

STRATEGIC PLAN

2021-2024

Cardiology Program

STRATEGIC OBJECTIVES



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.

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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 COMPASSION	A ACCOUNTABILITY	R RESPECT	E EXCELLENCE
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.	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.	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.	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.

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 & 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 partner 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.



COMPASSION is our
PASSION



Cardiology Program

Strategic Objectives

STRATEGIC DIRECTION	STRATEGIC INITIATIVE	OBJECTIVE <i>What are you trying to do?</i>
Strengthen the processes that drive a culture of patient safety and quality care.	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.
Strengthen the processes that drive a culture of patient safety and quality care.	Integrate standardized best practices to achieve quality care and outcomes.	Foster Physician engagement in the creation of a high quality, robust service delivery model.
Strengthen the processes that drive a culture of patient safety and quality care.	Integrate standardized best practices to achieve quality care and outcomes.	Integrate Quality Best Practice into standard work to achieve quality care and outcomes.
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.	Create capacity within existing resources by becoming more efficient.
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.	Improve patient experiences across the cardiac continuum of care.
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.	Improve wait times for urgent pacemaker insertion for patients in critical care beds.
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.	Set a standard of care for delivery of the following interventions: Pacemakers, TEEs, Cardioversions.
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.	Set a standard of care for delivery of the following interventions: TEEs, Cardioversions.
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.	Develop and maintain WRO as a Center of Excellence for cardiac services.
Uphold the principles of accountability and transparency.	Strengthen systems that clearly identify, support, and measure accountability throughout the organization.	Improve patient experiences across the cardiac continuum of care.

Cardiology Program

Strategic Objectives

MEASURE/INDICATOR DESCRIPTION	OUTCOME TARGETS FOR 2022 / 2023
Achieve door to balloon time	Door to balloon time target <90min OUE, <120 MET
Timely rounding to support 1100 and 1400 discharge Patients seen according to Hospital by-laws	Work being done at higher medical leadership level
Reduce readmissions	Acute LOS 6.6 7D Readmission rate 4.9%
Nighttime discharge rate Length of Stay Avoidable Days	Specific to CCU metrics - work with leadership team to increase flow
% of positive responses to Patient Surveys	PREF survey Cath lab patient surveys
Wait times for interventions: Pacemaker	< 30 hours for patients in CCU from Order of Pacemaker to insertion time
Wait times for interventions. (Pacemakers/TEES <48 hours)	Revamp process, 80% of procedures done within 48 hours
Review current process and create standard process for tracking and performing urgent TEE and Cardioversion	Have an approved criteria for managing and reviewing urgent TEE and Cardioversion
Wait time for transfer from Met Campus to WRO for cardiac care	Within 4 hours of decision to admit, transfer from Met ED ASAP
Frontline and senior leaders to meet with patients on a regular basis to discuss care on the unit	Leadership Rounds 10% of daily patient census, patient satisfaction score 5/5

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Strategic Objectives

STRATEGIC DIRECTION	STRATEGIC INITIATIVE	OBJECTIVE <i>What are you trying to do?</i>
Uphold the principles of accountability and transparency.	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.
Maintain a responsive and sustainable corporate financial strategy.	Provide quality care in the most cost efficient way while maximizing revenue opportunities.	Maximize revenue opportunities by reallocating volumes and providing access to services close to home for patients.
Maintain a responsive and sustainable corporate financial strategy.	Provide quality care in the most cost efficient way while maximizing revenue opportunities.	Increase capacity in a proven revenue source for the hospital allowing for more efficient and cost effective delivery of care.
Maintain a responsive and sustainable corporate financial strategy.	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.
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.	Increase best patient care and safety by elevating the skills of care providers.
Create a dynamic workplace culture that establishes WRH as an employer of choice.	Develop strategies to optimize attendance, support and nurture a healthy and engaged workforce.	Develop innovative staffing strategies to attract and maintain appropriate staffing levels for each shift.
Redefine our collaboration with external partners to build a better healthcare ecosystem.	Collaborate with community partners to deliver an innovative, seamless system of care.	Work with patient transportation partners to guarantee timely access to cardiac surgery.
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.	Ensure patients have appropriate follow up post cardiac service.
Redefine our collaboration with external partners to build a better healthcare ecosystem.	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.

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MEASURE/INDICATOR DESCRIPTION	OUTCOME TARGETS FOR 2022 / 2023
Standardised orderset for intensivist for CCU vented patients, Intensivists are consulted in timely manner	Referral actioned in 24 hours, Order set in use on 100% of vented patients
Achieve and sustain funding volume targets	Continuing striving to increase volumes
Obtaining approval for building a second cardiac catheterization suite	Obtain funding and first stages of construction
Reduce med/surg supply variance	COVID spending increases - will need to review
# of RNs trained per year in Critical Care Orientation; with ongoing assessment of competencies	Revamping education and training opportunities for staff
Decrease in Sick and Overtime hours/dollars.	100% vacancies filled, 80% retention Increase staff engagement, standardize professional practice committee
# of patients transferred to LHSC, on days, 24 hours in advance of cardiac surgery	80% of patients transported in day time (prior to 2100 hours)
% of patients referred to CCAC/Cardiac Rehab/UCC post cardiac service	80% referral rate
Creation of streamlined process that is approved at both sites to ensure sharing of test results in advance of transfers	Continue to foster collaborative relationship with LHSC cardiology program



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