

Report of the President & CEO to the Board of Directors

Date: November 2013

**We keep moving forward, opening new doors, and doing new things,
because we're curious and curiosity keeps leading us down new paths.**
Walt Disney

I want to once again thank and congratulate all the Windsor Regional Hospital team members for making the realignment happen smoothly and without interruption for our patients, visitors and community. You delivered on the “business as usual” promise we made.

As we move forward, we will continue to work on the “low hanging fruit” opportunities that I shared with you last month.

http://www.wrhone.ca/Site_Published/wrh_internet/Richtext.aspx?LeftNav.QueryId.Categories=&Body.QueryId.Id=53032

In addition, as stated previously, we are moving forward with the Standardization/Optimization process with a goal of selecting an organization to support this work this month and with this process kicking into full gear at the start of 2014.

This past month I authored a guest column in the Windsor Star with an attempt to explain to the community about how hospital healthcare funding is changing and how this impacts the scheduling and booking of certain surgical procedures. To see the column go to:

<http://www.windsorstar.com/Funding+patient+service/9060801/story.html>

As stated earlier this year, the Ouellette site of Windsor Regional Hospital received news it would only receive funding for 4,849 cataract surgeries. This is a reduction from 5,022 performed the previous year. For reference, in 2010, 5,412 cataract procedures were performed at the Ouellette Campus.

In response to a Windsor Star article on the same topic, the Ministry of Health responded that the reason for the reduction in volumes is as follows:

“Health Minister Deb Matthews said Friday that deciding on which hospitals get what funding is all about getting wait times down, and the wait times in Windsor for cataract surgery are at 88 days on average. The bottom line is people in Windsor are getting their cataracts done at way below the target (of 182 days) and way below the provincial average (of 148 days.)”

<http://www.windsorstar.com/bug+couple+angry+date+surgery+then+cancelled/9060781/story.html>

I can inform you that this approach to hospital healthcare funding was not what the Ministry first contemplated when there was an intense focus on reducing wait times and creating a fixed amount of money per procedure. In fact it was to be the opposite. Those hospitals that were performing high quality procedures, efficiently and reducing wait times were to be awarded more procedures NOT less. In fact, what was to happen is that these high performing hospitals were to become “centres of excellence” for patients in the Province to attend and hospitals NOT performing well, from which these patients came from, were to have their procedures reduced and would be required to pay for the patients inconvenience to travel to these high performing centres.

Instead it seems we are moving towards penalizing high performing centres and throwing more money at centres not performing even to median/average. As stated, this was not the way the new wait time and per procedure funding formula was initially advertised.

Strategic Direction - Excel in Patient Safety and Quality

Windsor Regional Hospital Selected Again to Attend Institute for Healthcare Improvement

- For the third straight year, Windsor Regional Hospital has been selected to attend the Institute for Healthcare Improvements (IHIs) annual conference to make 3 poster presentations. It is the 25th year for their Annual forum.
- Although many Canadian healthcare institutions attend the conference, Windsor Regional Hospital has been the only Canadian healthcare organization presenting its best practices.
- The following are the three (3) Best Practices selected:

- ✓ **Lean On Me: Practical Strategies For Improving Patient Satisfaction Through Improved Emotional Support**

While overall patient satisfaction scores were excellent, the organization identified one dimension that needed improvement – providing emotional support to patients. The Patient Experience Task Force, comprised of more than 35 staff from several departments, developed comprehensive strategies that would increase awareness and introduce daily practices focused on improving emotional support.

The aim was to develop comprehensive, practical strategies to improve emotional support and positively impact overall patient satisfaction scores.

The Task Force surveyed more than 100 patients to determine their emotional support needs. Several initiatives were launched including: Improving the Patient Experience Expo; Customer Service Training; Concierge and Patient Orientation Programs; and Leadership Rounding. Innovative strategies to increase awareness included playing the *Lean On Me* chime over the paging system.

