

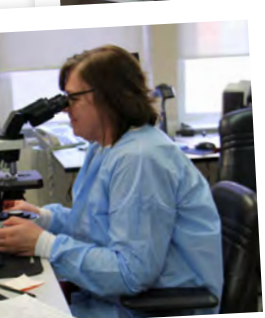
STRATEGIC PLAN 2016-2020

CARDIOLOGY
STRATEGIC OBJECTIVES
UPDATED: 2019





“ 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. ”



OUR VISION

OUTSTANDING CARE – NO EXCEPTIONS!

OUR MISSION

DELIVER AN OUTSTANDING PATIENT 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, 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.

COMPASSION is our
PASSION



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 Erie Shores Healthcare 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.



COMPASSION is our
PASSION



STRATEGIC OBJECTIVES

STRATEGIC DIRECTION	STRATEGIC INITIATIVE #	OBJECTIVE: WHAT ARE YOU TRYING TO DO?
3. Develop a sustainable corporate financial strategy	3A. Maximize revenue opportunities while providing quality care in the most cost efficient way.	Increase capacity in a proven revenue source for the hospital allowing for more efficient and cost effective delivery of care.
1. Strengthen the culture of patient safety and quality care	1A. Integrate standardized best practices to achieve quality care and outcomes.	Ensure we are meeting provincial targets for delivering the care according to COR Health standards.
1. Strengthen the culture of patient safety and quality care	1A. Integrate standardized best practices to achieve quality care and outcomes.	Foster Physician engagement in the creation of a high quality, robust service delivery model.
3. Develop a sustainable corporate financial strategy	3A. Maximize revenue opportunities while providing quality care in the most cost efficient way.	Maximize revenue opportunities by reallocating volumes and providing access to services close to home for patients.
1. Strengthen the culture of patient safety and quality care	1C. Lead in the development of strategies that support timely, sustainable, and appropriate access to care.	Create capacity within existing resources by becoming more efficient.
1. Strengthen the culture of patient safety and quality care	1C. Lead in the development of strategies that support timely, sustainable, and appropriate access to care.	Create capacity within existing resources by becoming more efficient.
5. Strategically engage with external partners	5A. Collaborate with community partners to deliver an innovative, seamless system of care.	Work with patient transportation partners to guarantee timely access to cardiac surgery.
5. Strategically engage with external partners	5A. Collaborate with community partners to deliver an innovative, seamless system of care.	Streamline process of collaboration between WRH and LHSC to reduce redundancies and repetition of tests for patients being transferred for urgent CABG.
4. Create a vibrant workplace	4C. Provide experiences and opportunities that facilitate professional development, advancement, and succession planning.	Increase best patient care and safety by elevating the skills of care providers.
3. Develop a sustainable corporate financial strategy	3C. Engage the organization to identify and implement best practices within financial realities.	Staff/Professional Staff understand funding models and participate in the development of strategies to reduce costs.
3. Develop a sustainable corporate financial strategy	3C. Engage the organization to identify and implement best practices within financial realities.	Staff/Professional Staff understand funding models and participate in the development of strategies to reduce costs.
1. Strengthen the culture of patient safety and quality care	1C. Lead in the development of strategies that support timely, sustainable, and appropriate access to care.	Improve patient experiences across the cardiac continuum of care.
2. Champion accountability and transparency	2C. Strengthen systems that clearly identify, support, and measure accountability throughout the organization.	Improve patient experiences across the cardiac continuum of care.
1. Strengthen the culture of patient safety and quality care	1C. Lead in the development of strategies that support timely, sustainable, and appropriate access to care.	Set a standard of care for delivery of the following interventions: Pacemakers, TEEs, Cardioversions.
1. Strengthen the culture of patient safety and quality care	1C. Lead in the development of strategies that support timely, sustainable, and appropriate access to care.	Improve wait times for urgent pacemaker insertion for patients in critical care beds.
1. Strengthen the culture of patient safety and quality care	1C. Lead in the development of strategies that support timely, sustainable, and appropriate access to care.	Set a standard of care for delivery of the following interventions: TEEs, Cardioversions.
2. Champion accountability and transparency	2C. Strengthen systems that clearly identify, support, and measure accountability throughout the organization.	Collaborate with Critical Care partners to create a standardized care approach for Critical Care and Cardiac patients.
2. Champion accountability and transparency	2C. Strengthen systems that clearly identify, support, and measure accountability throughout the organization.	Collaborate with Critical Care partners to create a standardized care approach for Critical Care and Cardiac patients.
1. Strengthen the culture of patient safety and quality care	1C. Lead in the development of strategies that support timely, sustainable, and appropriate access to care.	Develop and maintain WRO as a Center of Excellence for cardiac services.
5. Strategically engage with external partners	5A. Collaborate with community partners to deliver an innovative, seamless system of care.	Ensure patients have appropriate follow up post cardiac service.
1. Strengthen the culture of patient safety and quality care	1A. Integrate standardized best practices to achieve quality care and outcomes.	Through SOP and QBP, integrate standardized best practices to achieve quality care and outcomes.
1. Strengthen the culture of patient safety and quality care	1A. Integrate standardized best practices to achieve quality care and outcomes.	Integrate Quality Best Practice into standard work to achieve quality care and outcomes.
4. Create a vibrant workplace	4D. Develop strategies to optimize attendance and support an engaged workforce.	Develop innovative staffing strategies to attract and maintain appropriate staffing levels for each shift.

