

# STRATEGIC PLAN

## 2021-2024

TOGETHER  
*we stay*  
STRONG

### A MESSAGE FROM OUR LEADERS

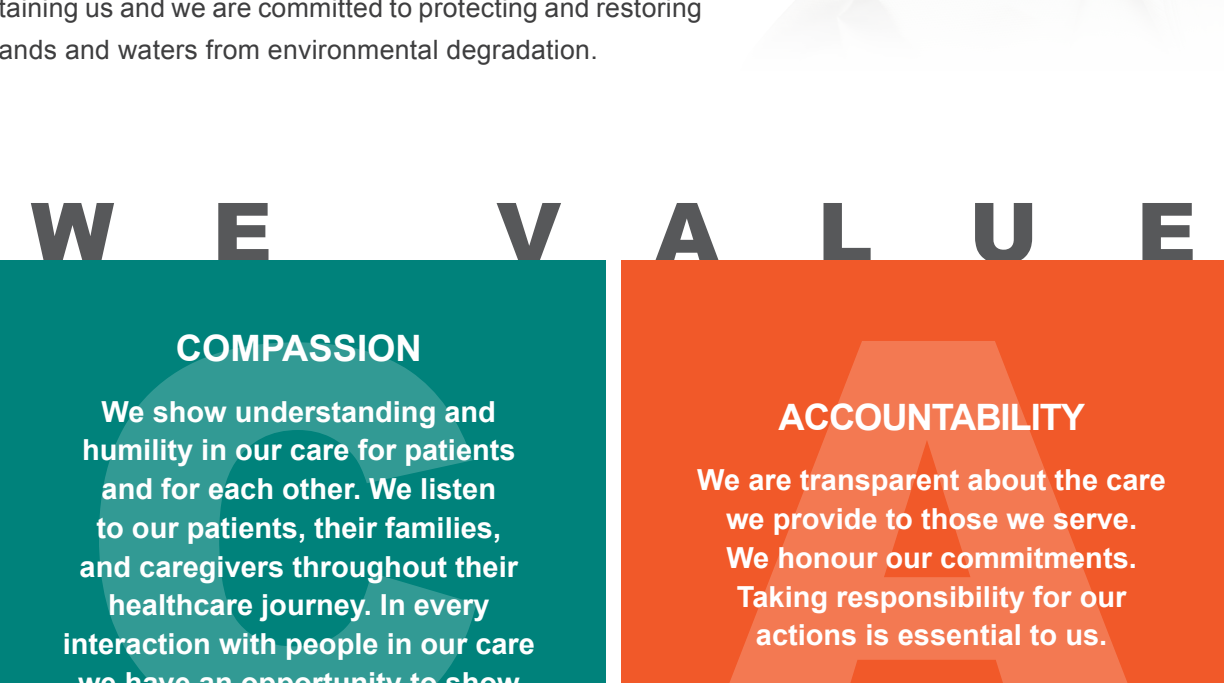
In 2020, Windsor Regional Hospital proceeded with the next phase of its Vision of achieving **Outstanding Care - No Exceptions!**

Similar to the last three Strategic Planning processes, Windsor Regional Hospital formed a Strategic Planning Committee. The committee met in-person on one occasion but due to the Global Pandemic planning continued virtually. The Committee heard from staff, patients, families and community members on what the hospital was doing well, what needed to stay the same and what needed to change. This input helped guide the Strategic Planning Steering Committee in assessing the organization's strengths, weaknesses, opportunities and threats, resulting in Windsor Regional Hospital's Strategic Directions and Strategic Initiatives. The Vision - Outstanding Care - No Exceptions! remains the same,

but it was clear from input received that our Mission Statement needed to be updated. We now have a clear direction on how Windsor Regional Hospital will fulfill its Vision and Mission, as well as living its Values. On behalf of the Board of Directors, we are pleased to share the new 2021-2024 Strategic Plan.

This is a critical juncture as we embark to improve healthcare for Windsor and Essex County through a major reconstruction process that includes a new single site, state-of-the-art acute care hospital and an urgent care centre.

