

Date: April 2017



Strategic Direction - Strengthen the culture of patient safety and quality care

Improving the Patient Flow

Windsor Regional Hospital, through the needs assessment conducted as part of the Standardization and Optimization Process (SOP), identified improvements with patient flow as a priority for 2017-18. Similar to most acute care hospitals in the province of Ontario WRH experiences issues with being able to place admitted Emergency Department patients into the most appropriate bed in a timely fashion. In order to ensure the most efficient movement of patients it is also necessary to ensure patients are discharged within their expected length of stay and with all of the information and support required to avoid them from having to return to the ED. Patient input and feedback have been and will continue to be sought throughout the process since the patient experience(s) are critical to the success of this initiative.



The patient flow journey was reviewed by the SOP team leaders and divided into a number of discrete processes including:

Notifying the Admitting Department: aims to reduce the time between the decision to admit a patient and the time the Admitting Department is notified.

Bed Turnaround: aims to reduce the time between a patient leaving a medicine bed to when a new patient is assigned to that bed and investigate which factors have the greatest influence on wait time.

Transferring Patient to the Bed: aims to reduce the amount of time between a patient being assigned to a bed and the patient arriving in the bed.

Robust Discharge Process: aims to standardize and improve the discharge planning process at both campuses including clearly defining roles and responsibilities, appropriate utilization of tools: e.g. care round boards, and clinical pathways.

Robust Notification of Patient Discharge: aims to standardize and improve the process to electronically inform all relevant departments of the bed vacancy and required actions .

Discharges by 11am: aims to increase the number of medicine patients leaving the hospital before 11 & 2 where required.

Weekend Discharges: aims to determine relevant root causes so that patients will be discharged on the appropriate day of week, including weekends.

It has been recognized that improvements to the processes outlined above are essential. At the same time, it is clear that in order to “pull” patients out of the Emergency Department, there must be acute care beds available the majority of the time. WRH has previously utilized a bed allocation predictive model that was a leading practice promoted and taught by Dr. Eugene Litvak at the Institute for Healthcare Improvement. A combination of queuing theory and simulation software applications are the basis for the model.

The Decision Support team has been instrumental in pulling one year of coded data and entering it into the queuing and simulation software for all medicine, surgical and critical care beds at both campuses. The end result of the **Bed Allocation** initiative is a determination of a range for the number of beds required to ensure bed availability for admitted medicine and surgical patients. The actual number of beds will be agreed on by factoring in a number of variables including: physical capacity for acute care beds, sustainable occupancy rates and tolerance for ED lengths of stay for admitted patients.

Strategic Direction – Champion accountability and transparency

Bell Building Update

The Dialysis construction at the Bell Building continues to progress in a positive fashion. We are still tracking to see our first patients on May 8th, 2017. Like most construction projects, if not all construction projects, the last two months of work are hectic to say the least. The project however, is on time and on budget!! The photos and narrative illustrate just how far we have come since the previous update in January. Exciting times indeed.



Nephrology Construction Progress Photos

March 13, 2017



Oxygen Cylinder room near the receiving dock. Bottled Oxygen is piped to the unit at all stations



Main elevator is installed and ready for final certification



Boilers are being started up and commissioned



Installation of emergency back-up Generator is 90% complete.



Connections to network infrastructure are being completed.



View of patient family room ready for furniture.



OUR VISION: OUTSTANDING CARE - NO EXCEPTIONS!

OUR MISSION: DELIVER AN OUTSTANDING PATIENT CARE EXPERIENCE DRIVEN BY A PASSIONATE COMMITMENT TO EXCELLENCE

Nephrology Construction Progress Photos



All services complete at the dialysis stations. This is a typical station in the main unit



Infection Control Handwash Sinks have been installed between stations. Shown is a pair of dialysis stations, west end.



Inner treatment stations



View of hoteling station room for allied healthcare team



Shown: Part of the Isolation room for dialyzing infectious patients.



Shown: West Nurse Station. Ceiling feature in progress.

Also, the planning for public Open Houses on April 26th prior to the patient opening continues by our Public Relations and Renal clinical team.

Prior to this date we will have staff member open houses and orientation to site.

As these are finalized more information will be forthcoming. Stay tuned!!

Strategic Direction - Develop a sustainable corporate financial strategy

Review of Financial Performance Through the Ten Months Ending January 31, 2017

Fiscal 2016-17 was to be a transition year with two major goals:

1. Ensure all previously announced operational changes (including the model of care staffing changes) have been fully implemented prior to the start of the 2017-18 fiscal year;
2. Advocate for and have the results from a Third Party Funding Review to determine whether the current funding being provided to Windsor Regional Hospital under the Hospital Services Funding Reform is appropriate for the services being provided following the October 1, 2013 Program Transfer.

Goal number one is on its way to being accomplished. Changes to our Model of Care have been fully implemented. In comparing our year to date January 2017 to January 2016 operating expenses, our expenses are \$4.5 million less in the current fiscal year before including wage inflation (\$3.0 million) and almost \$1.5 million in extraordinary operating costs related to the Ouellette Medical Devices Reprocessing Department (MDRD) issues.

