



Outstanding Care – *No Exceptions!*

ANNUAL REPORT • 2008–2009

OUR VISION: Outstanding Care – No Exceptions!

• OUR MISSION: We provide outstanding care with compassion.

Message From
THE PRESIDENT & CEO

David Musyj



Why Windsor Regional Hospital?

During this past year, we had an opportunity to celebrate the recruitment of a couple of young, highly educated and exceptionally trained physicians who could practice anywhere they wished in the world. When a person in our community asked me, "why would they come to Windsor Regional Hospital?", I was taken back by the comment but quickly responded, "because Windsor Regional Hospital is becoming one of the best medical teaching facilities in the Province of Ontario, let alone nationally and soon internationally".

Hanging in my office is a quote from Ralph Waldo Emerson (May 25, 1803 – April 27, 1882): "If a man can write a better book, preach a better sermon, or make a better mousetrap than his neighbour, though he builds his house in the woods, the world will make a beaten path to his door."

This quote was the driving force behind the Mayo brothers founding and locating the Mayo Clinic in Rochester Minnesota. Rochester has a population of just over 100,000 but is home to one of the finest, if not the finest, largest and most well-respected medical facilities in the world.

The Mayo Clinic is not built upon the expertise or skill of any one individual or group of staff. Its success is based upon a strong system, adherence to best practices and a "team approach." You really have to be a team player at Mayo. Egos either never make it through the door or are escorted quickly out the door. People at Mayo understand that everyone is an important member of the team. They recognize that they are only as strong as their weakest link. As a result, at Mayo, the patient always comes first.

This past fiscal year we have accomplished a great deal toward embracing the Mayo philosophy. This started with over 100 staff members being involved in the establishment of a new Mission, Vision, Values and Strategic Directions mandate for the organization. This is paving the way for Windsor Regional Hospital's future.

Our Vision of "Outstanding Care – No Exceptions!", was adopted and supported by the Board of Directors of Windsor Regional Hospital in the most direct fashion possible. The Program Focus Board Committees were abolished and a Quality of Care Committee was adopted. At each Quality of Care Committee meeting, a "patient story" is shared with the committee by staff of the hospital. The story shared is one in which we harmed a patient. We recognize that by discussing an "adverse event" in a non confrontational, open and objective manner, we identify systems issues and allow ourselves the opportunity to make positive changes that will allow us to achieve our Vision.

We are on a journey. We have to appreciate that along our journey we will face setbacks and struggles. Along this journey we have to avoid apathy, frustration and becoming personally and collectively inpatient. From time to time, all of us will suffer from these feelings. We must collectively lean on each other and press through these difficult times by always placing the

patient first. As stated by J.F. Clarke, "He who believes is strong; he who doubts is weak. Strong convictions precede great actions."

In December, as a team, we had a third party – Accreditation Canada – conduct an "audit" of our organization. Accreditation Canada agreed that we were on the right track on our journey and awarded Windsor Regional Hospital "Full Accreditation" with no conditions or report. That distinction is only awarded to approximately 10% of the organizations that are accredited. Accreditation Canada recognized the clinical and nonclinical achievements we have made to date, but also recognized that we have more to accomplish along our journey.

Windsor Regional Hospital's "Clean Hands Save Lives" campaign led the way in advance of the mandated public reporting on Quality and Safety Indicators in the Province. In fact, we were one of the first hospitals in the Province to publicly report quality and safety indicators that the Province of Ontario later mandated all hospitals to follow.

A great deal of success was achieved by Windsor Regional Hospital during this fiscal year including:

- Receiving three Best Practice Awards during the 2008 Ontario Hospital Association International Leading Practices Electronic Display competition, with one award recognized as Best of the Best of all Practices
- Windsor Regional Cancer Centre achieved vast improvements in wait times for a number of initiatives, moving from 14th to #1 in the Province
- A visit and presentation by Will Bowen, author of "A Complaint Free World" that saw more than 800 individuals from the community hear and experience this very positive message, already proven successful at Windsor Regional Hospital
- Windsor Regional Hospital received its 3rd Gold Award as a Healthy Workplace and a Bike Friendly Award from Heart Health Action Windsor Essex
- Winning the Best of Show at the Annual Celebrating Innovations in Health Care Expo for the "Can The Complaining" program
- Through the Genius Lab and generosity of donors, the opening of Staff Fitness Centres at Met and Western Campuses as part of the Healthy Lifestyles Program
- Creating the Family Health Team affiliation
- Achieving amazing, successful results in Public Reporting on our Emergency Department Wait Times and recognition for our efforts by the Ministry of Health and Long Term Care
- Having over 1000 staff participate in the unique, inclusive and leading practice – zero based budgeting (ZBB) process
- Collaborative efforts on the introduction of "Your Health Matters" pilot project increasing overall awareness of cancer risk factors among staff

I thank the Board of Directors under the expert leadership of the Chair, Michael Ray for their guidance, support and patience as our journey continues. I want to recognize Dr. Gary Ing, Chief of Staff and the Medical Advisory Committee for their unyielding and continued direct involvement in the planning and implementation of initiatives and support. To the Executive Committee, Directors Committee, Managers and Front Line staff, you are the engine of Windsor Regional Hospital. Together we are creating a "system" that is being recognized and modeled by others. I also recognize the Auxiliaries and Volunteers who stand with us every day and deliver "Outstanding Care – No Exceptions!"

