

STRATEGIC OBJECTIVES

Fall 2022 Updates

Women's & Children's Program



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.



WRH VISION

Outstanding Care - No Exceptions!

WRH MISSION STATEMENT

Provide quality person-centred health care services to our community.

WRH VALUES

We respectfully acknowledge that the Windsor Regional Hospital occupies the traditional, ancestral and contemporary lands of the Niswi Ishkodewan Anishinaabeg: The Three Fires Confederacy (Ojibwe, Odawa, and Potawatomi). We acknowledge the land and the surrounding waters for sustaining us and we are committed to protecting and restoring these lands and waters from environmental degradation.

W E V A L U E

C	A	R	E
COMPASSION	ACCOUNTABILITY	RESPECT	EXCELLENCE
We show understanding and humility in our care for patients and for each other. We listen to our patients, their families, and caregivers throughout their health care journey. In every interaction with people in our care we have an opportunity to show empathy and kindness.	We are transparent about the care we provide to those we serve. We honour our commitments. Taking responsibility for our actions is essential to us.	We treat others with dignity and build trust as the cornerstone of care. We collaborate with patients, families and caregivers and uphold confidentiality in all we do. We respect their autonomy to make informed care decisions. We honour diversity and inclusivity.	We embody a culture of quality and safe person-centred care. We embrace change and innovation, with a focus on evidence-based best practice. We foster dynamic partnerships by encouraging research, learning and knowledge sharing.



COMPASSION is our
PASSION



STRATEGIC DIRECTION #1:

Strengthen the processes that drive a 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:

Uphold the principles of accountability and transparency.



- i) Utilize and share the results from the performance indicators to achieve excellence.
- ii) Cultivate, sustain, and lead a “Just Culture” across the organization.
- iii) Strengthen systems that clearly identify, support, and measure accountability throughout the organization.

STRATEGIC DIRECTION #3:

Maintain a responsive and sustainable corporate financial strategy.



- i) Provide quality care in the most cost efficient way while maximizing revenue opportunities.
- ii) Provide ongoing education to the organization & community about how the hospital is funded by the Ministry of Health through its funding formulas.
- iii) Engage the organization to identify and implement best practices within financial realities.
- iv) Identify and efficiently support and sustain core services.
- v) Develop and implement a long-term strategy for funding capital spending needs.

STRATEGIC DIRECTION #4:

Create a dynamic workplace culture that establishes WRH as an employer of choice.



- i) Foster a respectful, safe, inclusive and collaborative work environment across the care team.
- ii) Build capacity to enhance a sustainable workforce with a focus on talent acquisition, retention, and succession planning.
- iii) Develop strategies to optimize attendance, support and nurture a healthy and engaged workforce.

STRATEGIC DIRECTION #5:

Redefine our collaboration with external partners to build a better healthcare ecosystem.



- i) Collaborate with local, regional, and provincial partners to deliver an innovative, seamless system of care.
- ii) Develop opportunities for education and evidence-based 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 meet or exceed the standards related to healthcare facility planning, engineering, and design.
- ii) Ensure the design incorporates leading edge practices, technologies and equipment.
- iii) Design the facilities to support excellence and innovation in healthcare research and education.
- iv) Ensure effective & meaningful participation of staff, professional staff, volunteers, patients, academic partners and the community.
- v) Maximize use of current facilities to provide the best possible patient care.
- vi) Work with the WRH Foundation to ensure that a plan is in place to raise the funds required for state of the art equipment/technologies.

Women's & Children's Program | Strategic Objectives



STRATEGIC DIRECTION	STRATEGIC INITIATIVE	OBJECTIVE <i>What are you trying to do?</i>	MEASURE/INDICATOR DESCRIPTION	OUTCOME TARGETS FOR 2022 / 2023	STATUS	COMMENTS
Strengthen the processes that drive a culture of patient safety and quality care.	Integrate standardized best practices to achieve quality care and outcomes.	Decrease antibiotic use in the NICU by implementing guidelines and 72-hour hard stop.	Decrease Antibiotic usage days per 1000 patient days	Reduce Antibiotic usage in <29wks to less than 150 per 1000 patient days	In Progress	Return on investment not worth pursuing
Strengthen the processes that drive a culture of patient safety and quality care.	Integrate standardized best practices to achieve quality care and outcomes.	Swallowing exercises in preterm (<1500g) to improve independent oral feeding in NICU	Early attainment of independent oral feeding and early discharge home	100% compliance in targeted population	In Progress	100% compliance on interim analysis
Strengthen the processes that drive a culture of patient safety and quality care.	Integrate standardized best practices to achieve quality care and outcomes.	Spontaneous breathing trial for extubation readiness in preterm in NICU	Early extubation and separation from ventilator and decrease incidence of chronic lung disease	100% compliance in targeted population	In Progress	100% compliance on interim analysis
Strengthen the processes that drive a culture of patient safety and quality care.	Integrate standardized best practices to achieve quality care and outcomes.	Less invasive surfactant administration (<32 wks) in NICU	Decreased ventilator days and reduced incidence of chronic lung disease	100% compliance in targeted population	In Progress	100% compliance on interim analysis
Strengthen the processes that drive a culture of patient safety and quality care.	Integrate standardized best practices to achieve quality care and outcomes.	Foster professional growth and early identification of patient deterioration through continued education - Emergency Nursing Pediatric Course (ENPC)	% of Nursing staff who have completed ENCP course	100% attendance by end of 2023	In Progress	ENCP courses ongoing
Strengthen the processes that drive a culture of patient safety and quality care.	Integrate standardized best practices to achieve quality care and outcomes.	Improve BORN (Better Outcomes Registry Network) metrics through continuous monitoring and identification of areas for improvement	# of BORN metrics meeting target	Ongoing	In Progress	Currently reviewing other indicators to collect and report on
Strengthen the processes that drive a culture of patient safety and quality care.	Integrate standardized best practices to achieve quality care and outcomes.	Intraventricular hemorrhage in preterm (IVH) prevention bundle in NICU	Decreased incidence of preterm brain injury	100% compliance in targeted population	In Progress	100% compliance on interim analysis

