



Report of the President & CEO to the Board of Directors

Date: April 2011

“We can try to avoid making choices by doing nothing, but even that is a decision.” Gary Collins

The 2010-2011 fiscal year was a very successful year both clinically and non-clinically for the team at Windsor Regional Hospital. Windsor Regional has been recognized locally, provincially, nationally and internationally for both its clinical and non-clinical leading practices that not only benefit our community but also the patients outside our community.

This was not as a result of chance or pure luck.

It was as a result of first and foremost focusing on patient quality and safety then measuring and managing indicators that drive that focus.

As our Strategic Plan identifies, patient quality and safety has to become the passion of our organization and has to become a “relentless drumbeat” that we all adhere to on a daily basis.

All of you have made this a reality for the benefit of the patients we serve.

This focus has placed Windsor Regional Hospital in a very favourable position to address the many challenges that currently face our organization and that will face our organization in the years to come.

The changes that have been made for the 2011-2012 fiscal year focused on preserving patient services and hospital jobs. In isolation, the changes might negatively impact certain aspects of our work lives, but in order to preserve patient services and hospital jobs, they were the correct decisions. I thank everyone involved to have the courage to make decisions and not avoid them.

I want to thank all of you that participated in our budget planning process and all of you for living our Vision on a daily basis of providing our patients ***Outstanding Care...No Exceptions !***

Strategic Direction – Embed Patient Quality and Safety in Our Culture

Quality Improvement Plan

- Under the requirements of the *Excellent Care for All Act*, Windsor Regional Hospital has submitted and posted on the Internet its 2011/2012 Quality Improvement Plan (QIP) as it has done so for the past few years. In developing its QIP, Windsor Regional Hospital ensured it is in compliance with its obligations under the H-SAA (Hospital Service Accountability Agreement) and the Erie St. Clair LHINs Integrated Health Services Plan related to the *Excellent Care for All Act*.
- Windsor Regional Hospital's QIP builds on our Vision of **Outstanding Care...No Exceptions!** Our main directive out of the Strategic Plan is to **Embed Patient Quality and Safety into the culture of the Hospital.**
- The 2011/2012 QIP focuses on fourteen (14) Core Corporate Indicators that WRH has been monitoring and publicly reporting for the past few years. Also, there are hundreds of program indicators and, through measuring, monitoring and making required changes as a result of its QIP, Windsor Regional Hospital continues to achieve its Mission of **Providing Outstanding Care with Compassion.**
- The Monday Morning Huddles, weekly meetings of its non-clinical and clinical leadership has been recognized as a leading practice by the Ministry of Health and Long Term Care and will be presented to an international audience at the upcoming 15th Annual Mayo Clinic Conference in May 2011 at the Mayo Clinic in Rochester, Minnesota. The 14 Core Corporate Indicators that form the QIP are monitored with changes made as necessary. The Quality Committee of the Board monitors, reviews and provides feedback on the QIP on a monthly basis and reports progress directly to the Board of Directors.

The Buck Starts Here Program Launched

- Congratulations to Pediatric Services for launching an innovative and interesting patient safety program called "The Buck Starts Here". The initiative involves collection of patient safety dollars to earn points towards prizes. Every time a patient safety initiative is identified and implemented, a staff member will earn a patient safety dollar. The program will continue throughout the next 12 months. For more information contact Deb Charron at ext. 52307.

Surgical Conference— “The Cutting Edge”

- Windsor Regional Hospital presents “ **A Slice of Surgery**” on Friday, May 6th, 2011 at the Caboto Club. The cost is \$35 for WRH staff. The conference will feature a number of speakers on a wide variety of subjects including Necrotizing Fasciitis; Bariatric Surgery; Ears, Nose and Throat 101; Sleep Apnea and Surgical Risks. For more information, contact Jennifer Schaus at 985-2612.

Strategic Direction – Cultivate an Environment of Accountability and Transparency