We are well on our way to having people ask, why would you go anywhere else but Windsor Regional Hospital?

we care...
that's why we're here

**Message From
THE BOARD CHAIR**

Michael Ray



It's about getting everyone involved!

The pursuit of excellence demands the commitment of each of us at Windsor Regional Hospital, a focused dedication to patient safety and quality of care. It will take time, but be assured we are pursuing best practices: best medical and nursing practices, best business management practices and best board governance practices. We require everyone's participation, and we have begun to receive it.

Last year the Board of Directors embraced our new Mission, Vision, Values and Strategic Directions mandate and the Board is encouraged by the work that has been completed to date. Strategic Planning has occurred in the past. However, this time there was a positive change: the involvement of frontline staff, administrators, medical staff, physicians and members of the Board of Directors all working together to produce our Strategic Plan. It was the first time physicians were directly involved in strategic planning. The direct involvement of all groups sets in motion a trend we intend to continue. This inclusive trend continued during our zero based budgeting process. More than 400 of us identified 250+ efficiency improvements that will help our hospital excel in the wise use of scarce resources.

Our Accountability Agreement with the Ontario Government and the Erie St. Clair Local Health Integration Network commits us to seek integration opportunities with other healthcare providers and community organizations. We intend to exceed expectations in this regard. Our physician involvement, led by our dedicated Chief of Medical Staff Dr. Gary Ing, has now extended to taking a leadership role in the examination of clinical integration opportunities with Hôtel-Dieu Grace Hospital and Leamington District Memorial Hospital. We are hopeful our physicians' plan will lead to better integrated hospital services for Windsor and Essex County in the near future.

The progress of our Western Redevelopment Project is now about to go into high gear. The "early works" portion was completed on time and we predict that the construction of new facilities for new rehabilitation beds and new complex continuing care beds as well as a new mental health hospital building will all exceed community expectations. We do know, this huge project will enhance patient care and provide improvements that are long overdue. We are working very closely with Infrastructure Ontario, the Erie St. Clair LHIN and CCAC to ensure the construction and transition to new facilities over the next three years will be efficiently achieved for the benefit of our patients, their families and our employees.

With the inspirational and ambitious leadership of David Musyj as our President and CEO, we are confident Windsor Regional Hospital will be recognized both nationally and internationally as an outstanding hospital devoted to excellent, compassionate patient care. Other healthcare institutions have started to recognize our clinical and other healthcare related achievements. This is important if we are to continue to attract the very best medical and support staff for the benefit of our patients. We certainly are being noticed by our patients and their families who increasingly convey their gratitude to everyone...*continued next column*

involved in this hospital. I wish to thank my fellow volunteers on the Board of Directors and Board Committees as well as the many volunteers on our hospital Foundation Board and all of our auxiliaries. Each of you is to be commended for contributing your skill, talent, knowledge and your time to help ensure that we fulfill our mission – Outstanding Care with Compassion.

**Message From
THE CHIEF OF STAFF**

*Dr. GARY ING
M.D., F.C.F.P.*



It gives me great pleasure to provide everyone with the following report.

Upon reflection on the events and activities of the last year, I am amazed as to how we have managed to tiptoe through the minefield without stumbling. Healthcare is under siege, especially when the economy is taking a pounding. I believe that we did well last year not by chance, but rather due to our ability to find creative solutions. The formula for success requires strong leadership, team work, dedication, and a relentless desire to provide outstanding care.

I am proud to acknowledge that members of the Professional Staff were active participants in many of the key projects, ranging from strategic planning, zero based budgeting, integration under strategic care, accreditation, to medical quality assurance. It was a long and drawn out year but we made it through with flying colours. Windsor Regional Hospital was bestowed with many awards which is a testament to our effort in committing to the concept of family care. I believe that we have laid down a strong foundation by the work that we have done. Now we are able to leap forward with confidence.

In the near future, we have many exciting projects that we are likely to be involved in. With the expansion of our Medical School and the creation of a Health Care Training Facility at St. Clair College, Windsor will soon become a Health Care Mecca. The integration activities which will be led by the Joint MAC Executives, is ongoing and we anticipate some recommendations to be brought forward soon.

While it is politically incorrect to single out any individuals for their contributions, I must acknowledge the excellent leadership provided by our Medical Department Chiefs, Officers of the Professional Staff, Medical Directors and Committee Chairs. I would also like to acknowledge the dedicated efforts of our Board of Directors, led by Mr. Mike Ray. The Board had to make some difficult decisions, but they came to resolutions only with the best interest of the community in mind.

Once again, it was a pleasure for our Professional Staff leadership to work with David Musyj and his administrative team. Our level of interaction and collaboration certainly elevated a notch or two during this past year.

To our Hospital Staff and the Medical Affairs Department, my colleagues and I appreciate your contribution to the Hospital and your timely assistance.

It's time to celebrate.

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