

WINDSOR REGIONAL HOSPITAL ANNUAL REPORT • 2011–2012

BOARD OF DIRECTORS

Dr. Wilfred Innerd, <i>Chair</i> Gay Wrye, <i>Vice Chair</i>	Nick Dzud Dr. Gaston Franklyn	Karen McCullough, <i>Ex-Officio,</i> <i>Non-Voting</i>	Bob Renaud Dr. Robert Smith, <i>Ex-Officio, Non-Voting</i>
Leanne Leech, <i>Treasurer</i> Sally Bennett, <i>Secretary</i> Alan Defoe (<i>resigned November 2011</i>)	Dr. Gary Ing, <i>Ex-Officio, Non-Voting</i> Jacques Kenny John Leontowicz (<i>appointed</i> <i>January 2012</i>)	Randy Morris David Musyj, <i>President/CEO, Ex-Officio,</i> <i>Non-Voting</i> Michael Ray	Dr. Andrea Steen, <i>Ex-Officio</i> Lynne Watts Donna Wellington

EXECUTIVE COMMITTEE

Dr. Mary Broga Claudia den Boer Grima	Mark Ferrari (<i>Windsor Family</i> <i>Health Team</i>) Ron Foster	Dan Germain Karen McCullough	David Musyj Sharon Pillon
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MEDICAL ADVISORY COMMITTEE

Dr. Gary Ing, <i>Chief of Staff</i> Dr. Robert Smith, <i>President</i> Dr. Andrea Steen, <i>Vice President</i> Dr. Shael Liebman, <i>Past President</i> Dr. Julia Smith, <i>Chief, Anaesthesia</i>	Dr. Winston Ramsewak, <i>Chief, Diagnostic Imaging</i> Dr. David Adekoya, <i>Chief, Emergency Medicine</i> Dr. Marguerite Chevalier, <i>Chief, Family Medicine</i>	Dr. David Shum, <i>Chief,</i> <i>Laboratory Medicine</i> Dr. Joseph Shaban, <i>Chief, Medicine</i> Dr., Anthony Pattinson, <i>Chief, Obstetrics & Gynecology</i> Dr. Kenneth Schneider, <i>Chief, Oncology</i>	Dr. Joseph Multari, <i>Chief, Oral</i> <i>Maxillofacial Surgery and Dentistry</i> Dr. Lenna Morgan, <i>Chief, Paediatrics</i> Dr. Leonardo Cortese, <i>Chief, Psychiatry</i> Dr. Bondan Laschuk, <i>Chief, Surgery</i>
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FOUNDATION BOARD OF DIRECTORS

Amanda Gellman, <i>President</i> Ilias Kiritsis, <i>Vice President</i> Dan Germain, <i>Treasurer, Non-Voting</i>	David Musyj, <i>Secretary, Non-Voting,</i> <i>Ex-Officio</i> Mary Bocian Fae Gillespie John Jedlinski	Robert K. Little David MacLeod Fay Neil Pia Petretta Elaine Snaden	Noah Tepperman Lynne Watts Sean White Gay Wrye
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AUXILIARIES

Mary Bocian, *President, Malden Park Auxiliary*
Fae Gillespie, *President, Metropolitan General Hospital Auxiliary*
Fay Neil, *President, Windsor Western Auxiliary*

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

AWARDED EXEMPLARY STATUS 2012



Annual Report 2011–2012



AWARDED EXEMPLARY STATUS 2012



OUR VISION: Outstanding Care – No Exceptions!
OUR MISSION: We provide outstanding care with compassion.



OUTSTANDING CARE—NO EXCEPTIONS!



Message From The Chair Of The Board

During my tenure as Board Chair, I have become more than ever convinced that the reputation of the Hospital, the good name of the Hospital, is one of its most important assets. The list of achievements of Windsor Regional Hospital is long and impressive, from the historic presentations at the Mayo Clinic, to the multiple awards each year at the Ontario Hospital Association. As one attendee from another hospital said to me at the last OHA Conference, "Oh yes, you're from the hospital that wins all the awards." That makes it clear what reputation is all about.

Of course, we have achieved such recognition as a team effort. Everyone at the Hospital contributes to our success; physicians, nurses, staff, volunteers and Board members. We all have a part to play and no part is too small to be significant. All of us have a responsibility to the Hospital and a duty to always do our best for it to secure its good name.

CHAIR OF THE BOARD
Dr. Wilfred Innerd

However, attaining a good reputation and maintaining a good reputation are not quite the same thing. We know that we are not perfect, no matter how hard we try, and we are all aware that things can go wrong, despite our best efforts. What is important is how we respond to the inevitable difficulties. A large part of our good reputation is that as an organization, we always respond promptly and openly when things are not as they should be.