Goal number two is underway as the Third Party Funding Review has commenced with the planned final report to be issued before May 31, 2017. While the timeline is later than originally expected, senior Ministry of Health and Long Term staff have been fully engaged in this process and are committed to helping to identify the appropriate funding for Windsor Regional Hospital in order to provide the acute care services in our community.



This year is no different than any other year with challenges and obstacles that come our way. As everyone is aware, the MDRD issue noted above presented an opportunity for both campuses to successfully come together to deal with this issue. The Erie St. Clair LHIN has provided \$500,000 in one time funding to help mitigate our costs. This is great news and we appreciate the LHINs support.

The other challenge is the impact of this season's flu/surge and what is being referred to as the "greying population" has had on our patient flow and occupancy levels. Once again the staff at both of our campuses has done a great job in dealing with this challenge. This has added to an unexpected additional \$0.5 million to our operating costs and fortunately Windsor Regional Hospital is not alone with this problem. We are hopeful the Ministry will announce some funding to help mitigate some or all of this operational cost variance.

Despite the MDRD and occupancy issues our Hospital negative margin for the ten months ending January 31, 2017 is \$2,225,000 as compared to \$11,388,000 for the same period last year.

Strategic Direction - Create a vibrant workplace

Scheduling Software

Two years ago WRH and HDGH purchased a scheduling software system. HDGH has been working on their implementation and WRH is now in the early stages of implementation. The project leads from WRH for this implementation are Deb Parent, Janice Nixon, Susan Sommerdyk and Melissa Simas with Mark Fathers and Aaron Ryan as sponsors and accountability to the project (along with Karen McCullough from a clinical perspective). Transform project leads are Steve Collins and Brenda Gagnier. The implementation team is currently working through process mapping and evaluations where all scheduling rules will be inputted into the new system. Once the system set up and exploration process is completed, testing the system for functionality will commence. There will be a phased roll out with specific departments current process and system process simultaneously. It is currently expected that this process will take up to 9-12 months.



Walking to Success

Windsor Regional Hospital is working with a team from Leadership Windsor Essex and Women's Enterprise Skills Training of Windsor (WEST) to develop a career education program for young women and youth in the downtown core.

The program is called "Walking to Success" and they will be undertaking a walking tour to various business and institutions. One of those sectors of interest was health care, and therefore students will be visiting our Ouellette Campus to learn about various careers in our field. The scheduled date for the event is April 26 from 4:30pm-7:30pm.

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Above & Beyond

At Windsor Regional Hospital we are honored to have a team that on a daily basis live our Vision, "Outstanding Care – No Exceptions!" and Windsor Regional Hospital's Mission to "Deliver an outstanding care experience driven by a passionate commitment to excellence". We are proud that over 1314 people have been recognized for Above and Beyond since May of 2016.

Take A Walk in My Shoes

On Tuesday May 2, 2017 Windsor Regional Hospital will be providing an interactive tour of various departments at the Met Campus for Grades 11 and 12 students. This day is intended to provide insight to health care jobs to students within our community. The school boards will be sending out registration for this program and is being coordinated through Workforce Windsor Essex.

Tuition Assistance Program

Tuition Assistance is a program that provides financial assistance for staff who are completing continuing education programs and may require individuals to complete identified course requirements. For the period April 1, 2016 to present **105** employees have utilized the Tuition Assistance Program.



Labour Relations

We are happy to report that all of our collective agreements have now been harmonized following the realignment process, save for one, which is expected to come through shortly. Human Resources and payroll have been working together to finalize the details of those agreements, make necessary retroactive payments and update the HR/Payroll system accordingly.

Healthy Lifestyles

The Health and Wellness team is working on a new contest that will be starting in June to encourage staff to stay active and eat healthy. Stay tuned for more details!

Dr. Godfrey S. Bachevie to Receive Herb Grey Champion Award

This was written by a student doing a placement with WRH Mr. Nick Rybarczyk. Thanks Nick.



Medical Director of the Neonatal Intensive Care Unit (NICU) at Windsor Regional Hospital, Dr. Godfrey S. Bachevie, has been nominated by the Multicultural Council of Windsor & Essex County to receive the 2017 Herb Gray Champion Award.

Dr. Bachehie came to Canada in 1976 to join the Hospital for Sick Children in Toronto and in 1982 moved to Windsor to lead the development of the Neonatal Intensive Care Unit at the former Salvation Army Grace Hospital.

He has been the leading professional staff at Windsor Regional Hospital in the Neonatal Department, with a team which cares for about 500 premature babies annually.

The Champion Award is given to exceptional individuals who have shown their ability to promote the social equality of all cultures within their community. Dr. Bachehie was fortunate enough to be able to further expand his medical credentials by utilizing the opportunities for education available here in Canada. He states that in Ghana, “The opportunity wasn’t there. The best medical education I could get in Ghana was my MD degree. Canada gave me a chance to become a specialist in Paediatrics.”

The Champion Award is for those who overcome the hardships faced when moving to a new country and give back to the community; however, Dr. Bachehie has gone a step further by making progress in both Windsor-Essex and Ghana. On his feelings about receiving the award, Dr. Godfrey states that “I feel honored. When people see what you’re doing and recognize your work as positive enough to receive an award, that makes me feel honored.”