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Strengthen the processes that drive a culture of patient safety and quality care.	Lead in the development & performance of patient safety initiatives and measures.	Monthly NICU Mortality and Morbidity Rounds	Perform a systems audit by facilitating discussion of improvement opportunities and meaningful improvements in delivery of care	10 meetings/year	In Progress	On track
Strengthen the processes that drive a culture of patient safety and quality care.	Lead in the development & performance of patient safety initiatives and measures.	Foster professional growth through Pregnancy and Infant Loss (PAIL) workshop; planned for early 2022	% of Nursing staff who have completed PAIL workshop	100% attendance by end of 2023	In Progress	Ongoing
Strengthen the processes that drive a culture of patient safety and quality care.	Lead in the development of strategies that support timely, sustainable, and appropriate access to care.	Introduction of Nitric Oxide therapy for management of Persistent Pulmonary Hypertension	Reduce the number of regional transfer of babies with PPHN from Windsor	Reduce transfer rates for PPHN by 75%	Completed	
Strengthen the processes that drive a culture of patient safety and quality care.	Lead in the development of strategies that support timely, sustainable, and appropriate access to care.	Improve utilization in the Pediatric Metabolic Clinic to allow for timely urgent/ semi urgent clinic visits	Wait time to urgent follow up/Patient Satisfaction	2021-11-01	In Progress	Increased staffing by 1 Full Time FTE
Uphold the principles of accountability and transparency.	Utilize and share the results the results from the performance indicators to achieve excellence.	Participation in Canadian Neonatal Network Benchmarking and Quality improvement initiatives through EPIQ collaborative	Refer to CNN indicators	Refer to CNN metrics	In Progress	On track
Uphold the principles of accountability and transparency.	Utilize and share the results the results from the performance indicators to achieve excellence.	Improve BORN (Better Outcomes Registry Network) metric tracking to allow for timely communication to all stakeholders. (Cerner HIS system)	Refer to BORN indicators	Ongoing	In Progress	Currently reviewing other indicators to collect and report on
Strengthen the processes that drive a culture of patient safety and quality care.	Strengthen systems that clearly identify, support, and measure accountability throughout the organization.	Complete 2021/2022 MoreOB goals (including regular skills drills, mock drills, chapter logging)	100% completion of More OB goals	100% attendance at More OB workshops	In Progress	Ongoing

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Strengthen the processes that drive a culture of patient safety and quality care.	Strengthen systems that clearly identify, support, and measure accountability throughout the organization.	Increase efficiency in OB Triage through better utilization of physical space	Increase Patient Satisfaction	Increase in Patient Satisfaction by end of 2022	Deleted	IPAC Standards needed to be followed through this Pamdemic which decreased the space available
Create a dynamic workplace culture that establishes WRH as an employer of choice.	Build capacity to enhance a sustainable workforce with a focus on talent acquisition, retention, and succession planning.	Aggressive recruitment strategy to build talent pool of Neonatologists	Collaborate with Ministry and Medical Affairs to identify physician workforce needs	5 FTE complement of Neonatologists	Completed	
Create a dynamic workplace culture that establishes WRH as an employer of choice.	Develop strategies to optimize attendance, support and nurture a healthy and engaged workforce.	Provide staff with continuous feedback through Weekly staff meetings with round table discussions, unit council, Safety Huddles, Annual staff performance reviews, Attendance Management Program and JHSC	100% staff performance appraisals completed Monthly tracking of attendance and follow up items	100% completion of reviews	In Progress	Ongoing
Redefine our collaboration with external partners to build a better healthcare ecosystem.	Collaborate with local, regional, and provincial partners to deliver an innovative, seamless system of care.	Develop meaningful partnership with veteran parents and engage them in the operation of the NICU and delivery of care	Monthly meeting of Family Advisory Care Team	1 FACT-led project per year	In Progress	On track
Redefine our collaboration with external partners to build a better healthcare ecosystem.	Develop opportunities for education and evidence-based research to build an academic healthcare system that attracts and retains professionals from all disciplines.	Collaborate with Schulich & uWindsor in offering training programs for nursing, RTs, medical students, pediatric residents and neonatal fellows	Offer NICU rotation for Pediatric Residents. Commence Neonatal fellowship training program	1 Neonatal Fellow trainee per year	Not Started	
Continue the pursuit of new state-of-the-art acute care facilities.	Ensure the design incorporates leading edge practices, technologies and equipment.	Introduce Therapeutic Hypothermia and Cerebral Function Monitor	Reduce the number of regional transfer of babies with moderate-severe HIE from Windsor	Reduce transfer rates for Hypothermia by 75%	In Progress	