While results for overall patient satisfaction were strong at 93%, only 67% of patients were satisfied with the emotional support received. Corporate initiatives were implemented and initial results are encouraging as the organization works toward a 15-point improvement. More work, focused on specific areas, is now being launched.

✓ **Emergency Medical Paediatric Program (EMP): Timely Access To Specialized Paediatric Care**

Typically, community hospital Emergency Departments (ED) are not child friendly. Sick and frightened children endure the same long waits and share crowded waiting rooms with sick adults. The EMP Program at Windsor Regional Hospital aims to allow sick children timely, specialized access to Paediatric care.

We created a system where sick children can access specialized Paediatric care in a timely manner.

Children triaged as having respiratory or gastrointestinal problems, dehydration and/or fever are sent directly from ED to Paediatrics. A Paediatrician assesses the child within 30 minutes of their arrival. Following assessment, the child can be treated and released, or admitted for observation and further treatment and investigations.

In 2012, 348 children were seen through the EMP Program. Of these children, 15% required admission to Paediatrics for ongoing care. The remainder were assessed, treated, and discharged home within 4 hours of their arrival to the ED. This also resulted in improvement in patient and caregiver satisfaction.

✓ **Starting The Week Off Right: Monday Morning Huddle To Improve Patient Safety**

Vice Presidents, Directors, and Operational Managers meet every Monday for 15 minutes to discuss and report on the progress of key safety indicators. Based on previous week's results, leaders present action plans that will have an immediate, positive impact related to the safety of our patients.

Using real-time data we examine outcomes and develop action plans that will have immediate positive impact.

The Monday Morning Huddle is a 15 minute meeting that requires leaders to look closely at results about safety including hand hygiene compliance, hospital acquired infections, patient falls with injury, patient flow, etc. By having access to real-time data, action plans are developed to immediately mitigate harm and proactively address issues.

Data and action plans are shared with staff through bulletin boards and departmental safety huddles. Monday Morning Huddles result in meaningful action plans and contributed to an overall decrease of 90% in patient falls with injury; increase in hand hygiene compliance to 95%; and decrease in hospital acquired infections of 40%.

Strategic Direction - Champion Accountability and Transparency

Health Quality Transformation Conference



- On November 21, 2013, Windsor Regional Hospital has been invited to make a presentation on *Benchmarks in Public Reporting: Measuring Performance and Setting Meaningful Goals* at the Health Quality Transformation Conference hosted by Health Quality Ontario.
- Health Quality Ontario has re-envisioned its public reporting processes. In addition to showcasing the current state of the health system, HQO will now also provide evidence-driven benchmarks for where it should be. This session will focus on how benchmarks are developed and applied, and explore how HQO's benchmarks related to clinical care and patient experience will guide health system transformation. This session will:
 - ✓ Develop an understanding of benchmarks and how they are both practically and appropriately applied to health system public reporting; and
 - ✓ Discover how benchmarks can move the health system towards better performance.
- Corry O'Neil, the Director of Organizational Effectiveness Portfolio, will be making the presentation for Windsor Regional Hospital at the conference.



Strategic Direction – Create a Vibrant Workplace

Healthy Lifestyle Program

- The Healthy Lifestyles program for Windsor Regional Hospital staff is designed to promote, educate and encourage staff, throughout our organization, to make and sustain healthier lifestyle choices, with the ultimate goal being a healthier and happier workplace. The programs associated with the Healthy Lifestyles program educate, promote and assist staff in making healthier lifestyle choices. The program recently won the Diamond award at the 2013 Gord Smith Health Workplace Awards through the local Health Unit for the 2nd year in a row.
- The committee just completed their annual challenge called Move It to Lose it. There were over 90 participants who joined the challenge with great results. The top three candidates who were very successful with the challenge lost over 118 pounds collectively and had an overall improvement in fitness levels by 76%! Congratulations to all those who were successful in the challenge.
- This program is a very important part of Windsor Regional Hospital. It allows staff the opportunity to make healthier lifestyle choices. The committee is looking for members to join from the Ouellette site. If you are interested please contact Melissa Simas directly. The committee is currently working on expanding many of the programs to the Ouellette site for January such as continuing Pilates, and adding Yoga and Bootcamp classes which will be offered at various times. Stay tuned for additional communication.

