

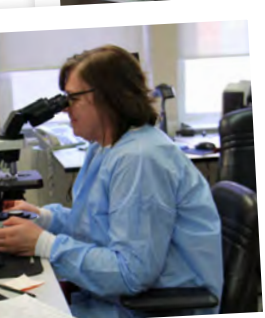
# STRATEGIC PLAN 2016-2020

HUMAN RESOURCES  
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.	1A. Integrate standardized best practices to achieve quality care and outcomes.	Build a robust, updated electronic P&P system.
1. Strengthen the culture of patient safety and quality care.	1A. Integrate standardized best practices to achieve quality care and outcomes.	Continue with standardization and optimization projects including launch of Wave 3 Projects.
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.	Implementation and rollout of new staff scheduling software.
2. Champion accountability and transparency.	2B. Cultivate and sustain a “Just Culture” across the organization.	Develop a process for implementation of the Just Culture framework.
2. Champion accountability and transparency.	2C. Strengthen systems that clearly identify, support, and measure accountability throughout the organization.	Develop a comprehensive assessment centre.
3. Develop a sustainable corporate financial strategy.	3B. 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.	Develop learning materials available to staff regarding financial systems and funding model.
4. Create a vibrant workplace.	4A. Foster a respectful and safe work environment across all disciplines.	Develop a comprehensive safety in the workplace program.
4. Create a vibrant workplace.	4A. Foster a respectful and safe work environment across all disciplines.	Build a robust H&S Management System to track compliance to required legislation.
4. Create a vibrant workplace.	4B. Create a culture of pride that establishes WRH as an employer of choice.	Launch the Quality of Worklife Survey.
4. Create a vibrant workplace.	4B. Create a culture of pride that establishes WRH as an employer of choice.	Complete harmonization of collective agreements from period of realignment.
4. Create a vibrant workplace.	4B. Create a culture of pride that establishes WRH as an employer of choice.	Review exit interview processes.
4. Create a vibrant workplace.	4C. Provide experiences and opportunities that facilitate professional development, advancement, and succession planning.	Develop a structure of tracking and maintaining skills competency.
4. Create a vibrant workplace.	4C. Provide experiences and opportunities that facilitate professional development, advancement, and succession planning.	Develop and implement leadership training for all new leaders and current leaders from Ouellette Campus.
4. Create a vibrant workplace.	4C. Provide experiences and opportunities that facilitate professional development, advancement, and succession planning.	Develop enhanced workplace learning opportunities e.g. WRH University, WRHow, mobile learning.
4. Create a vibrant workplace.	4C. Provide experiences and opportunities that facilitate professional development, advancement, and succession planning.	Develop succession planning model for key positions in the organization.
4. Create a vibrant workplace.	4D. Develop strategies to optimize attendance and support an engaged workforce.	Develop a common attendance policy between campuses and union groups.
5. Strategically engage with external partners.	5C. Create opportunities for education and research to build an academic healthcare system that attracts and retains professionals from all disciplines.	Collaborate with U of W and St. Clair College and HDGH to work on research projects related to quality improvement and best practices.
6. Continue the pursuit of NEW state-of-the-art acute care facilities.	6A. Design the facilities to allow for best possible patient outcomes and experience.	Continue with standardization and optimization projects including launch of Wave 3 Projects (see previous).
6. Continue the pursuit of NEW state-of-the-art acute care facilities.	6C. Design the facilities to support excellence and innovation in healthcare research and education.	Continue with standardization and optimization projects including launch of Wave 3 Projects (see previous).

# HUMAN RESOURCES – UPDATED: 2019

MEASURE/INDICATOR DESCRIPTION	OUTCOME TARGETS FOR 2017/2018	STATUS 2017/2018	OUTCOME TARGETS 2019/2020
# of updated P&P.	All non-clinical areas updated; 30% of clinical areas.	In progress	33% completed, new target 50%.
Variable - based on projects.	Variable.	In progress	Targets identified by individual projects.
# of units using software; manager and staff satisfaction; meeting scheduled time lines.	Number of units using scheduling software, meeting of scheduling time lines/project plan.	Deleted	N/A
Increase in # of just culture investigations.	20% increase in Just Culture investigations.	In progress	20% increase in Just Culture investigations.
Decrease in staff turnover; Decrease in staff turnover within probationary period.	Reduce terminations within the probationary period by 20%.	In progress	3% improvement to date - adjust target to 10%.
# of staff who have been trained.	All staff have access to resources.	Completed	Orientation - 218 Model of Care - 1124.
Increase in eLearn compliance, MMH Metrics.	80% completion.	Completed	Target met: 85% completion rate.
# of new/updated programs.	25% increase in new programs/policies.	In progress	100% reviewed yearly.
# of respondents.	Increase in the # of respondents by 5%.	In progress	Increase by 5%.
# of collective agreements harmonized.	Complete by March 2017.	Completed	Target met: all collective agreements have been harmonized.
Exit interviews completed as a % of staff who have left the organization.	Exit Interviews completed for departments having greater than 5% turnover, internal and external.	Not started	Exit Interviews completed for departments having greater than 5% turnover, internal and external.
# of updated matrices; increase in % of staff with updated skills/competencies.	Updated matrices for nursing clinical group and one other support service.	In progress	Updated matrices for nursing clinical group and one other support service.
# of training attendees; Increase in staff satisfaction on select Q of WL indicators.	Rollout of updated training program by September 2017, increase in staff satisfaction by 5%.	In progress	Rollout of updated training program by January 2018, increase in staff satisfaction by 5%.
# of hits on site; increase in staff satisfaction.	5 "courses" on WRH University and one mobile learning.	Not started	5 "courses" on WRH University.
Decrease in time to fill rates.	Decrease in time to fill for non-union positions to 45 days.	Not started	Decrease in time to fill for non-union positions to 45 days.
Decrease in number of policies.	30 - Sept - 17.	In progress	Complete by Dec 31, 2018.
# of collaborative projects; Increase # of presentations/publications.	Develop 3 collaborative projects.	In progress	Develop 3 collaborative projects.
Variable - based on projects.	Variable.	In progress	Targets identified by individual projects.
Variable - based on projects.	Variable.	In progress	Targets identified by individual projects.



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