
Date: September 2016

September marks the return of the Board of Directors from their short summer hiatus. Typically, the Board of Directors does not officially meet during the months of July and August, although there is plenty of communication and decision making that occurs during those months with the Board.

One such matter that was addressed at the final Board meeting in late June 2016 was the review, approval and adoption of the 2016-2020 Strategic Plan.

Before I go too deep into what and how we got there, I think I should provide some background on exactly what Strategic Planning is, and what a Strategic Plan comprises.

Strategic Planning is an organizational activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, all with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it and we will know if it is successful.

A **Strategic Plan** is a document used to communicate with the entire organization, the organization's goals, the actions needed to achieve those goals and all of the other critical elements developed during the planning exercise.

A lot has changed since Windsor Regional Hospital's last Strategic Plan. We did not want to start Strategic Planning this time, until we had a couple years of operations as the "new" organization and also until we completed the 2015 Accreditation Process.

As a result, in September, 2015 we began the development of our organization's new four year strategic plan. This involved a review of the current strategic plan and as well as ensuring that our new strategic plan would reflect the changes we have experienced over the last three years, as well as building toward our exciting future.

In summary, the process for Strategic Planning included:

- Assembling a Strategic Planning Steering Committee (SPSC);
- Conducting an environmental scan, including identifying organizational strengths and weaknesses, reviewing important documents, and obtaining feedback from our stakeholders including staff, professional staff, patients, families, visitors, volunteers and the community. Hundreds of individuals responded (Meetings held on April 4 and 18);
- Reviewing our current Vision, Mission, Values, Strategic Directions, Strategic Initiatives (Meetings held on May 18, June 2);
- Collaborating with Leamington District Memorial Hospital, our partner in delivering acute care services within our Region (meeting held on May 4);
- Developing a new refreshed Strategic Plan for final approval by the Board of Directors;
- Communication to the organization and our various partners.

Environmental Scan

The SPSC gathered information as part of the environmental scan. This included identifying significant events and forces that have impacted the organization since the last Strategic Plan was developed in 2012. Documents were reviewed, including the ESC-LHIN Integrated Health Service Plan, WRH Quality Improvement Plan, and Quality Based Procedures Reports, among others.

The SPSC also reviewed input from patients, families, staff, professional staff, and other stakeholders who participated in surveys. The various surveys asked what WRH had been doing well and what it should continue doing, where WRH did not meet expectations and what the organization needed to start doing. Quality of Work life Survey results were also included, as well as NRC Patient Satisfaction results.

All of this information was considered and captured during the completion of the SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). Following the initial SWOT analysis, SPSC members voted on what they considered the top priorities that required our

focused attention during the next Strategic Plan cycle. These priorities were used to form the basis of the revised Strategic Directions and Strategic Initiatives.

Collaborative Meeting with Leamington District Memorial Hospital (LDMH)

On May 4, 2016 WRH hosted the Strategic Planning Committee from LDMH. The purpose of the meeting was to share the results of each organization's SWOT analysis, identify gaps, and discuss opportunities for collaboration. WRH and LDMH are the two acute care hospitals in Windsor-Essex. While they are distinct organizations and will remain so, it made sense for the hospitals to ensure their respective Strategic Plans worked well together to strengthen acute care across the whole system.

The meeting resulted in a brief list of similarities based on SWOT priorities, as well as opportunities for collaboration. These will be explored further as each organization begins to operationalize their respective Strategic Plan.

Review of Windsor Regional Hospital Vision Statement

The Committee reviewed the current Vision statement. It was decided that the current WRH Vision is still relevant and appropriate. In addition, much work has taken place to successfully engage staff and increase their knowledge and understanding of the current WRH Vision. It is therefore recommended that the current WRH Vision be continued.

Outstanding Care - No Exceptions!

Review of Windsor Regional Hospital Mission Statement

The SPSC reviewed the current Mission Statement. It was decided to make one minor modification by adding the word "patient" to the statement.

As a result, the SPSC recommended that the WRH Mission be revised to:

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

Review of Windsor Regional Hospital Values

The SPSC reviewed the current Values to ensure that they were still applicable and relevant. It was determined that the current WRH Values are relevant and appropriate, with one update: modification of point #3 under the “Compassionate” heading to be changed from” physicians” to “professional staff”.

The Committee 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, professional staff, and volunteers so they are able to care for patients and each other;
- Operating as a team, both 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;
- 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;
- 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;
- Fostering dynamic partnerships.

Review of Windsor Regional Hospital Strategic Directions & Strategic Initiatives

The SPSC discussed revisions to strategic directions and initiatives and also tasked a small working team the responsibility of refining strategic directions and initiatives which addressed the most significant results from the environmental scan and SWOT analysis. This work was also based on the initial work completed by the entire SPSC.

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.

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

The SPSC recommended the following Strategic Directions and Initiatives as part of the 2016-2020 Strategic Plan:

Strategic Direction #1: Strengthen the culture of patient safety and quality care.

- i) Integrate standardized best practices to achieve quality care and outcomes.
- ii) Lead in the development and performance of patient safety initiatives and measures.
- iii) Lead in the development of strategies that support timely, sustainable, and appropriate access to care.

Strategic Direction #2: Champion accountability and transparency.

- i) Utilize the results from the performance indicators to achieve excellence.
- ii) Cultivate and sustain a "Just Culture" across the organization.
- iii) Strengthen systems that clearly identify, support, and measure accountability throughout the organization.

Strategic Direction #3: Develop a sustainable corporate financial strategy.

- i) Maximize revenue opportunities while providing quality care in the most cost efficient way.
- ii) Provide ongoing education to the organization and community concerning how the hospital is funded through the health-based allocation model, quality-based procedures, and global funding.

- iii) Engage the organization to identify and implement best practices within financial realities.
- iv) Identify, support, and sustain core services.

Strategic Direction #4: Create a vibrant workplace.

- i) Foster a respectful and safe work environment across all disciplines.
- ii) Create a culture of pride that establishes WRH as an employer of choice.
- iii) Provide experiences and opportunities that facilitate professional development, advancement, and succession planning.
- iv) Develop strategies to optimize attendance and support an engaged workforce.

Strategic Direction #5: Strategically engage with external partners.

- i) Collaborate with community partners to deliver an innovative, seamless system of care.
- ii) Work with Leamington District Memorial Hospital and regional partners to identify and act on opportunities for collaboration.
- iii) Create opportunities for education and research to build an academic healthcare system that attracts and retains professionals from all disciplines.

Strategic Direction #6: Continue the pursuit of NEW state-of-the-art acute care facilities.

- i) Design the facilities to allow for best possible patient outcomes and experience.
- ii) Ensure the design incorporates leading edge technologies and equipment.
- iii) Design the facilities to support excellence and innovation in healthcare research and education.
- iv) Ensure effective and meaningful participation of staff, professional staff, volunteers, patients, academic partners and the community.
- v) Maintain and sustain our current facilities until relocation to the NEW acute care facilities.

Next Steps

In June the WRH Board of Directors approved the 2016-2020 Strategic Plan. Now the following actions will occur:

- A comprehensive communication plan will be developed to share the 2016-2020 Strategic Plan with employees, professional staff, volunteers, stakeholders and the community;



- Committee members from both LDMH and WRH will meet again and work through specific strategies to operationalize the collaborative opportunities that were identified;
- More focused communication and sharing of information will occur which will result in program level operational goals and objectives that align with the 2016-2020 strategic directions and initiatives.



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