Influenza Vaccine Clinics for Staff Scheduled – Please attend one

- The Influenza Vaccine schedule has been advertised. Please attend one. Getting your flu shot protects yourself, our patients and your family.

2013 OUELLETTE SITE FLU CLINIC SCHEDULE				
Monday	Tuesday	Wednesday	Thursday	Friday
28-Oct	29-Oct	30-Oct	31-Oct	01-Nov
Ouellette site Health office 9am to 5pm	Ouellette site Health office 9am to 5pm	Ouellette site Health office 6am to 2pm	Ouellette site Health office 6am to 2pm	Ouellette site Health office 6am to 2pm

2013 MET SITE FLU CLINIC SCHEDULE				
Monday	Tuesday	Wednesday	Thursday	Friday
04-Nov	05-Nov	06-Nov	07-Nov	08-Nov
Met site - 2 East classroom 1330-1630	Met site - Clinical Education conference room 1330- 1630	Met site - Yves Landry room 0630 0930	Met site - 2 East classroom 0630-0930	Met Site - Meeting room #1 630- 0930

INFLUENZA

Immunize for life



What strains of influenza does the 2013 to 2014 vaccine protect against?

- A/California/7/2009 (H1N1)pdm09-like virus
- A/Victoria/361/2011 (H3N2)-like virus
- B/Massachusetts/2/2012-like virus (Yamagata lineage)

What are the symptoms of influenza?

Sudden onset of:

- Headache
- Chills
- Cough
- Fever
- Loss of appetite
- Muscle aches
- Fatigue
- Runny nose
- Sneezing
- Watery eyes
- Throat irritation

Nausea, vomiting, and diarrhea may also occur, especially in children. Most people get better in 7 to 10 days but people over 65 years old, and anyone with a chronic illness is high-risk for complications such as pneumonia.

How effective is the influenza vaccine?

Each year, the World Health Organization predicts the three strains of influenza virus that will have the most impact on our health. A vaccine is then made based on that prediction. By getting an influenza shot yearly, you protect yourself from new strains. The vaccine protects you for four to six months. You can still get influenza, but it's usually milder than it would be without the vaccine.

Who should get the influenza vaccine?

Everyone except people with certain medical conditions should get the vaccine. It's very important that high-risk people and their caregivers get an influenza shot. High-risk groups include people who:

- Are older than 65 years of age.
- Are 6 to 59 months old.
- Are morbidly obese.
- Are pregnant.
- Are Aboriginal peoples.
- Have chronic heart or lung disorders such as, cystic fibrosis or asthma.
- Live in a nursing home, chronic care, or long-term care facility.
- Have a weakened immune system or medical condition like diabetes, HIV, cancer, anemia, or kidney disease.



WHAT IS... INFLUENZA?

Influenza (the flu) is a virus that causes an infection of the nose, throat, and lungs.

How is influenza spread?

The influenza virus spreads easily through the air when an infected person talks, coughs, or sneezes. The virus can live on surfaces for 48 hours and you can get sick by touching your nose or eyes after touching a contaminated surface.



www.wehealthunit.org

519-258-2146

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AWARDED EXEMPLARY STATUS 2012



Staff Holiday Events – Get your Tickets NOW !

- On December 6, 2013, WRH is hosting the Adult Holiday Party. For more information go to:
http://wrhintranet.wrh.on.ca/Site_Published/intranet/document_render.aspx?documentRender.IdType=5&documentRender.GenericField=&documentRender.Id=53141
- On December 8, 2013 WRH is hosting the Childrens' Holiday Party. For more information go to:
http://wrhintranet.wrh.on.ca/Site_Published/intranet/document_render.aspx?documentRender.IdType=5&documentRender.GenericField=&documentRender.Id=53143
- Stay tuned to hear more about the Holiday Family movie event, staff on-campus Holiday celebrations and complimentary holiday meals for those working on Christmas and New Year's Day.

