

Report of the President & CEO to the Board of Directors

Date: March 2014

“A lot of people like snow. I find it to be an unnecessary freezing of water” *Carl Reiner*

I can safely say none of us were around the last time we had this much snow in Windsor/Essex. From all accounts you have to go back to 1880.

I knew when we received our first snowfall on November 7, 2013, we were in for a long winter. What I did not count on was that the snow was going to stay on the ground as a result of the cold temperatures and pretty much cover the ground for over 3 months.

Although many say this reminds them of winters while they were growing up, I can only recall one winter even close to this during my lifetime growing up in Windsor/Essex.

Then the real “freaky” weather occurred last week when it started to snow heavily with the addition of lightening and thunder. That was the topper. Can you say “polar vortex”?

Soon enough we will be back to saying “if you don't like the weather in Windsor, wait a minute”.

In the meantime, keep up with our positive outlook and start thinking about how much the grass is going to grow and how often we have to cut it. We should all be grinning ear to ear every time we have to cut the grass this summer.

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AWARDED EXEMPLARY STATUS 2012



Strategic Direction - Excel in Patient Safety and Quality

Windsor Regional Hospital Just Culture

- Health care is a high risk industry and all employees must be actively engaged in the creation of safety in these complex systems. An important component in the creation of safer systems is the active engagement of all employees in reporting errors and hazards. —Approaches that focus on punishing individuals instead of changing systems provide strong incentives for people to report only those errors they cannot hide. Approaches that do not hold people accountable for their actions, also increases the risk that our patients will be hurt. A Just Culture provides a balance between a blame-free and punitive culture.
- A **just culture** is about creating an environment focused on learning all the vulnerabilities in our system, designing safer systems, and managing behavioural choices. Adverse events (errors) are seen not as things to be fixed but as opportunities to improve understanding of both system risk and behavioural risk. It supports employees to become active safety agents who look for risks in the environment, report errors and hazards, help to design safe systems, and make safe behaviour choices. A **just culture** helps to clarify what constitutes acceptable and unacceptable behaviours for management and employees. It creates an atmosphere of trust and accountability which encourages and rewards people for providing essential safety-related information.
- At WRH we have been using the Just Culture Framework as an objective and systematic way to respond to adverse events and incidents related to the Corporate Indicators which impact patient safety. When errors happen, a team comes together to look at what happened and to better understand the circumstances of what occurred. Just Culture algorithms are used to determine whether or not the employee's behaviour was human error, at risk behaviour, or reckless behaviour. This guides the appropriate response (see the chart on the next page).

Human error - inadvertently doing other than what should have been done.

At-risk behaviour - a behavioural choice is made that increases risk where risk is not recognized or is mistakenly believed to be justified.

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Reckless behaviour - action taken with conscious disregard for a substantial and unjustifiable risk.

The Three Behaviours

Human Error	At-Risk Behaviour	Reckless Behaviour
<i>Product of Our Current System Design</i>	<i>A Choice: Risk Believed Insignificant or Justified</i>	<i>Conscious Disregard of Unjustifiable Risk</i>
Manage through changes in: - Processes - Procedures - Training - Design Environment	Manage through: - Remove incentives for at-risk behaviours - Create incentives for healthy behaviours - Increasing situational awareness	Manage through: - Remedial action - Disciplinary action
Console	Coach	Discipline

Strategic Direction - Champion Accountability and Transparency

What is the Latest with the New State of the Art Acute Care Hospital? You have to Link to the Website

- In November 2013, the Windsor Regional Hospital and Hôtel-Dieu Grace Healthcare Boards unanimously approved a Stage 1A report that is the first step in moving forward with a plan for a new state-of-the-art acute care hospital. The Stage 1A Report forms the preliminary foundation for the hospital's long-range capital plan. It outlines how services will be delivered in the future and gives preliminary operating costs, staffing and bed requirements. These numbers will be subject to change and refinement as the hospital and community proceed through the various stages of the capital planning process.

