

STRATEGIC PLAN

2021-2024

Critical Care Program

STRATEGIC OBJECTIVES



TOGETHER
we stay
STRONG

The success of our organization is a direct result of our dedicated, compassionate and caring people. We strive to provide the best quality healthcare services to our patients and their families always.



WRH VISION

Outstanding Care - No Exceptions!

WRH MISSION STATEMENT

Provide quality person-centred health care services to our community.

WRH VALUES

We respectfully acknowledge that the Windsor Regional Hospital occupies the traditional, ancestral and contemporary lands of the Niswi Ishkodewan Anishinaabeg: The Three Fires Confederacy (Ojibwe, Odawa, and Potawatomi). We acknowledge the land and the surrounding waters for sustaining us and we are committed to protecting and restoring these lands and waters from environmental degradation.

W E V A L U E

C COMPASSION	A ACCOUNTABILITY	R RESPECT	E EXCELLENCE
We show understanding and humility in our care for patients and for each other. We listen to our patients, their families, and caregivers throughout their health care journey. In every interaction with people in our care we have an opportunity to show empathy and kindness.	We are transparent about the care we provide to those we serve. We honour our commitments. Taking responsibility for our actions is essential to us.	We treat others with dignity and build trust as the cornerstone of care. We collaborate with patients, families and caregivers and uphold confidentiality in all we do. We respect their autonomy to make informed care decisions. We honour diversity and inclusivity.	We embody a culture of quality and safe person-centred care. We embrace change and innovation, with a focus on evidence-based best practice. We foster dynamic partnerships by encouraging research, learning and knowledge sharing.

COMPASSION is our
PASSION



STRATEGIC DIRECTION #1:

Strengthen the processes that drive a culture of patient safety and quality care.



- i) Integrate standardized best practices to achieve quality care and outcomes.
- ii) Lead in the development & 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:

Uphold the principles of accountability and transparency.



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

STRATEGIC DIRECTION #3:

Maintain a responsive and sustainable corporate financial strategy.



- i) Provide quality care in the most cost efficient way while maximizing revenue opportunities.
- ii) Provide ongoing education to the organization & community about how the hospital is funded by the Ministry of Health through its funding formulas.
- iii) Engage the organization to identify and implement best practices within financial realities.
- iv) Identify and efficiently support and sustain core services.
- v) Develop and implement a long-term strategy for funding capital spending needs.

STRATEGIC DIRECTION #4:

Create a dynamic workplace culture that establishes WRH as an employer of choice.

- i) Foster a respectful, safe, inclusive and collaborative work environment across the care team.
- ii) Build capacity to enhance a sustainable workforce with a focus on talent acquisition, retention, and succession planning.
- iii) Develop strategies to optimize attendance, support and nurture a healthy and engaged workforce.



STRATEGIC DIRECTION #5:

Redefine our collaboration with external partner to build a better healthcare ecosystem.

- i) Collaborate with local, regional, and provincial partners to deliver an innovative, seamless system of care.
- ii) Develop opportunities for education and evidence-based 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 meet or exceed the standards related to healthcare facility planning, engineering, and design.
- ii) Ensure the design incorporates leading edge practices, technologies and equipment.
- iii) Design the facilities to support excellence and innovation in healthcare research and education.
- iv) Ensure effective & meaningful participation of staff, professional staff, volunteers, patients, academic partners and the community.
- v) Maximize use of current facilities to provide the best possible patient care.
- vi) Work with the WRH Foundation to ensure that a plan is in place to raise the funds required for state-of-the-art equipment/technologies.



COMPASSION is our
PASSION



Critical Care Program

Strategic Objectives

STRATEGIC DIRECTION	STRATEGIC INITIATIVE	OBJECTIVE <i>What are you trying to do?</i>
Strengthen the processes that drive a culture of patient safety and quality care.	Integrate standardized best practices to achieve quality care and outcomes.	Integrate standardized best practices to achieve quality care and outcomes across the critical care continuum.
Strengthen the processes that drive a culture of patient safety and quality care.	Lead in the development of strategies that support timely, sustainable, and appropriate access to care.	Efficiently use critical care capacity and ensure access to required level of care in a timely manner.
Uphold the principles of accountability and transparency.	Lead in the development of strategies that support timely, sustainable, and appropriate access to care.	Efficiently utilize human resources to ensure patients are getting required level of care at the right time. Develop strategies for Physician/RN/RT recruitment, retention, and succession planning.
Uphold the principles of accountability and transparency.	Strengthen systems that clearly identify, support, and measure accountability throughout the organization.	Improve the patient experience across the critical care continuum.
Create a dynamic workplace culture that establishes WRH as an employer of choice.	Strengthen systems that clearly identify, support, and measure accountability throughout the organization.	Improve the patient experience across the critical care continuum.
Create a dynamic workplace culture that establishes WRH as an employer of choice.	Build capacity to enhance a sustainable workforce with a focus on talent acquisition, retention, and succession planning.	Develop strategies for Physician/RN/RT recruitment, retention, and succession planning.
Create a dynamic workplace culture that establishes WRH as an employer of choice.	Foster a respectful, safe, inclusive and collaborative work environment across the care team.	To establish a standard of care that promotes and supports staff's continual learning to ensure a high quality of care is provided.
Create a dynamic workplace culture that establishes WRH as an employer of choice.	Develop strategies to optimize attendance, support and nurture a healthy and engaged workforce.	Engage staff to optimize and develop attendance strategies.

Critical Care Program Strategic Objectives



MEASURE/INDICATOR DESCRIPTION	OUTCOME TARGETS FOR 2022 / 2023
Length of stay Mortality rates Readmission Rate	4 days 10% reduction in mortality and readmission rates
Admission to bed within 90 minutes Length of Stay Avoidable days	80% 4 days 9.6%
Staffing ratios meet Critical Care standard of care	Improve turnaround time for replacement of vacant positions
% of positive patient responses to a Patient Satisfaction survey	85% positivity with PREF survey Initiate PFAC within Critical Care
Frontline and senior leaders to meet with patients on a regular basis to discuss care on the unit	Leadership Rounds 10 patients per week per unit
Turnover rates	100% of vacancies filled, retention 80%
# of RNs/RTs trained per year CCO with ongoing assessment of competencies Staff satisfaction	Performance evaluations 80% up to date 100% of staff trained to Critical Care Standards 75% of staff attend annual education sessions/e-learns
Decrease in sick time and overtime	Attendance awareness meetings 100% Formation of Unit Based Councils



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