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

2014-15 Hospital Budget Preparation

- Similar to previous years, Windsor Regional Hospital's leadership team is preparing for the 2014-15 budget year by examining its performance both financially and clinically, department by department, with similarly situated hospitals.
- For this fiscal year and all of next fiscal year, Windsor Regional Hospital will be doing this examination not only program by program but also campus by campus. Meaning we will NOT be combining campus' performance until we have completed our standardization and optimization process. This does not allow one campus' performance to blur in with the other campuses performance and allow for the immediate discussion about best practice between campuses.
- I can inform you that the performance of many of the programs at both campuses is at, or close to, the best quartile among comparators across the Province and Canada. As we move forward with this work, we will continue to communicate with everyone.

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

Telemedicine Program Success and International Recognition

- Just a little over a year ago we robustly kicked off our Telemedicine Program at Windsor Regional Hospital. At that time we had approximately 40 clinical events (direct and indirect) per year.
- Now, in our most recent month of reporting, in September we had over 500 clinical events.
- On November 16-20, 2013, a team from Windsor Regional Hospital and Hôtel-Dieu Healthcare will be attending the 42nd *Sigma Theta Tau International- Honor Society of Nursing* Biennial Convention in Indianapolis, Indiana, to present the success of the program to an International audience.
- Karen Riddell, Manager, Professional Practice and Interim Manager, Infection Prevention and Control; Sandra Maxwell, Interim Chief Nursing Officer and April Reed, Chronic Disease Telemedicine Nurse will be attending on behalf of WRH and HDGH.
- Now that realignment has occurred, there are many opportunities to expand the Telemedicine program. Three new programs we are working on are: a Nephrology Clinic for the over 300 pediatric patients in our community that have to travel to London for follow ups, the ventilation weaning in partnership with Toronto East General Hospital and the development of the personal computer videoconferencing cameras program.
- Stay tuned for more exciting news from the Telemedicine Program.

Strategic Direction - Strategically Engage With External Partners

Want to attend the 4th Annual International Patient Symposium? We are looking for you!

- On December 6, the 4th Annual International Patient Symposium between Henry Ford Hospital, HDGH and WRH will be taking place.
- If you are interested in attending we have free tickets and free transportation for you and your friends.

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- Please contact Gisele Seguin at Gisele.seguin@wrh.on.ca for details.

4TH ANNUAL INTERNATIONAL PATIENT SAFETY SYMPOSIUM

FRIDAY, DECEMBER 6, 2013
7 A.M. - 5 P.M.

ATHENEUM SUITE HOTEL
Detroit, Michigan, USA

PROGRAM OVERVIEW

No city or region is immune to disasters or disaster-related losses. The consequences of infectious disease outbreaks, acts of terrorism, social unrest and natural disasters can be devastating to communities and their residents. Disaster resilience is the capacity to prevent, mitigate and recover from disasters and crisis.

This multidisciplinary international symposium will serve to detail the actions and role of disaster resilience in complex environments. Canadian and U.S. experts in the field will share case studies, evidence-based best practices, local threats/ hazards, tools and resources, and tie it all together with an end-of-day group simulation exercise.

PROGRAM OBJECTIVES

After completion of the program, attendees will have gained the knowledge to:

- Describe the current state of knowledge about hazards, disaster resilience and risk reduction.
- Identify role responsibilities for government, community and frontline responders.
- Enhance resilience through better anticipation, planning and application of tools.
- Build local, community and cross-border capacity through partnerships and shared learning.

Henry Ford Health System designates this live course for a maximum of 7 AMA PRA Category 1 Credits™.

For more information
henryford.com/disastersymposium
(313) 916-8354

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