This is not the first time Dr. Bachehie is being praised for his contributions: he had received the Award for Excellence in Clinical Teaching for his work with the Hospital for Sick Children, the medal for the Relief of Poverty through MEDA Charitable Trust, amongst others.

Dr. Bachehie’s record of positive contributions even goes beyond the Windsor community, as he made several efforts in Ghana to help those in need after he witnessed the death of a little girl caused by dehydration. “The fact that the hospital, which was the only hospital in the area, wasn’t able to provide basic medical care to save this little girl’s life made me want to create change.”

With the help of Windsor’s Rotary Club 1918, he commissioned a Neonatal Intensive Care Unit at St. Joseph Hospital in Jirapa. He has also been seen working with the Star of God Children’s Center in Ghana, which aims to relieve suffering and bring hope to children who are orphaned or vulnerable because they have lost one or both of their parents.



Along with providing outstanding medical care to sick individuals, Dr. Bacheyie was involved with education. Since his work in Ghana, the number of qualified doctors in the region went from 10 to 25 in only a year. Hospitals received expansion in their education infrastructure, boreholes and recreational facilities to the education sector by the Rotarians, and an improvement in education performance from 31% in 2013 to 36.3% in 2014.

The ceremony will be held on Thursday May 4th, 2017 at 6:15 pm at the Ciociaro Club. Ticket sales and all other information is available at <http://herbgraygala.com/>. If you would like to purchase a ticket(s) and be at a table with other hospital staff, please contact Gisele Seguin Gisele.Seguin@wrh.on.ca.

Strategic Direction - Strategically engage with external partners

Cuddling Helps Infants With Their Care!



The Neonatal Intensive Care Unit is a very busy place for physicians and staff caring for infants while in the hospital. An initiative that has been popular in the United States and now growing in Canada is the simple process of cuddling newborns when a parent is not present. Windsor Regional Hospital (WRH) volunteers will cuddle infants when their parents cannot be present and provide compassion

and companionship to families during their time in the unit. “Just rocking an infant in your arms, singing softly and cuddling them with warmth and tenderness goes a long way in nurturing the child during early stages of life..” states Deb Parent, Director of Women’s and Children’s Services at WRH. ..It’s a great asset to the hospital when volunteers can assist with many tasks including the Cuddler Program being launched soon. Life does not stop when you have a sick child and families can’t always be present, so with a parent’s consent, a volunteer can help by holding the infant to soothe them. The program being launched at WRH builds on the observed benefits of baby cuddling as well as research that has shown health improvements in infants, resulting from a caregiver’s touch. Volunteers coming to Windsor Regional Hospital must to go through the legal requirements of completing health screening, police background check, interviews and a training session. Volunteers who wish to be part of the Cuddler Program are specifically selected individuals. This initiative is different because the volunteers have physical contact with patients in an NICU environment. Cuddling has been demonstrated to be beneficial particularly for babies born suffering from Opioid withdrawal, as the result of being exposed in utero to illegal or prescription drugs. It has also has proven effective for term infants who can be irritable during NICU admission and settle quicker when held. “Windsor Regional Hospital looks forward to launching the Cuddler Program in the NICU as another way to enhance the patient and family experience,” said David Musyj, President and CEO for WRH. For more information about volunteering for the Paediatric Program at Windsor Regional Hospital, visit www.wrh.on.ca.

Strategic Direction - Continue the pursuit of new state-of-the-art acute care facilities

Windsor Public Library Eyes New Acute Care Hospital Site for an Innovative Public Library

The Windsor Public Library is partnering with Windsor Regional Hospital to explore the possibility of creating an innovative and jointly operated library service at the proposed new acute care hospital on County Rd. 42 and the 9th Concession.

The Windsor Public Library System has nine locations and is looking to expand services in South Windsor to meet the needs of that part of the City that does not have convenient access to library services. In addition, the new acute care hospital planning to date already envisions a library within the new acute care hospital.

Library CEO Kitty Pope says the new hospital site is ideally located to serve residents in this area, as well as neighbouring county residents, and provides the impetus for collaboration on



many unique and mutually beneficial ground-breaking projects. “The concept is an information hub that brings our customers inside a state-of-the-art, regional healthcare facility and promotes further partnerships and collaboration,” says Pope. “Right now, 40% of the reference questions the library receives are health related. This location gives us a unique opportunity to partner with medical professionals and offer new services to the community.”

The Board of Directors for both Windsor Regional Hospital and the Windsor Public Library, as well as the Program and Services Steering Committee for the Windsor-Essex Hospitals System, all support the continuation of the due diligence process.



Further discussion about the specifics including physical space, operating model, etc., will be part of the Stage 2 planning process for the new Windsor-Essex Hospitals System. “Right now, we are waiting for approval to move to stage two in the planning process,” “Once that happens, we can take this vision and explore the countless ways this partnership can benefit our patients, staff, visitors, partners in medical research and education and the larger community. It is an innovative partnership and it highlights the unique opportunities the new regional hospital will create.”