

STRATEGIC PLAN

2021-2024

Human Resources, Learning & Workplace
Development, Occupational Health & Safety

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



Human Resources, Learning & Workplace Development, Occupational Health & Safety 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.	Cultivate, sustain, and lead a “Just Culture” across the organization.	Increase the number of just culture investigations and identify and take action on trends identified.
Strengthen the processes that drive a culture of patient safety and quality care.	Integrate standardized best practices to achieve quality care and outcomes.	Continuously review processes and standardized work for new best practices and innovation.
Strengthen the processes that drive a culture of patient safety and quality care.	Integrate standardized best practices to achieve quality care and outcomes.	Cultivate process improvement leadership opportunities for management.
Strengthen the processes that drive a culture of patient safety and quality care.	Lead in the development & performance of patient safety initiatives and measures.	Enhance performance indicator boards ensuring appropriateness to clinical area.
Uphold the principles of accountability and transparency.	Strengthen systems that clearly identify, support, and measure accountability throughout the organization.	Expand a robust, up-to-date electronic Policy & Procedure (PPGM) system.
Uphold the principles of accountability and transparency.	Utilize and share the results the results from the performance indicators to achieve excellence.	Ensure all staff are properly trained to respond to violent situations and de-escalation.
Uphold the principles of accountability and transparency.	Strengthen systems that clearly identify, support, and measure accountability throughout the organization.	Increase capacity for WRH administrative staff to complete the PPGM and Form development/revision process.

Human Resources, Learning & Workplace Development, Occupational Health & Safety Strategic Objectives



MEASURE/INDICATOR DESCRIPTION	OUTCOME TARGETS FOR 2022 / 2023
Increase in # of just culture investigations Identification of trends	20% increase in Just Culture investigations
New standardized work Updated standardized work	10% increase in standardized work 20% of standard work updated/revised
Number of project leads with belt training	25% of all management belt trained
Staff/patient knowledge of performance boards	Updated performance boards in all clinical areas
% of up-to-date PPGM (= # up-to-date PPGM / # outdated PPGM)	Increase PPGM up-to-date to 58% (currently 50% updated)
# of staff with updated SMG training	25% increase in staff with updated training
1. # of staff that complete annual training 2. # staff that complete advanced training (dept champions)	Have at least one advanced trained staff per dept

Human Resources, Learning & Workplace Development, Occupational Health & Safety Strategic Objectives

STRATEGIC DIRECTION	STRATEGIC INITIATIVE	OBJECTIVE <i>What are you trying to do?</i>
Uphold the principles of accountability and transparency.	Strengthen systems that clearly identify, support, and measure accountability throughout the organization.	Develop a scalable evaluation framework that allows for planning, executing and reporting on training products/programs. Purpose- product improvement, measurement of adoption and results when possible.
Uphold the principles of accountability and transparency.	Strengthen systems that clearly identify, support, and measure accountability throughout the organization.	Complete an exhaustive Hazard Identification and Risk Assessment process for ALL Departments across the organization. Allow us to formulate a fulsome database of ALL hazards to verify and share the controls in place.
Uphold the principles of accountability and transparency.	Strengthen systems that clearly identify, support, and measure accountability throughout the organization.	Update the existing the Occupational Health and Safety Training Program for Supervisory staff.
Uphold the principles of accountability and transparency.	Strengthen systems that clearly identify, support, and measure accountability throughout the organization.	Develop a new electronic Performance Management Process (PMP) for non-union employees that is easy to use, relevant, applicable for all positions, and aligns with our new compensation structure/philosophy and leadership competencies and expectations.
Maintain a responsive and sustainable corporate financial strategy.	Provide ongoing education to the organization & community about how the hospital is funded by the Ministry of Health through its funding formulas.	Develop learning materials available to staff regarding financial systems and funding model.
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.	Enhance community/prospective employees knowledge of education opportunities at WRH - internal development and growth.
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.	Enhance staff knowledge and increase access to lean management training, best practices and standardized work.

Human Resources, Learning & Workplace Development, Occupational Health & Safety Strategic Objectives



MEASURE/INDICATOR DESCRIPTION	OUTCOME TARGETS FOR 2022 / 2023
% of participant engagement, satisfaction and session relevance and % adoption of critical behaviours	Completion of framework and implementation for major training programs
Database of Departments for Completed vs. Outstanding	Complete HIRA Tool for ALL Departments
Completion of course	Complete and approve training program for rollout
Selection of on-line product and overall program design with participation and feedback from senior management	Roll out new program
# of staff who have been trained	All staff have access to resources
# of hits on site # of outside applications	20% increase in site visits 20% increase in applicants
# of hits on site # of belt trained staff	20% increase in hits on WRHow site 20% increase in lean trained staff

Human Resources, Learning & Workplace Development, Occupational Health & Safety Strategic Objectives



STRATEGIC DIRECTION	STRATEGIC INITIATIVE	OBJECTIVE <i>What are you trying to do?</i>
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 a comprehensive leadership onboarding program that aligns with WRH leadership competencies and expectations.
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 a Leadership Development Program geared to assisting leaders in the competencies needed to lead staff toward the achievement of departmental program strategic objectives.
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.	Streamline current recruitment and onboarding processes to reduce administratively burdensome tasks to shorten turnaround time for filling positions. Complete final phase of electronic internal posting process.
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 a framework for succession planning.
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.	Attendance Management - review and optimization of attendance management process.
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.	Conduct a benefits review to ensure equity and market competitiveness.
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.	Claims Management - review process for disability claims management at both sites and streamline operations.
Redefine our collaboration with external partners to build a better healthcare ecosystem.	Collaborate with local, regional, and provincial partners to deliver an innovative, seamless system of care.	Collaborate with other hospitals or a regional approach to training Cerner Millennium for new and/or existing employees. Purpose-sharing of resources and approaches, provide flexibility to availability and delivery of training.

Human Resources, Learning & Workplace Development, Occupational Health & Safety Strategic Objectives

MEASURE/INDICATOR DESCRIPTION	OUTCOME TARGETS FOR 2022 / 2023
% of participant engagement, satisfaction and session relevance and % adoption of critical behaviours	Completion of program development and implementation with new leaders
# of leaders trained, % adoption of the leadership competencies, achievement of strategic initiatives	Completion of program framework and determination of leadership competencies
Increase in # of positions filled Reduction in time to fill	Launch of the new system
Creation of framework with actionable items	Creation of framework with actionable items
# managers engaging in process	75% increase in managers using the process; reduction in incidental absenteeism
Cost - benefit analysis and criteria related to equity and market	Completion of review and revisions, if required
Reduction in waste - process, time for turnaround	Reduction in processing time
# of courses that are created for regional delivery	Complete training modules/resources that could be shared regionally Develop a shared portal for regional access



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