



ANNUAL REPORT • 2009-2010

An Award Winning Year

OUR VISION: Outstanding Care – No Exceptions!

OUR MISSION: We provide outstanding care with compassion.

Joint Message from the Chair of the Board of Directors, President & CEO and Chief of Staff

“Unity to be real must stand the severest strain without breaking”
— Mahatma Gandhi

In the past, it was customary for Windsor Regional Hospital to provide separate messages in the annual report by the Chair of the Board of Directors, President and CEO and Chief of Staff. However, we have noticed the messages over the past few years have been identical but for the language used. It became obvious this year while preparing our annual statement that one message and one voice is all that is needed by the Chair of the Board of Directors, President and CEO and Chief of Staff. That common voice has resulted in great benefit to our community and organization.

At the beginning of this fiscal year, it was stated by the President and CEO that it was going to be the most turbulent, uncertain and troubling time for the entire world! This proved to be true with our community and Windsor Regional Hospital experiencing both positive and very difficult events in 2009. Even though we are living in turbulent times, the Board of Directors, Professional Staff and employees worked collaboratively in moving Windsor Regional Hospital forward and were continually recognized locally, nationally and internationally, as an exceptional hospital devoted to excellent, compassionate and safe patient care. In fact, this past April, the Minister of Health and Long Term Care, Ms. Deb Matthews specifically highlighted the activities and successes of Windsor Regional Hospital in promoting, adopting and excelling in patient quality and safety initiatives.

About three years ago, Windsor Regional Hospital recognized that the continuation of previous levels of Provincial investment in healthcare could not be sustained. The Zero Based Budgeting process that was started in 2008 continued to stabilize our financial position which was a moving target this past fiscal year. It was a new way of thinking that has been embedded into our culture.

The Hospital Service Accountability Agreement (HSAA) for 2010-2011 was placed on hold for several months while the Province wrestled with the impact of a \$21.3 billion dollar deficit. However, with everyone's assistance and patience, we are in a better position not having spent money we did not have. The MOHLTC proposed funding levels of 0%, 1% or 2% became the discussion of the day with an understanding that reasonable and workable funding would be forthcoming. The 'elephant in the room' editorial by The Windsor Star summed up and supported our position. Constraints on spending in healthcare needed to happen and it was something that had to be stated even though no one wanted to hear it.

Patient quality and safety continued as a concentrated objective, supported both by the Board of Directors and Professional Staff toward embedding our vision of *Outstanding Care – No Exceptions!* The Windsor Regional Hospital – Staff Safety Expo was attended by over 600 professional staff, employees and community partners demonstrating our commitment toward improving patient quality and safety initiatives. The Patient Safety Squad successfully reduced patient falls by 35%. The

Surgical Safety Checklist was introduced at Windsor Regional Hospital as a result of a visit by Dr. Bruce Taylor, the Ministry-Appointed lead for the initiative.

The Professional Staff supported the Utilization Management Service Plan and the appointment of a Clinical Utilization Team to work closely at improving efficiencies. The Board Quality of Care Committee continued its objective to focus on improving patient care through the efforts of the Medical Quality Assurance Committee. Although we continue to struggle with a higher cost per weighted case and hospital standardized mortality ratio, a renewed commitment has been made to improve benchmark performance in this area. The results are positive and the future looks promising.

A major task began in June of 2009 with the start of the Western Redevelopment Project when we partnered with Infrastructure Ontario. Bondfield Construction was selected as the major contractor who committed to provide local labourers, suppliers and materials to complete the massive \$122 million project. True to their commitment, Bondfield has hired over 80% local workers who are Windsor and Essex County residents. To date, the mental health hospital construction project is on budget and on time. A community partners roundtable was held to begin the process of building collaborative protocols for the new specialized tertiary mental health hospital at the Western Campus.

A major decision by the Board of Directors was made to transition Long Term Care residents currently at Malden Park Complex Continuing Care into the community. This initiative will transition residents in a safe, orderly and effective manner and involves several partners and decision-makers in the region. The Malden Park facility will be preparing for an increase of 196 Complex Continuing Care beds required in Windsor and Essex County. At the end of the day, this plan will result in more short term construction jobs, more hospital beds, more long term care beds in the community and more hospital jobs.