**To all of those who participated in the process and provided input, thank you for helping us in achieving Outstanding Care - No Exceptions!**



**DAVID MARK MUSYJ** President and CEO | **DAN WILSON** Past Board Chair | **ANTHONY PANICCIA** Board Chair | **DR. WASSIM SAAD** Chief of Staff

### WRH VISION

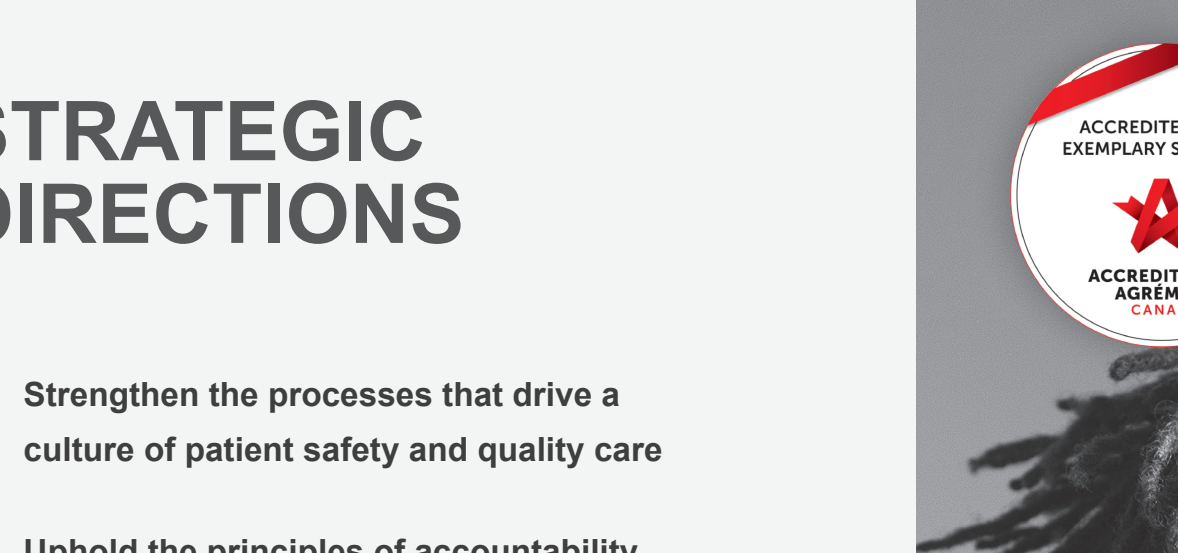
Outstanding Care - No Exceptions!

### 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 R H V A L U E S

#### COMPASSION

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 healthcare journey. In every interaction with people in our care we have an opportunity to show empathy and kindness.

#### ACCOUNTABILITY

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.

#### RESPECT

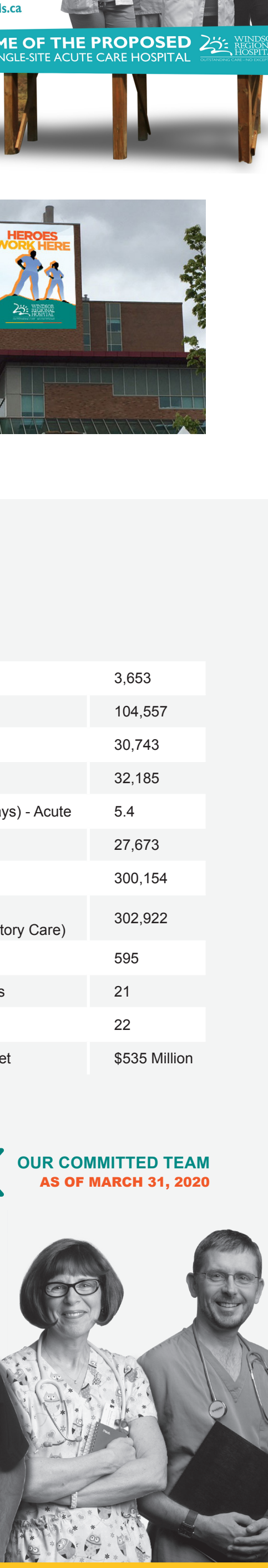
We treat others with dignity and build trust as the cornerstone of care. We collaborate with patients, families and caregivers and uphold confidentiality in all we do. We respect their autonomy to make informed care decisions. We honour diversity and inclusivity.

#### EXCELLENCE

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.

### STRATEGIC DIRECTIONS

- 1 Strengthen the processes that drive a culture of patient safety and quality care
- 2 Uphold the principles of accountability and transparency
- 3 Maintain a responsive and sustainable corporate financial strategy
- 4 Create a dynamic workplace culture that establishes WRH as an employer of choice
- 5 Redefine our collaboration with external partners to build a better healthcare ecosystem
- 6 Continue the pursuit of new state-of-the-art acute care facilities



COMPASSION is our PASSION

### BACKGROUND & HISTORY

Windsor Regional Hospital is one of the largest hospitals in the Province of Ontario. It is the regional provider of advanced care in areas that include complex trauma, renal dialysis, cardiac care, stroke and neurosurgery, intensive care, acute mental health, family birthing, neonatal intensive care, paediatric services, regional cancer services and a broad range of medical and surgical services required to support these specialized areas for more than 400,000 people in the Windsor Essex region. A realignment of programs and services occurred October 1, 2013. Windsor Regional Hospital became responsible for the governance and management of operations of all acute care programs for Windsor and Essex County.