CARDIOLOGY – UPDATED: 2019

MEASURE/INDICATOR DESCRIPTION	OUTCOME TARGETS FOR 2017/2018	STATUS 2017/2018	OUTCOME TARGETS 2019 / 2020
Obtaining approval for building a second cardiac catheterization suite.		Not started	Construction has begun on second cath suite.
Achieve door to balloon time.		Not started	Door to balloon time target <90 mins. QUE, <120 mins. MET.
Timely rounding to support 1100 and 1400 discharge. Patients seen according to Hospital by-laws.	30% by 1100 70% by 1400	In progress	32% by 1100, 70% by 1400.
Achieve and sustain funding volume targets.	2400 Diagnostic Caths 910 PCIs	In progress	Cath 2,650, PCI 915.
Discharge before 1100 and 1400. Night time discharge rate. Length of Stay. Avoidable Days.	30% by 1100 70% by 1400 6.0% 3.19 2.0%	Deleted	N/A
Night time discharge rate. Length of Stay. Avoidable Days.		Not started	6.0% 3.19 2.0%
# of patients transferred to LHSC, on days, 24 hours in advance of cardiac surgery.	80% meet transfer 24 hours in advance of surgery	Deleted	N/A
Creation of streamlined process that is approved at both sites to ensure sharing of test results in advance of transfers.		In progress	Procedures in place.
# of RNs trained per year in Critical Care Orientation; with ongoing assessment of competencies.	100%	In progress	100%
Balanced Program budgets.	Reduce negative variance by 50%	Deleted	
Reduce med/surg supply variance.	New for 2019/2020	In progress	Variance decreased by 20% from 2017/2018.
% of positive responses to Patient Surveys.	80%	Completed	
Frontline and senior leaders to meet with patients on a regular basis to discuss care on the unit.	New for 2019/2020	Not started	Leadership Rounds 10% of daily patient census, patient satisfaction score 5/5.
Wait times for interventions. (Pacemakers/TEES <48 hours).	80% of procedures done within 48 hours.	In progress	80% of procedures done within 48 hours.
Wait times for interventions: Pacemaker.	New for 2019/2020	Not started	< 30 hours for patients in CCU from Order of Pacemaker to insertion time.
Review current process and create standard process for tracking and performing urgent TEE and Cardioversion.	New for 2019/2020	Not started	Have an approved criteria for managing and reviewing urgent TEE and Cardioversion.
% of consults to Intensivists for vented CCU patients.	100%	Completed	
Standardized orderset for intensivists for CCU vented patients, intensivists are consulted in timely manner.	100%	In progress	Referral actioned in 24 hours. Orderset in use on 100% of vented patients.
Wait time for transfer from Met Campus to WRO for cardiac care.	Within 4 hours of decision to admit.	In progress	Within 4 hours of decision to admit.
% of patients referred to CCAC/ Cardiac Rehab/ PCI Clinic/ UCC post cardiac service.	75%	In progress	75%
Refer to SOP key metrics.	Refer to CHF QBP SOP Metrics.	Deleted	
Reduce readmissions.	New for 2019/2020	In progress	Acute LOS 6.6, 7D r/a 4.9%, Order set compliance 50%.
Decrease in Sick and Overtime hours/dollars.	Reduce by 50%	In progress	100% vacancies filled, 80% retention.



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