

# STRATEGIC PLAN

2021-2024

## Surgical 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 <b>COMPASSION</b>	A <b>ACCOUNTABILITY</b>	R <b>RESPECT</b>	E <b>EXCELLENCE</b>
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



# Surgical 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.	Develop a comprehensive surgical program scorecard including Re-establishment of Services and Program (RESAP) recommendations, consultant recommendations and office of the auditor general of Ontario recommendations. Continuously monitor scorecard and identify areas for improvement to achieve quality care.
Strengthen the processes that drive a culture of patient safety and quality care.	Lead in the development & performance of patient safety initiatives and measures.	Timely access to the most appropriate acute care bed, focused care delivery that supports achieving LOS targets, and a well planned discharge.
Strengthen the processes that drive a culture of patient safety and quality care.	Integrate standardized best practices to achieve quality care and outcomes.	Implement Endovascular Aneurysm Repair (EVAR) Program to improve patient outcomes and better utilization of resources.
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.	Reduce COVID-19 pandemic surgical backlog to ensure urgent elective cases are completed within the targeted timeline.
Uphold the principles of accountability and transparency.	Utilize and share the results the results from the performance indicators to achieve excellence.	Effectively communicate and assess surgical program performance outcomes and targets to Professional Staff and frontline staff through staff huddles, staff and department meetings and unit performance boards.

# Surgical Program

## Strategic Objectives

MEASURE/INDICATOR DESCRIPTION	OUTCOME TARGETS FOR 2022 / 2023
<p>Daily Reviews; First Case Start, NSSL Utilization, Scheduled OR Delays Weekly Reviews; Reduce # of OR patients scheduled outside of targeted wait 2 timelines Monthly Review; First Case Start trends, NSSL Utilization Trends, NSSL Delay Trends, NSSL Delay Reasons Trends, Utilization of Scheduled OR Blocked Trends, Utilization of Scheduled Block Trends</p>	<p>Layer additional evidence based best practices as RESAP outcomes are reviewed and revised</p>
<p>Improved patient experience. Improved efficiency with bed allocation, discharge planning, LOS, cost/case, readmissions &amp; reporting</p>	<p>In progress</p>
<p>Review and monitor trends for; Total Volume, Urgent vs. Elective Volume, WAIT 2 TIMELINES, Number of Cases Converted to Open, ICU LOS, Total Acute LOS, Readmission Rates, Rate of Surgical Site Infections</p>	<p>EVAR to be implemented with scorecard developed by Dec 2022</p>
<p>Weekly; Reduce # of OR patients scheduled outside of targeted wait 2 timelines, Reduce volume of patients waiting for surgery by service</p>	<p>Surgical backlog plan to be developed and implemented by Spring 2022</p>
<p>Updated performance boards in all clinical areas Weekly; Assessment of timeliness of emergency surgeries at OR Executive Committee, Assessment of wait times for urgent elective surgeries at OR Executive Committee</p>	<p>Monthly Management Reports</p>

# Surgical Program

## 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.	<ol style="list-style-type: none"> <li>1) Develop Terms of Reference for OR Executive and OR Committee.</li> <li>2) Review and Revise "OR Rules"               <ul style="list-style-type: none"> <li>- Standardize scheduling/booking rules for scheduled and non-scheduled surgical cases at both sites.</li> </ul> </li> <li>3) Develop guidelines for new surgical procedures and technology.</li> </ol>
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.	To reduce current and future staffing vacancies by obtaining regional funding from OH West for "Grow Your Own" and "Undergraduate Nursing Employee" programs.
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.	Provide Staff with continuous feedback through Annual staff performance reviews Attendance Management Program JHSC (Joint Health and Safety Committee).
Redefine our collaboration with external partners to build a better healthcare ecosystem.	Develop opportunities for education and evidence-based research to build an academic healthcare system that attracts and retains professionals from all disciplines.	To foster professional growth through a LHIN-wide Endoscopy Nursing Competency Initiative.
Redefine our collaboration with external partners to build a better healthcare ecosystem.	Develop opportunities for education and evidence-based research to build an academic healthcare system that attracts and retains professionals from all disciplines.	Continue supporting research in the Surgical Program.
Continue the pursuit of new state-of-the-art acute care facilities.	Ensure the design incorporates leading edge practices, technologies and equipment.	Create a robust capital equipment reinvestment plan through the MES project.



# Surgical Program

## Strategic Objectives

MEASURE/INDICATOR DESCRIPTION	OUTCOME TARGETS FOR 2022 / 2023
Review; NSSL utilization trends, Scheduled OR block utilization trends, Case Length - Actual vs. Scheduled trends, First Case start time trends, Scheduled OR case cancellations trends, Reallocation of OR blocks when not scheduled 14 days in advance	Completion of rules and associated scorecard by end of 2021
Reduction in OR/PACU vacancies Reduction in OR/PACU Overtime	In progress
100% of staff performance appraisals completed Monthly attendance tracking and follow up on action plans	100% completion of reviews
% of staff who have completed initiative	100% completion
Increase # of current research projects supported	20% increase
Have an approved capital reinvestment plan	100% completion



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[wrh.on.ca/StrategicPlan](http://wrh.on.ca/StrategicPlan)

