



Report of the President & CEO to the Board of Directors

Date: May 2013

“If a man can write a better book, preach a better sermon, or make a better mousetrap than his neighbor, though he built his house in the woods, the world will make a beaten path to his door.” Ralph Waldo Emerson

In 2007 when I was appointed as President CEO of Windsor Regional I challenged myself and all of you. At the time we were struggling clinically and financially. Patient and staff satisfaction was not where we wanted either to be. We were in a rut.

We were busy. We all had the compassion within us. However, we, meaning the hospital itself, were holding you back in being able to shine.

I recall saying to each of you I wanted you to be proud of where you worked and, that when asked, you did not mumble; that you proudly stated “I work at the best hospital system in the world – Windsor Regional Hospital”.

The quote provided above by Ralph Waldo Emerson was used by us to motivate us further.

This quote was displayed on a plaque on the wall of the office of the Mayo brothers. It was used by the Mayo brothers to motivate them to create and locate the Mayo Clinic in Rochester, Minnesota.

Even today Rochester, Minnesota only has a population of just 100,000. However, the Mayo Clinic forms the core of Rochester's economy. It employs over 30,000 people in the city and every year draws over 2 million visitors to the city.

We used this quote the same way the Mayo brothers used it. If they can create the Mayo Clinic in “nowhere” Minnesota (sorry Rochester), why can we not do the same in Windsor? Instead of saying “why would anyone select Windsor” we turned it around and stated, “Why not Windsor”?

Ever since then, each of you individually and collectively started to live our Vision of ***Outstanding Care...No Exceptions !*** and continued the journey down the path of maximizing patient quality, safety and satisfaction.

The benefits to our patients, community and staff have been amazing. Our clinical and financial results are the best ever and continue to improve. We have been recognized locally, nationally and internationally for the clinical leading/best practices we have created here at Windsor Regional Hospital.

Are we perfect? No. Far from it. We are not saying we are perfect. We are, after all, human and do make mistakes. However, we have to first admit we do make mistakes if we have any chance of fixing them and making the system better for it.

This past month we were recognized by the award winning news program the *Fifth Estate*. For a News program that does not generally have “positive” news stories ours was just that.

When *Fifth Estate* was leaving our organization, after spending the better part of two days here, they commented that they cannot recall the last positive story they did. They came to Windsor Regional Hospital to see if what everyone was talking about was true. They left amazed that what they heard and read was even better first hand. Remember this is the *Fifth Estate*. They made it clear they do not hand out compliments lightly.

Now with this recognition comes responsibility.

We have been, and will continue to be seen, as a “leader” in healthcare. Our patients deserve and want a high level of care and compassion when they need us. They deserve nothing less. Some might feel we have failed to deliver this level of care. Again, we do not shy away from that criticism. We listen to it and learn from it. We do so to get better and to avoid us from making the next patient or family feel the same way.

Many other healthcare organizations will be looking at us. Even more so than what has happened in the recent past. Some skeptically, but more for advice and direction. It is our collective responsibility now to help the system get stronger, to not only share our knowledge with others, but also to soak up – like a sponge – what others are doing to benefit patient care here in Windsor.

I know you are individually and collectively up for the challenge.

You are now shining.

We are well on our way to building that “better mousetrap”. We are not done, but we have come along way – a long way together.

Even though we will not rest on our laurels, I truly want you to take the time to look at your fellow colleagues and pat each other on the back for a job well done.

For example, we have been focusing on our Core Indicators and a subset of these indicators for a few years. We created a Patient Harm Index that measures the numbers

of Hospital Acquired Infections, Irreplaceable Lab Specimens and also Patient Falls with Harm.

Every week we examine these indicators and look at what we have done well, what we have not done so well and what we have to implement to get this number to zero.

Well for the week ending April 15, 2013, we did just that – ZERO. Zero HAIs. Zero Irreplaceable Lab Specimens and zero Patient Falls with Harm. Congratulations to all of you.



I know we will have weeks in the future that are not as good. However, since we are focusing on this data and trying to make positive changes, we will start seeing more zeros in the future. Trust me. It will continue to happen.

Again, thanks for all you do. Continue to be proud when people ask you where you work. Better yet. Do not wait to be asked anymore. Just tell people. “I work at the best healthcare system in the world – Windsor, Ontario, Canada”.