- More than 150 medical leaders from both the hospital and community agencies were directly involved in the creation of the Stage 1A Report. It's not just about building a hospital though; it's an entirely new way of providing health care throughout the system, inside and outside of hospital walls.
- It would be great to be able to take all of you across North America and the world to see the breakthroughs that have been happening in hospital infrastructure investment. That is not practical. However, it is possible to bring all of this to you and our community.
- Over the last 10 years, 23 new replacement hospitals have been built or are currently underway in Ontario. While other communities benefit from hospital investments, Windsor Regional's two hospital campuses are becoming increasingly out of date and unable to meet the needs of patients, staff and medical students.
- Today's hospital is patient friendly, efficient, modern and digital. Please join Windsor Regional Hospital as we take a virtual tour of the most innovative and advanced state-of-the-art hospitals in the province and beyond.
- Allison Johnson, Manager of Communications, Windsor Regional Hospital, is going to be our collective tour guide. On a regular basis Allison is going to highlight some of the amazing investments that have been made across the world in hospital healthcare and how many have benefited as a result.
- If you have an idea that you think Allison should highlight, one that you have seen or heard about elsewhere, email her at Allison.johnson@wrh.on.ca.
- Visit <http://windsorhospitalsblog.org/> or click on the individual **BLUE** links below to see for yourself what the future of healthcare in Windsor-Essex can look like! I am confident you will be impressed.

THE LAW OF ATTRACTION

What do physician recruitment and dating have in common? They both require an attraction to get results, and right now, Windsor hospitals aren't setting off any real fireworks. "If we do nothing, that would be very risky. In terms of the evolution of

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healthcare, it will go backward. Once we are stagnant, we will lose; we will lose what we have in terms of physicians, nurses and other healthcare providers. There are other medical centres that would love to have some of our physicians and staff from here.”
 Dr. Gary Ing, Chief of Staff, Windsor Regional Hospital.

HUMBER RIVER HOSPITAL – RAISING THE STANDARD OF HEALTHCARE

“We have the opportunity to build new. We wanted to make sure we were able to use as much of what’s going to happen in the future in our plans and that’s how we came about with looking at technology, but also, trying to set a benchmark for what other people can use in their current facilities and what other people should think about if they are building a new facility.” HRH President & CEO, Rueben Devlin.

The following is an outline of the various stages and what happens in each Stage:

Stage 1	Proposal/Business Case	Proposal
Stage 2	Functional Program	Functional Program
Stage 3	Preliminary Design Development	Preliminary Design Development or Output Specifications
Stage 4	Contract Document Development	Working Drawings or Output Specifications
Stage 5	Implementation	Implementation

- If you want to keep up to date on the status of the planning or want to get involved directly, please visit www.windsorhospitals.com

Strategic Direction - Strengthen and Sustain a Proactive Approach to Health Care Funding Reform

Standardize and Optimization Update

- The committees that developed a process and interviewed companies to support our Standardization and Optimization work are making a unanimous recommendation to our Board of Directors this month.
- If approved we will be proceeding with the commencement of the Standardization and Optimization process at the end of March 2014.
- The first segment of the work is to identify the Opportunities or programs/departments that we will begin with. The goal is to complete the process with 3-4 departments/programs at a time. This will ensure we have the internal “bandwidth” to make the process a success and systematically make the changes throughout Windsor Regional Hospital.
- Again the goal is to standardize the operations between both campuses by implementing best practices. We need to ask – who is doing it the best in the world? What are they doing? How can we implement those processes at Windsor Regional Hospital?
- Your involvement will start shortly by being involved in the Opportunity Assessment. Look for more communication shortly.

Strategic Direction - Create a Vibrant Workplace

We want to Hear from YOU on Workplace Health and Safety

- WRH has embarked on an exciting project which aims at understanding our workplace safety culture. Over the past few years, both WRH and HDGH have undergone provincial audits of our respective health & safety programs.

