



Report of the President & CEO to the Board of Directors

Date: September 2012

With September comes the start of a new Board of Directors' annual meeting schedule after taking a couple months off for the summer.

I want to welcome the new Board of Directors for 2012-2013

They are:

Lisa Landry - 2012
Arvind Arya - 2012
Dr. Maureen Muldoon - 2012
Anthony Pannicia - 2012
Pam Skillings - 2012
Dan Wilson - 2012
Dr. Shobhana Patel, Vice President Professional Staff - 2012

They join the following Board of Directors who are returning

Gay Wrye, Board Chair - 2005
Dr. Wilfred Innerd, Immediate Past Chair - 2005
Bob Renaud, Vice-Chair - 2008
Lynne Watts, Secretary - 2007
Randy Morris, Treasurer - 2005
John Leontowicz - 2011
Leanne Leech - 2010
Sally Bennett Olczak - 2006
Dr Andrea Steen, President Professional Staff - 2011
Dr. Gary Ing, Chief of Staff - 1995
Karen McCullough, Chief Nursing Executive – 2011
David Musyj, President & CEO - 2007

I want to thank all of the new Board Members and the returning members of the Board for the time they volunteer to the Hospital and the expertise they bring in governing the organization.

THE 2012-2015 WRH's STRATEGIC PLAN IS FINALIZED

I. Introduction

Following the progress of a successful strategic planning process in 2008, the President and CEO and the Board of Directors of Windsor Regional Hospital directed the Strategic Directions Steering Committee to proceed with a review and “refresh” of the Strategic Plan. This was to be used to guide the organization for the next three years.

The Strategic Directions Steering Committee (SDSC) met to review the framework for the strategic planning process and begin their review.

II. Environmental Scan

The SDSC gathered a variety of information as part of the environmental scan.

This included identifying the significant events and forces that have impacted the organization since the original strategic plan was developed in 2008. Documents were reviewed such as the Excellent Care for All Act, required reporting as part of the Quality Improvement Plan, among others.

The Committee also reviewed input from patients, families, staff, and other stakeholders who participated in surveys asking about what WRH does well and what it should continue doing, as well as areas where WRH does not meet expectations and what the organization needs to start doing.

All this information was considered and captured as the committee completed the SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). Following the initial SWOT analysis, committee members voted on what they consider the top priorities that require focused attention over the next strategic plan cycle. These priorities were used to form the basis of the revised Strategic Directions and Strategic Initiatives.

III. Review of Windsor Regional Hospital Vision

The SDSC reviewed the current Vision ensuring that it still satisfied the original criteria:

- Based on reasonable assumptions of the future;
- Credible;
- Responsive to change;
- Clarifies direction and purpose;
- Incorporates beliefs/values;
- Measurable; and
- Easily understood.

It was decided that the current WRH Vision is still relevant and appropriate. In addition, the work that has taken place over the last three years had been successful in engaging staff in their knowledge and understanding of the current WRH Vision.

So, it is recommended that the WRH Vision remain:

Outstanding Care - No Exceptions!

IV. Review of Windsor Regional Hospital Mission Statement

The SDSC had some discussion about the current Mission Statement and decided to defer its review and revision until after the creation of the strategic directions and initiatives. A small working team was eventually tasked with drafting the new Mission based on the entire committee's feedback and discussion. It also reviewed the Mission ensuring that it still satisfied the original criteria:

- Contains primary purpose and function of organization;
- Specific to organization;
- Future oriented;
- Includes sufficient description that clearly separates the mission from other organizations; and
- Serves as a guide for planning and decision-making.

As a result, the SDSC Committee voted to recommend that the WRH Mission be revised to:

Deliver an outstanding care experience driven by a passionate commitment to excellence.

V. Review of Windsor Regional Hospital Values

The SDSC also reviewed the current Values to ensure that they still satisfied the original criteria:

- Consider values of customers, stakeholders, employees and community;
- Can successfully guide the organization's decisions and actions; and
- Determines how the organization interacts with all stakeholders.

It was determined that the current WRH Values are relevant and appropriate. So, the SDSC recommends that the WRH Values remain the following:

Compassionate:

- Keeping the patient at the center of all we do;
- Demonstrating compassion for patients and their families
- Supporting staff, physicians and volunteers so they are able to care for patients and each other; and
- Operating as a team, within WRH and with our partners, to provide exemplary care.