We do not hide, we do not obfuscate, we come clean, and people respond very positively to that approach. I cannot tell you how many people have gone out of their way to tell me how much they admired the manner in which Windsor Regional Hospital handled the recent problem in Pathology. That is how we maintain our reputation for excellence, by acknowledging our mistakes, learning from them, and improving our practices and procedures.

Our focus as a Hospital can never be on our past triumphs, wonderful as they are, but on the future challenges. I believe that we can surmount any difficulty, any obstacle, by putting our minds and our hands and our hearts to responding effectively to any challenge. We can do it together!

The Board Chair

Dr. Wilfred Innerd



Message From The President & CEO

The fiscal year began with the opportunity for Windsor Regional Hospital to be the first Canadian hospital to present at the world-renowned Mayo Clinic in Rochester, Minnesota. It was a tremendous privilege for our staff to present three best practices under the world spotlight at this prestigious healthcare institution.

The Excellent Care for All Act, legislated by the Provincial government, set a new stage for Ontario hospitals with Executive Compensation directly linked to Quality Improvement Plans. Windsor Regional Hospital set out as a priority to continue to focus on patient quality and safety and ways to improve both.

The achievements at the Tayfour Campus are paramount, with every square inch of the 34-acres redesigned into a modern healthcare location for children and adults. New facilities and parking adjacent to all buildings have been vastly improved. The new Toldo Neurobehavioral Institute (Mental Health Building) is state-of-the-art to serve patients and their families living in Windsor and Essex County. The new Fouad Tayfour Regional Rehabilitation Centre (Tower Building) is exceptional and will serve patients recovering from strokes and brain injuries. The Malden

Park Complex Continuing Care facility will be renamed this summer. In the centre of the campus is the Tregaskiss Family Healing Garden, a place for patients and families to enjoy the outdoors in a calming, comfortable, peaceful environment. The completion of the W.E. Care for Kids Home and new modern gymnasium and pool complex as part of the Windsor Regional Children's Centre will finalize the Redevelopment Project.

We again end the year with a financial surplus on our \$318 million dollar budget. Windsor Regional Hospital had five small surpluses over the last 18 years, three of those in the last three years. The future will have many more challenges for us due to the government's quest to reduce the Provincial deficit with healthcare in the forefront.

Our Professional Staff continue to support the organization by assisting to reduce the cost per weighted case volumes, which improve operational efficiencies. The decades-old problem of Alternative Level of Care (ALC) patients in acute, rehab and complex beds continues to restrict flow from our Emergency Department. We express appreciation to our professional staff who do everything they can to help with patient flow each day. One of the major achievements this past fiscal year was reducing our Hospital Standardized Mortality Ratio (HSMR) to 81.

My "Undercover Boss" experience was a great opportunity to work with employees in over 40 different departments at both the Met and Tayfour Campus. It was rewarding to work alongside front line staff and see what they do every day to achieve patient quality and safety on behalf of our organization. The fact that the latest Quality of Workplace Survey shows that 86.5% of the staff recommends Windsor Regional Hospital to friends as a place to work attests to their commitment.

The Provincial Government announced last fall that a needed expansion was required at the Met Campus. There is a requirement to expand services for Emergency, Laboratory, Diagnostic Imaging and Medical School students, however, more recent discussions have come forward where the Province is recommending one new modern large hospital, stating that it makes more sense financially. A working committee has been struck to engage community input.

We congratulate our staff for again submitting a record number of best practices to the Ontario Hospital Association International HealthAchieve Conference this past fall. Out of a total of 53 Leading Practices submitted, 11 came from Windsor Regional Hospital. We achieved an award for MRI wait times and again took the People's Choice Award for an irreplaceable specimen safety initiative. We have set the bar high once again!

Windsor Regional Hospital was accredited during the week of December 5 – 9, 2011, where we were evaluated on our performance against many national standards of excellence and required organizational practices for quality and patient safety. The hospital was informed recently that it has been granted the highest status – Accredited with Exemplary Standing, a recognition handed out to very few organizations.

Recently, we publicly discussed the disclosure of a medical error that resulted in harm to a patient. This error should not have happened. However, instead of blaming each other, we took the opportunity to review existing policies and procedures, reinforce them and also make further modifications to ensure this error did not occur again or reduce the chance of further errors from happening. Approximately 15% of patients are harmed by hospitals worldwide. Until we admit this occurs and embed a just culture, we have no chance as a system in reducing these errors.

