

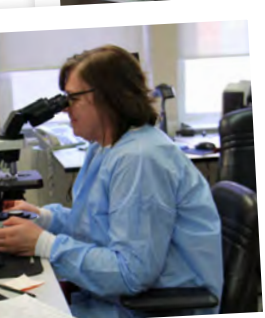
STRATEGIC PLAN 2016-2020

CRITICAL CARE & RESPIRATORY
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

O U R V A L U E S

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

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.	Efficiently utilize human resources to ensure patients are getting required level of care at the right time.
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.	Efficiently use critical care capacity and ensure access to required level of care in a timely manner.
4. Create a vibrant workplace.	4D. Develop strategies to optimize attendance and support an engaged workforce.	Engage staff to optimize and develop attendance strategies.
4. Create a vibrant workplace.	4C. Provide experiences and opportunities that facilitate professional development, advancement, and succession planning.	Develop strategies for Physician/RN/RT recruitment, retention, and succession planning.
4. Create a vibrant workplace.	4B. Create a culture of pride that establishes WRH as an employer of choice.	To establish a standard of care that promotes and supports continual learning of staff to ensure a high quality of care is provided.
1. Strengthen the culture of patient safety and quality care.	1A. Integrate standardized best practices to achieve quality care and outcomes.	Integrate standardized best practices to achieve quality care and outcomes across the critical care continuum.
2. Champion accountability and transparency.	2C. Strengthen systems that clearly identify, support, and measure accountability throughout the organization.	Improve the patient experience across the critical care continuum.
2. Champion accountability and transparency.	2C. Strengthen systems that clearly identify, support, and measure accountability throughout the organization.	Improve the patient experience across the critical care continuum.
4. Create a vibrant workplace	4C. Provide experiences and opportunities that facilitate professional development, advancement, and succession planning.	Enhance best practice and safety by increasing skills and knowledge of care providers.

CRITICAL CARE & RESPIRATORY – UPDATED: 2019

Staffing ratios meet Critical Care standard of care.	TBD	In progress	Staffing to census 100%.
Admission to bed within 90 minutes. Length of Stay. Avoidable days.	60% 4 days 9.6%	In progress	80% 4 days 9.6%
Decrease in sick time and overtime.	Reduce by 50%	In progress	Attendance awareness meetings 100%.
Turnover rates.	<5%	In progress	100% of vacancies filled, retention 80%.
# of RNs/RTs trained staff satisfaction.	80% satisfaction	In progress	Performance evals 100% up to date.
Length of stay. Mortality rates. Readmission Rate.	4 days 7.3% 1.00%	In progress	4 days 7.3% 1.00%
% of positive patient responses to a Patient Satisfaction survey.	80% patient satisfaction	In progress	85%
Frontline and senior leaders to meet with patients on a regular basis to discuss care on the unit.	New for 2019/2020	In progress	Leadership Rounds 10 patients per week per unit.
# of RNs trained per year in Critical Care Orientation; with ongoing assessment of competencies, Complete mid-career advanced training for ICU nurses at 3 – 10 years into their careers.	New for 2019/2020	In progress	100% of RN through CCO, 7 ICU nurses from MET ICU for 150 hours of mid-career training.



OUTSTANDING CARE – NO EXCEPTIONS!

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