

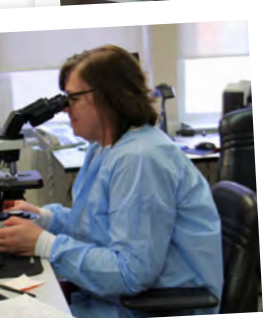
# STRATEGIC PLAN 2016-2020

MENTAL HEALTH  
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.



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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.	Continued development of the mental health short stay unit to facilitate flow of patients from the ED to an inpatient bed.
5. Strategically engage with external partners.	5A. Collaborate with community partners to deliver an innovative, seamless system of care.	Collaborate with Canadian Mental Health Association to redesign the flow of patients from acute inpatient to community outpatient services.
4. Create a vibrant workplace.	4D. Develop strategies to optimize attendance and support an engaged workforce.	Reduce incidental absences to promote optimal financial and patient care results.
1. Strengthen the culture of patient safety and quality care.	1B. Lead in the development and performance of patient safety initiatives and measures.	Develop a visitation policy for the mental health inpatient unit to promote patient and family safety, embed patient visitation within clinical best practices and incorporate into care plans.
5. Strategically engage with external partners.	5A. Collaborate with community partners to deliver an innovative, seamless system of care.	Develop pathway with community partners including CMHA and HDGH for mental health patients discharged from the ED.

## MENTAL HEALTH – UPDATED: 2019

MEASURE/INDICATOR DESCRIPTION	OUTCOME TARGETS FOR 2017/2018	STATUS 2017/2018	OUTCOME TARGETS 2019 / 2020
Decrease the length of time patients wait in the ED for an inpatient bed.	75% of admitted patients placed in mental health unit within two hours of disposition.	In progress	Continue with target of 2 hours from disposition to transfer to a bed.
Reduction in re-admission rates within 30 days.	<10% readmission within 30 days of discharge from inpatient mental health.	In progress	Continue with <10% readmission within 30 days of discharge.
Reduction in incidental absences.	Reduce incidental absences by 20%.	In progress	Initiate plans to reduce incidental absences by 20%.
Reduction in safety incidents involving visitors and contraband items.	30% reduction in safety incidents involving visitors/contraband items.	In progress	Continue with 30% reduction in safety incidents with visitors, contraband. Introduce new target for 30% reduction in incidents of patient violence.
Reduce repeat visits within 30 days to the ED for substance abuse and for mental health.	New for 18/19.	In progress	<18% repeat ED visits for MH and SA.



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