Executive Compensation Plan

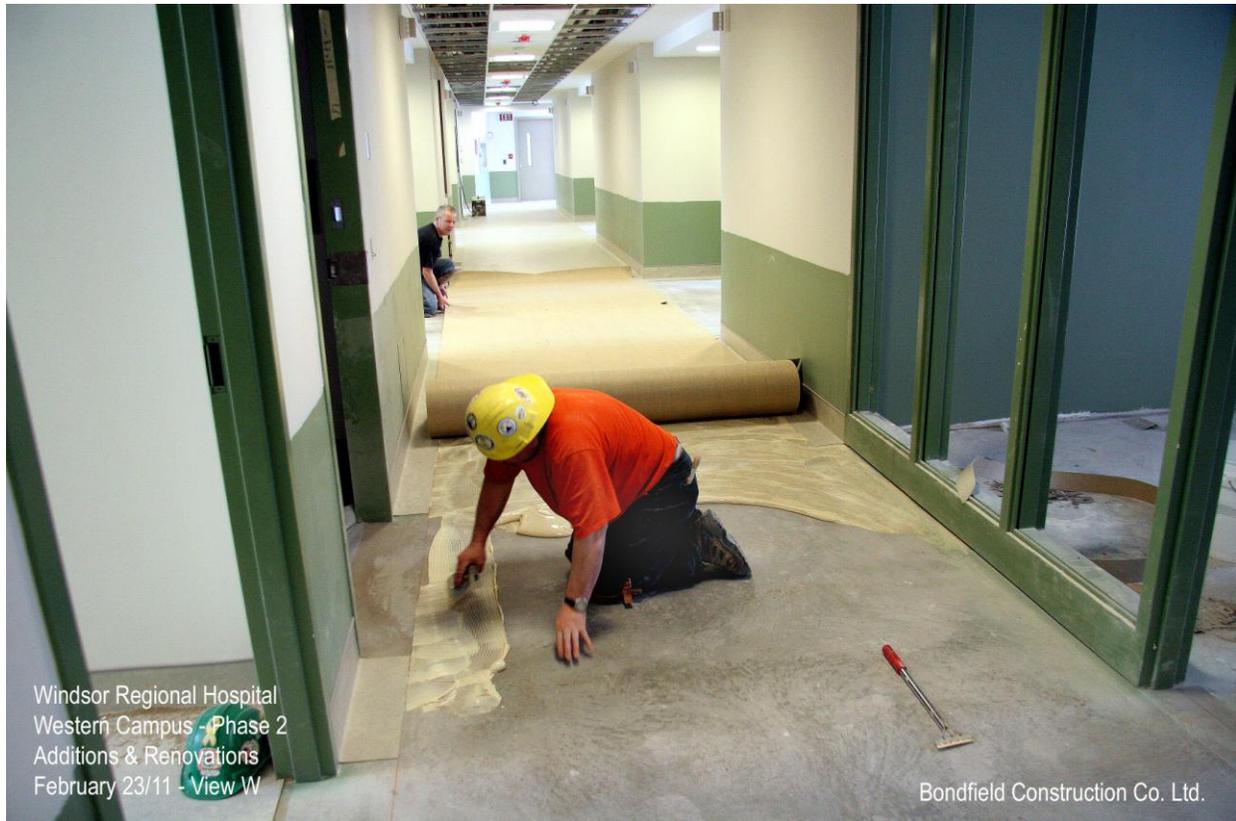
- Windsor Regional Hospital Executive Compensation will be directly linked to the 2011/2012 Quality Improvement Plan in adherence with Ontario Regulation 444/10.
- Starting April 1, 2011, the President and CEO, Chief of Staff and the Chief Nursing Executive will have their 2010 salaries reduced by five (5%). They can earn the 5% pay reduction back if the Hospital, as a team, achieves all of the goals/targets set by the Board of Directors for the 14 Core Corporate Indicators under the 2011/2012 QIP.
- The remainder of the WRH Executive Team will have a portion of their existing salary (2% reduction) directly linked to achieving the goals set for its 14 Core Corporate Indicators under the 2011/2012 QIP.
- The Executive Committee will have the above mentioned wage reductions starting April 1, 2011, that they will have to earn back by Windsor Regional Hospital achieving the targets set by the Board of Directors in the 2011/2012 QIP.
- WRH’s Executive salaries have been frozen for over two years and will remain frozen, subject to the wage roll-back, until 2012. The CEO’s salary has been frozen since 2007.
- By doing so, WRH is confident that this will: drive performance and improve quality care; establish clear performance expectations; create clarity about expected outcomes; ensure consistency in application of the performance incentive; drive transparency in the performance incentive process; drive accountability of the team to deliver on the QIP and, enable team work and a shared purpose.

Update on Western ReDevelopment Project

- The Western Campus Redevelopment Project is now in its 22nd month and it continues to track slightly ahead of schedule and very well in relation to budget.
- The CPH Building has been completed and is ready to be turned back over to the Hospital. We have toured a number of people through the space and all were amazed at

the transformation that has taken place. Due to timing and program coordination factors, we will probably not re-occupy the building until June or July of this year.

- The Specialized Mental Health Building has really progressed over the winter. Finishing work (floors and ceilings) is being completed with a target date of turning the building over to us in June of this year. Following that, the Hospital will need to add new furniture and equipment and then commission various pieces of equipment. In addition, the new staff will need orientation to the building and the program so that patients can begin to use the building later (November) in the calendar year.



- The Tower Building is bustling with activity with demolition of the 3rd and 4th floors well underway. Removal of the brick is expected to commence within the next few weeks. Virtually all mechanical systems in the Tower are being replaced and work on this, although “behind the scenes”, is active. The Tower is scheduled for completion in the early summer of 2012.
- With the onset of spring the landscaping aspect of the project will once again be kick started. It is expected that the Healing Garden and the Specialized Mental Health gardens will be completed in the spring which will give a much more completed look and feel to the project.



