

# STRATEGIC OBJECTIVES

Fall 2022 Updates

## Critical Care and Respiratory



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
<b>COMPASSION</b>	<b>ACCOUNTABILITY</b>	<b>RESPECT</b>	<b>EXCELLENCE</b>
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 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.

# Critical Care And Respiratory | Strategic Objectives



STRATEGIC DIRECTION	STRATEGIC INITIATIVE	OBJECTIVE <i>What are you trying to do?</i>	MEASURE/INDICATOR DESCRIPTION	OUTCOME TARGETS FOR 2022 / 2023	STATUS	COMMENTS
Strengthen the processes that drive a culture of patient safety and quality care.	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.	Length of stay Mortality rates Readmission Rate	4 days 10% reduction in mortality and readmission rates	In Progress	
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.	Efficiently use critical care capacity and ensure access to required level of care in a timely manner.	Admission to bed within 90 minutes. Length of Stay Avoidable days	80% 4 days 9.6%	Not Started	Admit to bed - working group on reviewing data to ensure accurate capture and action items to reduce
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.	Efficiently utilize human resources to ensure patients are getting required level of care at the right time. Develop strategies for Physician/RN/RT recruitment, retention, and succession planning.	Staffing ratios meet Critical Care standard of care.	Improve turn around time for replacement of vacant positions Keep vacancy rate below 20%	In Progress	Increased positions and innovative HR solutions to address shortage
Uphold the principles of accountability and transparency.	Strengthen systems that clearly identify, support, and measure accountability throughout the organization.	Improve the patient experience across the critical care continuum.	% of positive patient responses to a Patient Satisfaction survey	85% positivity with PREF survey Initiate PFAC within Critical Care	Not Started	Awaiting CCSO for updated PREF
Uphold the principles of accountability and transparency.	Strengthen systems that clearly identify, support, and measure accountability throughout the organization.	Improve the patient experience across the critical care continuum.	Frontline and senior leaders to meet with patients on a regular basis to discuss care on the unit.	Leadership Rounds 10 patients per week per unit	In Progress	
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.	Strengthen existing partnership with Trillium gift of Life through continuing to prioritize Organ and Tissue Donation education with staff to meet our targets.	Routine Notification Rate, Conversion Rate	Maintain 100% RNR and eligible approach through TGLN	In Progress	TGLN executive committee to monitor and evaluate progress
Create a dynamic workplace culture that establishes WRH as an employer of choice.	Foster a respectful, safe, inclusive and collaborative work environment across the care team.	To establish a standard of care that promotes and supports staff's continual learning to ensure a high quality of care is provided.	# of RNs/RTs trained per year CCO with ongoing assessment of competencies Staff satisfaction	Performance evals 80% up to date 100 % of staff trained to Critical Care Standards 75% of staff attend annual education sessions/e learns	In Progress	
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.	Engage staff to optimize and develop attendance strategies.	Decrease in sick time and overtime.	Attendance awareness meetings 100% Formation of Unit Based Councils	In Progress	Integration of clinical practice council over both sites starting Nov.