Windsor Regional Hospital can be proud of its accomplishments over the last year. The Board of Directors is pleased with the achievements and work that all of our employees, professional staff, auxiliaries and volunteers provide every day on behalf of the patients. Our clinical successes include:

- Establishment of a Regional Bariatric Surgery Referral and Follow-Up Clinic;
- Windsor Regional Hospital trials Your Health Matters pilot, a Workplace Cancer Prevention and Screening Referral Project, followed by funding to expand the program throughout the ESCLHIN and beyond;

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

- Windsor Regional Hospital received \$1.6 million to fund the Ministry-driven ER Wait Time Strategy with MOHLTC selecting Windsor Regional Hospital for WAVE 2 of ED PIP (Process Improvement Project);
- Windsor Regional Hospital obtained funding for the RN (Registered Nurse) performed flexible sigmoidoscopy procedure;
- Neonatal Intensive Care Unit (NICU) recognized for excellence with \$1.9 million in funding to activate six new infant isolettes;
- Windsor Regional Hospital's HSMR (Hospital Standardized Mortality Rate) decreased compared with its 2007 rate;
- Greenlight Laser System enhances the Urology Program and leads the way for a future Regional Comprehensive Men's Health Program;
- Windsor Regional Hospital's handwashing compliance is at a record 93% achievement rate compared to the Provincial average rate of 68%;
- Staff Satisfaction Survey results indicate 85% satisfaction for recommending Windsor Regional Hospital as a place of choice for employment;
- Western Campus's Regional Rehabilitation Centre initiated Score-It Program, offering hope to stroke victims;
- Establishment of a Windsor Regional Hospital Critical Care Surge Response Team;
- A Biennial Nursing Conference held in January at the University of Windsor showcased sixteen excellent clinical submissions by Windsor Regional Hospital;
- Release of the Windsor Regional Hospital Business Case identified the options for future development of its Acute Care facility (Metropolitan Campus).

Our reputation as a leader in the Province is reflected in the following citations and awards:

- Awarded the Silver Medal for achieving the National Quality Institute (NQI) PEP (Progressive Excellence Program) Level III status for a Healthy Workplace matching RIM (Research in Motion);
- Of (7) Windsor Regional Hospital Clinical Best Practices showcased, (2) were awarded Best Practices during the Ontario Hospital Association (OHA) HealthAchieve 2009 International Conference and Exhibition in Toronto, for 'The Pulse of Quality' and 'When Zero Is A Great Thing', noting the latter also won the "Best of the Best" Leading Practice Award;

- Windsor Regional Hospital shared first place at the Canadian Patient Safety Institute (CPSI) Canada Forum for 'When Zero Is A Great Thing' (achieving central line-associated blood stream infection rates to zero);
- Windsor Regional Hospital received Enwin Utilities 1st GreenStar Energy Award for energy conservation;
- Dr. Leonardo Cortese, Chief of Psychiatry and Medical Director of the Wellness Program for Extended Psychosis (W-PEP) received a Canadian Italian Business and Professional Association (CIBPA) Award of Excellence.

Other achievements included the Board of Directors endorsing the Windsor Regional Hospital Community Engagement Protocol and Policy, again taking a lead in its Erie St. Clair Local Health Integration Network (ESCLHIN) in doing so.

Windsor Regional Hospital experienced unusual and adverse events during this last fiscal year including the H1N1 influenza outbreak where the hospital took the initiative to establish early flu vaccine clinics for our staff and community healthcare providers, along with being the first to provide an after-hours clinic adjacent to our Emergency Department to assist with the community demand for vaccinations.

The sudden resignations of Drs. Tom Scott and Raphael Cheung from the Schulich School of Medicine and Dentistry at the University of Windsor caused some concerns in the medical community. However, the recent appointment of Dr. Mark Awuku as Interim Dean has resolved those concerns.

In February of this year, the community was shaken with the news of surgical and pathology errors, bringing the national spotlight to Windsor and Essex County. Despite those adverse events, Windsor Regional Hospital remained fully committed to clear and honest transparency and to meeting the Ministry's request to investigate and return our community healthcare system to one of trust and confidence.

Despite these issues, Windsor Regional Hospital remains committed to our mission of *providing outstanding care with compassion*.

Together, we express our appreciation to the Board of Directors for their continued leadership and commitment to our organization, to the Professional Staff for their contribution and ongoing collaboration, and to the employees, auxiliaries and volunteers of Windsor Regional Hospital who live our vision and mission each and every day. You are the pillars that hold the organization up and strengthen our foundation for a better future for the patients whom we serve and care.

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& CEO**
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Michael Ray




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M.D., F.C.F.P.




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