

STRATEGIC PLAN 2016-2020



OUTSTANDING CARE – NO EXCEPTIONS!

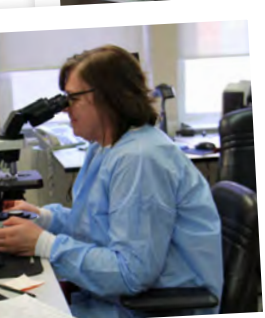
ORGANIZATIONAL EFFECTIVENESS: UTILIZATION MANAGEMENT & PHYSICIAN ADVISOR, DECISION SUPPORT STRATEGIC OBJECTIVES

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

<p>1. Strengthen the culture of patient safety and quality care.</p>	<p>1B. Lead in the development and performance of patient safety initiatives and measures.</p>	<p>Performance Initiatives and Measures: Decision Support provides information to teams/ departments based on coded and un coded data to allow for decision making and planning. Data is reported internally and externally - nationally and internationally on all aspects of patient care.</p>
<p>1. Strengthen the culture of patient safety and quality care.</p>	<p>1C. Lead in the development of strategies that support timely, sustainable, and appropriate access to care.</p>	<p>Innovation: Creating leading practices and improved performance through Bed Allocation modelling and simulation across the departments of Medicine, Surgery and Emergency Medicine.</p>
<p>3. Develop a sustainable corporate financial strategy.</p>	<p>3A. Maximize revenue opportunities while providing quality care in the most cost efficient way.</p>	<p>Cost Efficiency: Decision Support utilizes innovative approaches to analyze data to help teams/ departments with decision making eg case costing, bed allocation modelling and simulation.</p>
<p>5. Strategically engage with external partners.</p>	<p>5A. Collaborate with community partners to deliver an innovative, seamless system of care.</p>	<p>Regional HIS: Partner with all 5 ESCLHIN hospitals and Transform to update region with a modern hospital infoation system to improve overall patient care.</p>
<p>6. Continue the pursuit of NEW state –of- the-art acute care facilities.</p>	<p>6B. Ensure the design incorporates leading edge technologies and equipment.</p>	<p>COMMAND CENTER: As the centralized hub for patient flow information, the electronic and IT expansion of the Command Center allows for real time data to be used for decision making related to patient flow and bed utilization.</p>

ORGANIZATIONAL EFFECTIVENESS: UTILIZATION MANAGEMENT & PHYSICIAN ADVISOR, DECISION SUPPORT – UPDATED: 2019

All Departmental and corporate patient safety, quality and flow metrics.	% improvement from previous year.	In progress	In progress
Bed Allocation and all Patient Flow Metrics.	% improvement from previous year.	In progress	In progress
Case Costing and QBP results.	% improvement from previous year.	In progress	In progress
HIS implementation.	In development.	In progress	In progress
All patient flow and systems level bed utilization data.	Fully upgraded Command Center.	In progress	In progress



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