A standardization and optimization process (SOP) began to align programs and services in a more efficient, effective and cooperative manner with the patient at the forefront. The SOP processes continue on the journey to standardize all programs and services as we approach the goal of a new single site, state-of-the-art acute care hospital for Windsor and Essex County.

A staged process is underway for approvals from the Ministry of Health and Long Term Care toward construction of a new 1.6 million sq. ft., 10-storey, single site acute care hospital and construction of a new 4-storey, 80,000 sq. ft. emergency urgent care centre and satellite facility.

This is part of a health system redevelopment for the region.

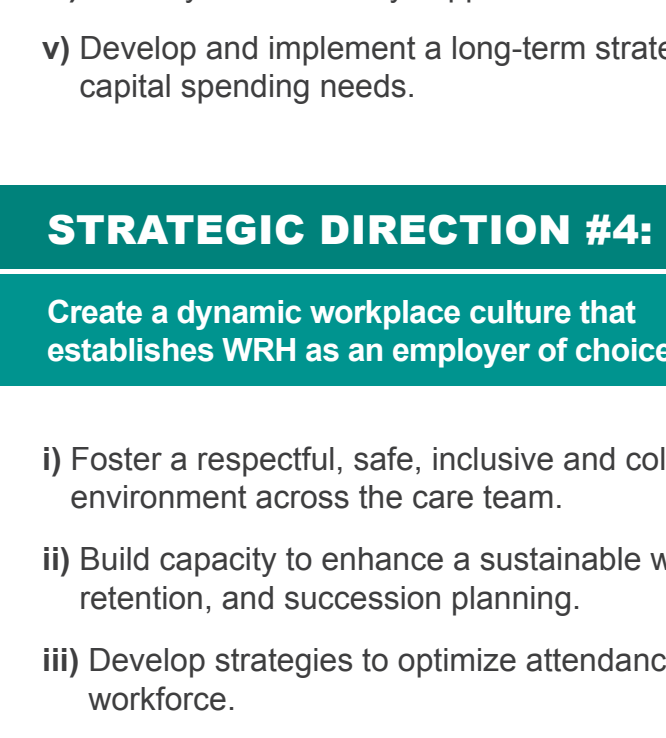
In October 2020, Windsor Regional Hospital took ownership of the 60-acre property at the corner of County Rd. 42 and the 9th Concession. The purchase will allow Stage Two planning to begin as soon as the province provides funding. The next steps of the planning will take approximately 18 months to complete and include a detailed description of the programs to be delivered, the staffing, equipment and space required, and preliminary designs.



### STATISTICS

WINDSOR REGIONAL HOSPITAL  
APRIL 1, 2019 - MARCH 31, 2020

Live Births	3,653
Emergency Visits	104,557
Ambulance Visits	30,743
Admissions	32,185
Average length-of-stay (days) - Acute	5.4
Surgical Procedures	27,673
Outpatient Visits	300,154
Radiological Procedures (ED, Day Surgery, Ambulatory Care)	302,922
Number of Beds	595
Number of NICU Bassinets	21
Operating Rooms	22
Approximate Annual Budget	\$535 Million



Employees	3,797
Nurses*	1,842
Support Services*	1,092
Allied Health Professionals*	630
Professional Staff	521
Medical Students in Windsor	157
Board of Directors	20
Volunteers	951

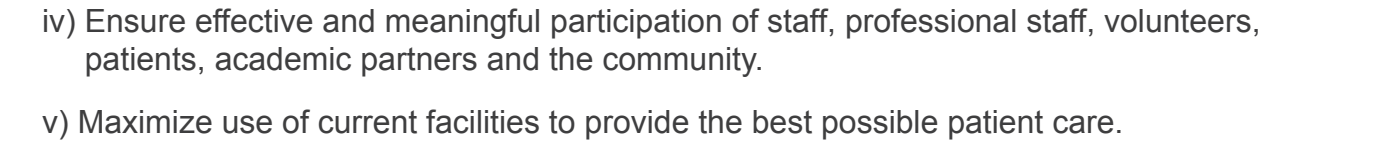
\*Included in Staff Members figure

OUR COMMITTED TEAM  
AS OF MARCH 31, 2020



### STRATEGIC DIRECTIONS

#### STRATEGIC DIRECTION #1: Strengthen the processes that drive a culture of patient safety and quality care.



- Integrate standardized best practices to achieve quality care and outcomes.
- Lead in the development and performance of patient safety initiatives and measures.
- Lead in the development of strategies and practices that support timely, flexible, sustainable, and appropriate access to care.