Accountable:

- Striving for accountability and transparency to those we serve and to ourselves;
- Driving fiscal responsibility
- Stimulating effective two-way communication at all levels; and
- Facilitating timely access to care and service.

Respectful:

- Treating those we serve and each other with empathy, sensitivity, and honesty;
- Upholding trust, confidentiality and teamwork;
- Communicating effectively; and
- Welcoming individuality, creativity and diversity.

Exceptional:

- Promoting a culture of quality and safety;
- Embracing, change, innovation, and evidence-based practice;
- Encouraging learning, discovery, and knowledge sharing; and
- Fostering dynamic partnerships.

VI. Strategic Directions & Strategic Initiatives

A small working team was given the responsibility of refining the strategic directions and initiatives that addressed the most significant results from the environmental scan and the SWOT analysis. This work was also based on the initial work completed by the entire SDSC.

Strategic Directions are statements that identify what the organization needs to do to address the most significant strengths, opportunities, weaknesses and threats. They define the organization's priority work and help sharpen the focus of the organization.

The strategic directions were also vetted using the following criteria:

- Supports the Vision, Mission, and Values of the organization;
- Addresses the most important issues and supported by evidence, data;
- Can be operationalized and measured;
- Brief, clearly worded and communicated; and
- Achievable and can stand the test of time.

Strategic Initiatives are more focused, specific statements that are designed to clearly direct how the organization will meet their strategic directions, and ultimately fulfill their vision and mission.

The strategic Initiatives were also reviewed using the following criteria:

- Supports Vision, Mission, Values, and Strategic Directions;
- Is still relevant – i.e. not completed;
- Challenging, yet achievable;
- Can be operationalized and measured; and
- Will apply to all/most services or departments across the organization.

The Strategic Directions Steering Committee recommends the following Strategic Directions and Initiatives:

Strategic Direction #1: Excel in patient safety and quality

- i) Lead in the performance of patient safety measures;
- ii) Continue to set stretch targets and goals for all core indicators; and
- iii) Lead in the development of strategies that support seamless patient flow.

Strategic Direction #2: Champion accountability and transparency

- i) Utilize the results from the indicators measured to drive performance;
- ii) Cultivate and embed a “Just Culture” across the organization; and
- iii) Strengthen dynamic mechanisms that will clearly identify, support, and measure accountability throughout the organization.

Strategic Direction #3: Strengthen and sustain a proactive approach to health care funding reform

- i) Continuously identify and implement strategies to be efficient and effective;
- ii) Develop and implement innovative strategies to acquire equipment and improve infrastructure; and
- iii) Influence local and provincial priorities to align with community health care needs.

Strategic Direction #4: Create a vibrant workplace

- i) Foster an environment that supports a healthy and productive work life;
- ii) Develop and adopt formalized frameworks that facilitate professional development, advancement, and succession and transition planning; and
- iii) Recruit talented individuals to careers in the health care field.

Strategic Direction #5: Distinguish ourselves through superior performance, innovation, and exceptional customer service

- i) Develop, implement, and sustain best practices consistently across the organization;
- ii) Promote a culture of continuous improvement; and
- iii) Commit to compassionate patient and family centered care.

Strategic Direction #6: Strategically engage with external partners

- i) Engage with community partners to deliver a seamless system of quality care;
- ii) Collaborate with diverse people and communities when developing plans and setting priorities; and
- iii) Build relationships with research and academic partners.

VII. WRH Staff Review and Feedback

Sessions were held and staff were invited to preview recommendations for all of the above including the Vision, Mission, Values, Strategic Directions and Initiatives. Senior Leadership and Board Members presented this information at open sessions. Staff also had the opportunity to provide feedback as to whether any major areas were missing/absent from the strategic plan presented. They were also asked to suggest strategies or best methods for communicating this information throughout the corporation effectively and efficiently. There were no comments that indicated any significant omissions related to the strategic plan presented. There were several comments and suggestions about how best to communicate the 2012-2015 WRH Strategic Plan to staff. Some staff members offered to assist in launching the new strategic plan. These recommendations will be considered when launching the communication plan.