AWARDED EXEMPLARY STATUS 2012



The next stage in our progress is to complete the \$7.5 million Cornerstone of Caring campaign for the Tayfour Campus redevelopment and establish a Comprehensive Men's Health Program (CMHP) through a \$4 million campaign spearheaded by the Windsor & Essex County Cancer Centre Foundation toward the acquisition of a DaVinci Robot system and Laboratory equipment. We have also started work on updating our Strategic Plan for 2012-2015.

We express our appreciation to all employees, professional staff, auxiliaries and volunteers for their commitment to providing exemplary care on behalf of the patients. Together, we do provide Outstanding Care – No Exceptions!

David Musyj
President and CEO



Message From The Chief of Staff

It was a bright, hot and humid day with temperatures soaring to 34°C. I was attending my daughter's convocation ceremony being held in the football stadium at Ohio State University. There were approximately 10,000 students graduating and approximately 70,000 family and friends cheering them on. After watching these events unfold, I was inspired to write this report.

In my eyes, these students symbolize the patients at Windsor Regional Hospital. When patients arrive at our doors, they have a broad spectrum of medical conditions ranging from giving birth, acute illnesses such as heart attacks and strokes to terminal disorders. The friends and families in attendance at the convocation had great faith that these students would graduate after their schooling just as our patients and their families have the same faith that our staff will provide outstanding care to their loved ones.

CHIEF OF STAFF
Dr. Gary Ing M.D., F.C.F.P.

Our Professional Staff, in collaboration with the Hospital Staff, embrace the responsibility of caring with compassion, integrity, dedication and vigilance. During the past year, our Hospital continued to be recognized as a leader in healthcare nationally and internationally. Recently, Accreditation Canada bestowed WRH the highest status of Accreditation with "Exemplary Standing." What a remarkable achievement!

The great "Canadian Dream" of free and affordable healthcare has been questioned. Experts and politicians are scrambling to find bandaids to fix our problems. While this search for solutions is ongoing, we have plunged into a period of uncertainty. The stakes are high and the consequences will have a far-reaching impact for our future generations.

When the students first entered Ohio State University, they faced stiff challenges. It's a highly competitive environment in all programs. The job market has declined in an era of economic recession, financial requirements for tuition and housing are astounding and adjustments to a large university, especially for those who are from out of town can all be quite stressful. The goal of these students was to graduate, and with perseverance and optimism they found ways to complete their studies.

How can we handle the challenges of our health care system? If I may borrow a chapter from the students, I would like to emphasize the following points:

- Share a common goal (quality patient care) from the Board to our front line staff.
- Continue with our diligent work ethics in enhancing patient care, reducing Hospital Standardized Mortality Ratio, advocating for patient safety and improving utilization of our precious resources.
- Respect, collaborate and support each other in our Just Culture environment.

As I watched the 10,000 students marching in rows along both sides of the football field, and the 70,000 adoring fans on their feet clapping to the sounds of the magnificent band, I was in awe. Although enthusiasm, pride and joy were evident on the faces of these young men and women, there was also a sense of relief and accomplishment.

At Windsor Regional Hospital, I like to envision that our Hospital Staff, Professional Staff, Administration Team, Board of Directors and our Patients march together like the graduates. Let us pause for a moment to reflect on our success, take a deep breath, enjoy a glass of our favourite beverage and together march forward to the beat of a similar drum.

I am proud of my daughter's achievement. By the same token, I feel extremely privileged to be associated with an outstanding Professional Staff. You have contributed greatly to the success of our Hospital. In bad times and in good times, our friendship shall continue. All of you are my source of inspiration.

In closing, I would like to express my sincere gratitude to Laurie and Cheryle for keeping me organized and free from burnout.

Dr. Gary Ing
Chief of Staff

Windsor Regional Hospital Achievements

- ASA Aging in America 'Bridging the Gap' Conference – Poster Presentation
- CHICA (Community and Hospital Infection Control Association) – Oral Presentation
- Patient Safety Congress Meeting, United Kingdom – Pulse of Quality presented
- Two Leading Practices at the 23rd Annual National Forum hosted by Institute for Healthcare Improvement, Orlando, Florida
- Leading Practice Award for 'Polarizing MRI Wait Times', International Ontario Hospital Association HealthAchieve Conference, Toronto, Ontario
- People's Choice Award for 'A Problem With Parts Was Part of Our Problem' – Irreplaceable Specimen Safety initiative
- 2011 Annual Meeting of the Society for Developmental and Behavioral Pediatrics, San Antonio, Texas
- Accreditation Canada – Accredited with Exemplary Standing (2012-2016)

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