#### STRATEGIC DIRECTION #2: Uphold the principles of accountability and transparency.



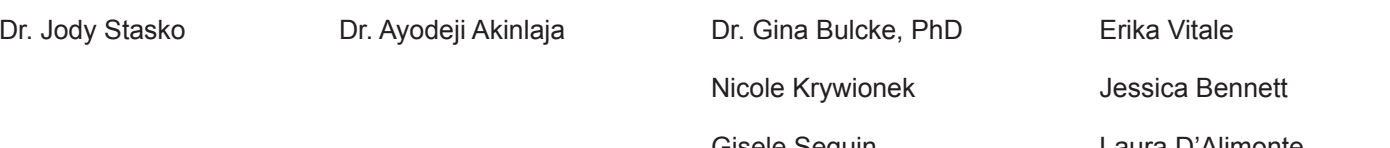
- Utilize and share the results from the performance indicators to achieve excellence.
- Cultivate, sustain, and lead a "Just Culture" across the organization.
- Strengthen systems that clearly identify, support, and measure accountability throughout the organization.

#### STRATEGIC DIRECTION #3: Maintain a responsive and sustainable corporate financial strategy.



- Provide quality care in the most cost efficient way while maximizing revenue opportunities.
- Provide ongoing education to the organization and community as to how the hospital is funded by the Ministry of Health through its funding formulas.
- Engage the organization to identify and implement best practices within financial realities.
- Identify and efficiently support and sustain core services.
- 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.



- Foster a respectful, safe, inclusive and collaborative work environment across the care team.
- Build capacity to enhance a sustainable workforce with a focus on talent acquisition, retention, and succession planning.
- 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.



- Collaborate with local, regional, and provincial partners to deliver an innovative, seamless system of care.
- 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.



- Design the facilities to meet or exceed the standards related to healthcare facility planning, engineering, and design.
- Ensure the design incorporates leading edge practices, technologies and equipment.
- Design the facilities to support excellence and innovation in healthcare research and education.
- Ensure effective and meaningful participation of staff, professional staff, volunteers, patients, academic partners and the community.
- Maximize use of current facilities to provide the best possible patient care.
- 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.



### APPENDIX

Strategic Planning Steering Committee - Membership

#### BOARD OF DIRECTORS

Anthony Paniccia | Michael Lavoie  
Dan Wilson | Paul Lachance  
Genevieve Isshak

#### SENIOR LEADERSHIP

David MusyJ | Rosemary Petrakos  
Karen McCullough | Karen Bennett  
Dr. Wassim Saad | Mark Ferrari  
Mark Fathers | Jonathan Foster  
Monica Staley-Liang | Theresa Morris

#### PATIENTS AND FAMILIES

Darbara Hebert | Diane Marley

#### MEDICAL ADVISORY COMMITTEE

Dr. Deljit Dhanoa | Dr. Akram El Keilani  
Dr. Greg Hasen | Dr. Marguerite Chevalier  
Dr. Ian Mazzetti | Dr. Michael Winger  
Dr. Larry Jacobs

#### MEDICAL DIRECTORS

Dr. Jody Stasko | Dr. Ayodeji Akinlaja

#### ADMINISTRATIVE DIRECTORS AND PROFESSIONAL STAFF

Dr. Gina Bulcke, PhD | Erika Vitale  
Nicole Krywionek | Jessica Bennett  
Gisele Seguin | Laura D'Alimonte  
Adam Paglione | Nicole Sbrocca  
Angela D'Alessandro | Priyanka Philip  
Bradie Cox | Mike Reinkober  
Dayna Eagen | Dr. Linda Morrow, PhD (Facilitator)

#### PROFESSIONAL STAFF

Dr. Phillip Tremblay

#### UNION LEADERSHIP

Donna MacInnis | Sandy Pasciuta  
Richard Baillargeon | Susan Bohner Hamelin

#### WORKING GROUP MEMBERS

Paul Lachance | Nicole Krywionek  
Gisele Seguin | Nicole Sbrocca  
Dr. Linda Morrow, PhD (Facilitator)

### STRATEGIC PLAN

## 2021-2024