

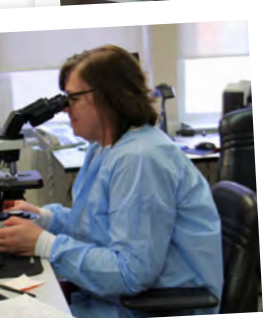
STRATEGIC PLAN 2016-2020

GUEST 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

STRATEGIC DIRECTION	STRATEGIC INITIATIVE #	OBJECTIVE: WHAT ARE YOU TRYING TO DO?
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 flow by improving Portering and Housekeeping processes.
1. Strengthen the culture of patient safety and quality care.	1A. Integrate standardized best practices to achieve quality care and outcomes.	Improve patient satisfaction with their meal service.
4. Create a vibrant workplace.	4D. Develop strategies to optimize attendance and support an engaged workforce.	Decrease incidental sick time.
4. Create a vibrant workplace.	4D. Develop strategies to optimize attendance and support an engaged workforce.	Decrease the number of lost time and health care injuries in Guest Services.
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.	Assist the Hospital in improving patient flow and the timeliness to bed access.

GUEST SERVICES – UPDATED: 2019

MEASURE/INDICATOR DESCRIPTION	OUTCOME TARGETS FOR 2017/2018	STATUS 2017/2018	OUTCOME TARGETS 2019 / 2020
<p>1. Implement Centralized Portering at the Ouellette campus. 2. Decrease the length of time required to transport a patient from the ED to the unit. 3. Improve turn around time for discharge cleaning of patient rooms.</p>	<p>A. Improve transfer time to units by 20% at Ouellette. B. Improve room turn around times for discharge patients by 10%.</p>	<p>In progress</p>	<p>Achieved goals of decreasing length of time required to transfer a patient to in-patient bed from the ED (5.5 hours vs. 11 hours) and improving turn-around time for discharge cleaning (decreased time by 10%). Continue to work towards centralized Portering model at the Ouellette campus.</p>
<p>Improved results on patient satisfaction surveys.</p>	<p>Increase patient satisfaction by 10%.</p>	<p>Completed</p>	<p>Current satisfaction rate increased by 1% from 94% to 95%. Complete menu review for 2019-2020 to ensure patient satisfaction with menu items. Focus on Ouellette campus where 40% of patients are on special diets (19% at Met) and develop an action plan for improving satisfaction. Develop a marketing strategy using the current available evidence (Canadian Malnutrition Task Force) to ensure the room service system is sustained and becomes the gold standard for food service in Canadian health care.</p>
<p>Develop strategies to decrease the amount of staff calling in for incidental sick time.</p>	<p>Decrease incidental sick time by 20%.</p>	<p>In progress</p>	<p>All staff have completed Attendance Management eLearn and next step is to increase focus on incidental sick time.</p>
<p>Number of RL6s submitted, number of lost time and health care injuries.</p>	<p>Decrease health care and lost time injuries by 10%.</p>	<p>In progress</p>	<p>Decrease health care and lost time injuries by 10%.</p>
<p>Improve the time it takes to access an inpatient bed.</p>	<p>Decrease the time to access a bed by 10%.</p>	<p>Completed</p>	<p>Patient flow times improved between 2 campuses by 50%. Continue to improve patient flow by decreasing the amount of time between when bed is vacated and when it is cleaned.</p>



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