

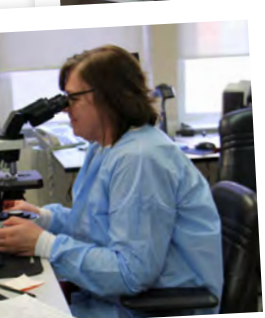
# STRATEGIC PLAN 2016-2020

EMERGENCY SERVICES  
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

1. Strengthen the culture of patient safety and quality care.	2A. Utilize the results from the performance indicators to achieve excellence.	Decrease AOT to improve PIA times and return ambulances to the community.
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.	Ensure triage reassessments including the offload patients are completed per CTAS guidelines.
	2A. Utilize the results from the performance indicators to achieve excellence.	Increase patient satisfaction scores in the ED.
1. Strengthen the culture of patient safety and quality care.	1B. Lead in the development and performance of patient safety initiatives and measures.	Improve the flow of MH patients presenting to the ED.
4. Create a vibrant workplace.	4D. Develop strategies to optimize attendance and support an engaged workforce.	Decrease the department incidental sick time.
3. Develop a sustainable corporate financial strategy.	3A. Maximize revenue opportunities while providing quality care in the most cost efficient way.	Implement QBP strategies in the ED to support the corporate strategies and processes.
1. Strengthen the culture of patient safety and quality care.	1A. Integrate standardized best practices to achieve quality care and outcomes.	Standardized completion of TOA to ensure consistent, efficient and safe transfer of care in compliance with the Model Of Care changes that have been implemented.

## EMERGENCY SERVICES – UPDATED: 2019

Decrease AOT times at both sites to 30 minutes.	30 minutes	In progress	30 minutes
Decreased patient complaints. Decreased QCIPA. Decreased RL6 for adverse events.	6-8 month	Deleted	
Number of patients that would "definitely recommend".	55%	In progress	55%
	9-12 month	Deleted	Identified on MH strat plan.
Monthly sick time report and decrease OT incurred by the ED department.	Reduce incidental absences by 20%	Not started	Reduce incidental absences by 20%.
Time to IP bed. Compliance with order set.	9-12 month	Deleted	
Decrease in provision of care RL6. Decrease in negative patient outcomes.	3-6 month	Completed	



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