Strategic Direction – Build and Sustain Financial Health

2011-2012 Budget Preparation

- On March 4, 2011, I presented the approved 2011-2012 Budget Highlights in a Town Hall presentation at both Met and Western campuses.
- The attached link has the actual Town Hall Presentation along with the written version.
http://www.wrh.on.ca/Site_Published/wrh_internet/RichText.aspx?Body.QueryId.Id=39389&LeftNav.QueryId.Categories=728
- In preparing the budget, the organization adopted two guiding principles:
 1. we wanted to limit the impact on patient services; and
 2. we wanted to limit the impact on hospital jobs.
- The following are the major changes we will be making for 2011:
 1. We will be modifying the Long Service Award program. We spend close to \$100,000 annually for long service awards, retirement gifts and the annual dinner. We will be eliminating the retirement gifts considering many people receive long service awards at the same time as they receive a retirement gift. In addition we will be re-examining the value of the Long Service Awards. By implementing these modifications we avoided the elimination of two jobs in the organization.

2. We will be reducing the hours of operation of the Met Campus Cafeteria. In the end we will still have longer hours of operation than many hospitals in Ontario and by far more hours than any hospital in this LHIN. We have tried everything to increase revenues and reduce expenses. However, as a result of many factors, we still lose some \$500,000 dollars a year on the cafeteria operations. That subsidy has to come from somewhere. But again, in order to avoid reducing patient services we will be reducing Met Cafeteria hours. The exact hour changes will be announced shortly.
 3. We will be reconfiguring the parking at the Met Campus. We recently completed a Ministry of Health directed Master Site Plan for the Met Campus which calls for a newly constructed and newly located Met Campus in the next 10-15 years. As a result, the construction of a parking garage at the Met Campus is not a viable option. Our focus is on the patient and as a result we need to increase the on-site patient/family parking. We will be expanding our off-site parking and eliminating the Met staff parking lot. At the same time a practice in Windsor has been to not charge physicians for parking. This will be changing. Again our focus is on the patient and family and on avoiding staff layoffs. This plan will save some 6 hospital jobs. This change in parking will occur some time this summer.
 4. In light of the average 90 ALC patients across both campuses for the past year with no significant reduction happening in at least the next 2 years, we will be cohorting the ALC patients at the Western Campus similar to what has occurred at the Met Campus. In order to reduce the impact on jobs, we have negotiated the early opening of 20 additional Complex Continuing Care beds at the Western Campus. This change will occur in the next few months.
- In isolation these changes might seem difficult; however, considering what other Hospitals are doing not only in Ontario and across Canada but also in the United States of America to balance their operating budgets while maintaining patient services and emphasizing patient safety and quality, we are very fortunate to have been very proactive rather than reactive over the past few years with regard to our operations.
 - I want to thank everyone who was involved in this 2011-2012 budget process. We are in a very strong position both clinically and financially. As stated in my Town Hall Presentation, we will be immediately looking at our 2012-2013 Budget and having our options completed by the end of this summer.

Strategic Direction – Enhance our Status as an Employer of Choice

Nursing Excellence Awards

- Nominations are now being accepted for the **2011 Nursing Excellence Awards**. Nomination forms are available in the Met and Malden Park Lobbies or on the WRH Intranet. For more information, contact the 2011 Nurses Week Chairperson, Rita Taillefer ext. 52537 or rita_taillefer@wrh.on.ca.

- Save the Date: the Nursing Excellence Awards Dinner Banquet will be held on Thursday, May 5th, 2011.

Strategic Direction – Distinguish Ourselves through Superior Performance, Innovation and Exceptional Customer Service

Windsor Regional Hospital Selected for Poster Presentation at the ASA 2011 Aging in America Conference

- On April 28, 2011, Windsor Regional Hospital will be showcased at the ASA 2011 Aging in America Conference with its poster presentation on *Bridging the Gap*.
- Aging in America, the 2011 Annual Conference of the American Society on Aging is recognized as:
 - a showcase for literally hundreds of programs and projects that can be replicated;
 - a forum for policy discussion and advocacy;
 - a prime source of information on new research findings in aging with a focus on research to practice; and
 - an excellent opportunity to network with peers, to share ideas and to make new connections.
- The Aging in America conference is the largest gathering of a diverse, multidisciplinary community of professionals from the fields of aging, healthcare and education. Join us to find the answers, the experts, the research, the best practices, and the most comprehensive educational offerings available to professionals.
- For more on *Bridging the Gap* please go to http://www.wrhone.ca/webbuild/site/wrh-internet-upload/file_collection/bridgingthegap.pdf

Strategic Direction – Strengthen our Relationships with External Partners

- The Daisy Award is an International program that awards and celebrates clinical skill and compassionate care provided by nurses. WRH is joining with Hôtel-Dieu Grace Hospital and Leamington District Memorial Hospital to give Daisy awards semi-annually. Daisy is an acronym for Diseases Attacking the Immune System. The awards were initiated by the family of J. Patrick Barnes who created a Foundation in his memory.
- Nominations will be accepted from staff as well as patients and families. Applications are available online and are now located in the Met Lobby, Western Tower Lobby (near elevators) and the Malden Park Continuing Care Centre Lobby. For more information, contact Karen Riddell 254-5577 ext. 52341.
- Applications will be accepted until April 25, 2011.
- Go to <http://www.daisyawardswindsorsex.ca/> to learn more about the Daisy Awards.