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- WRH has developed a front-line driven, patient quality and safety process that has resulted in dramatic improvement to patient quality and safety and at the same time has received international recognition.
- A couple months ago, WRH was approached by the Ontario Nurses Association about an exciting process and program. ONA was of the opinion that if we used the same “tools” we are using for patient quality and safety, it could result in major gains to staff health and safety. To achieve this task, ONA connected WRH with the Public Services Health & Safety Association (PSHSA) to partake in a pilot project - a safety culture evaluation using their Safety Climate Assessment Tool funded by the MOHLTC. The three parts to this project which are all administered by the PSHSA include:
 - Phase 1: Anonymous Online Attitude Assessment Questionnaire
 - Phase 2: Focus Groups and Anonymous Online Survey allowing for explanatory feedback
 - Phase 3: Observation/ Document Review of the current written H&S program
- Target participants include everyone reading this report. Currently we are in phase one of the project and to date, the response rate from everyone has been outstanding. Phases two and three will begin the first week of March, with the project wrapping up by month’s end. The PSHSA will then analyze the data and provide us with a full report.
- The overall intention of this project is to benchmark where our safety culture is today and to identify our successes as well as areas that need improvement. Similar to the success we have had with our Patient Safety Indicators, the results of this survey will be used to create key indicators we will track to ensure individual and collective safety practices. As we have stated, “you can’t manage what you don’t measure”. We need to measure, track and manage metrics on staff safety to ensure positive results. Our desired outcome is to create a safer and healthier work environment based on the needs of the workforce. Naturally, this too will strengthen our ability as an organization to provide *Outstanding Care– No Exceptions!*



Strategic Direction - Distinguish Ourselves Through Superior Performance, Innovation, and Exceptional Customer Service

Windsor Regional Hospital on National Stage

- On June 1-4 2014, Windsor Regional Hospital will be represented at the e-Health Conference in Vancouver, British Columbia.
- The e-Health Conference provides amazing education and networking opportunities for the telehealth and informatics communities. There is an opportunity to engage with key sectors and decision makers, with an eye to the latest innovation and the future of Canadian healthcare.
- Windsor Regional Hospital is highlighting its success in its *Implementation of Telemedicine at a Large Community Hospital in Windsor*.
- The following describes what will be highlighted at the conference:

Windsor Regional Hospital (WRH) a large multi site community hospital located in Windsor, Ontario Canada received funding from the Ministry in February 2012 to expand its Telemedicine capability with the addition of five telemedicine nurses. Benefits of telemedicine include reduction of time/distance barriers, stress, expense, wait-times and improved patient satisfaction. A readiness assessment completed prior to implementation identified key challenges including clinical space, camera and peripheral availability, and multiple hospital sites requiring service. Additional challenges include provider buy in, fear of technology, lack of experience and resources, technology downtime and lack of standardization.

The purpose of this presentation is to share the project plan, implementation strategies, challenges, wins, and lessons learned during the implementation of a Nurse driven Telemedicine Program at Windsor Regional Hospital in Windsor Ontario. We will also share our results and current work to expand the program

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post realignment of healthcare services in the city in collaboration with Hôtel-Dieu Grace Healthcare.

The approach taken, will be shared at the presentation including the project plan, infrastructure development, recruitment, orientation and training, communication strategies, stakeholder engagement, and community partnerships.

Our results have been impressive. In the time since implementation we have increased our clinical telemedicine events from 40 per year to over 500 per month.

Lessons learned regarding what worked to make this program successful, new programs under development as well as future program opportunities will also be shared.



Strategic Direction - Strategically Engage With External Partners






IN HER SHOES

with
CLARA HUGHES

Monday March 17th, 2014
Doors Open 6:15pm
Ciociaro Club Room D & E
(3745 N Talbot Rd.)

Clara Hughes, six-time summer and winter Olympic medalist, is speaking about mental health and her own recovery at 7:15pm. Hughes will be sharing her past struggles with depression in an effort to help break down the stigma associated with mental illness.

**Tickets cost \$25 for adults
and \$10 for students.**

Light Hors D'oeuvres • Cash Bar

For tickets and full details please contact Danielle at (519)973-4411 ext. 32539 or email at danielle.ramsten@wrh.on.ca



Canadian Mental Health Association
Windsor-Essex County
Mental health for all



Hôtel-Dieu Grace
Healthcare



LOARING
PHYSIOTHERAPY
& HEALTH CENTRE



GREATER ESSEX COUNTY
District School Board



WINDSOR REGIONAL HOSPITAL
OUTSTANDING CARE—NO EXCEPTIONS!

Clara's Big Ride



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