Increase both the quality and quantity of interventional clinical trials in oncology to provide better care for patients and elevate staff skill sets	Quantitative in number of clinical trial options for patients being treated at our Cancer Centre	3-5 active enrolling trials per study coordinator	In Progress	Continuing to work to open more Clinical Trials that are available/ appropriate and working with Oncologists on enrollment strategies. MA39 and PATRON should be opened in the very near future in Radiation, which would be the return of Clinical Trials to that unit.
Maintain a responsive and sustainable corporate financial strategy.	Provide quality care in the most cost efficient way while maximizing revenue opportunities.	Continue to maximize revenue by ensuring balance between well-funded and under-funded clinical trials. Ensure financial review and discussion prior to accepting under-funded trials.	Revenue generated	Net positive budget for fiscal 2022-23	In Progress	Fiscal 22-23 target most likely will not be met. Directly tied to above target of # open studies; continuing to work on post-Covid recovery to open more Clinical Trials that are available.