

# STRATEGIC PLAN

2021-2024

## Women's & Children's 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



# Women's & Children's 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.	Decrease antibiotic use in the NICU by implementing guidelines and 72-hour hard stop.
Strengthen the processes that drive a culture of patient safety and quality care.	Integrate standardized best practices to achieve quality care and outcomes.	Swallowing exercises in preterm (<1500g) to improve independent oral feeding in NICU.
Strengthen the processes that drive a culture of patient safety and quality care.	Integrate standardized best practices to achieve quality care and outcomes.	Spontaneous breathing trial for extubation readiness in preterm in NICU.
Strengthen the processes that drive a culture of patient safety and quality care.	Integrate standardized best practices to achieve quality care and outcomes.	Less invasive surfactant administration (<32 wks) in NICU.
Strengthen the processes that drive a culture of patient safety and quality care.	Integrate standardized best practices to achieve quality care and outcomes.	Foster professional growth and early identification of patient deterioration through continued education - Emergency Nursing Paediatric Course (ENPC).
Strengthen the processes that drive a culture of patient safety and quality care.	Integrate standardized best practices to achieve quality care and outcomes.	Improve BORN (Better Outcomes Registry Network) metrics through continuous monitoring and identification of areas for improvement.
Strengthen the processes that drive a culture of patient safety and quality care.	Integrate standardized best practices to achieve quality care and outcomes.	Intraventricular hemorrhage in preterm (IVH) prevention bundle in NICU.

# Women's & Children's Program

## Strategic Objectives

MEASURE/INDICATOR DESCRIPTION	OUTCOME TARGETS FOR 2022 / 2023
Decrease Antibiotic usage days per 1000 patient days	Reduce Antibiotic usage in <29wks to Less than 50 per 1000 patient days
Early attainment of independent oral feeding and early discharge home	100% compliance in targeted population
Early extubation and separation from ventilator and decrease incidence of chronic lung disease	100% compliance in targeted population
Decreased ventilator days and reduced incidence of chronic lung disease	100% compliance in targeted population
% of Nursing staff who have completed ENCP course	100% attendance by end of 2023
# of BORN metrics meeting target	Ongoing
Decreased incidence of preterm brain injury	100% compliance in targeted population

# Women's & Children's 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.	Lead in the development & performance of patient safety initiatives and measures.	Monthly NICU Mortality and Morbidity Rounds.
Strengthen the processes that drive a culture of patient safety and quality care.	Lead in the development & performance of patient safety initiatives and measures.	Foster professional growth through Pregnancy and Infant Loss (PAIL) workshop; planned for early 2022.
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.	Introduction of Nitric Oxide therapy for management of Persistent Pulmonary Hypertension.
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.	Improve utilization in the Paediatric Metabolic Clinic to allow for timely urgent/semi urgent clinic visits.
Strengthen the processes that drive a culture of patient safety and quality care.	Strengthen systems that clearly identify, support, and measure accountability throughout the organization.	Complete 2021/2022 More OB goals (including regular skills drills, mock drills, chapter logging).
Strengthen the processes that drive a culture of patient safety and quality care.	Strengthen systems that clearly identify, support, and measure accountability throughout the organization.	Increase efficiency in OB Triage through better utilization of physical space.
Uphold the principles of accountability and transparency.	Utilize and share the results the results from the performance indicators to achieve excellence.	Participation in Canadian Neonatal Network Benchmarking and Quality improvement initiatives through EPIQ collaborative.



# Women's & Children's Program

## Strategic Objectives

MEASURE/INDICATOR DESCRIPTION	OUTCOME TARGETS FOR 2022 / 2023
Perform a systems audit by facilitating discussion of improvement opportunities and meaningful improvements in delivery of care	10 meetings/year
% of Nursing staff who have completed PAIL workshop	100% attendance by end of 2023
Reduce the number of regional transfer of babies with PPHN from Windsor	Reduce transfer rates for PPHN by 75%
Wait time to urgent follow up/Patient Satisfaction	2021-11-01
100% completion of More OB goals	100% attendance at More OB workshops
Increase Patient Satisfaction	Increase in Patient Satisfaction by end of 2022
Refer to CNN indicators	Refer to CNN metrics

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## Strategic Objectives

STRATEGIC DIRECTION	STRATEGIC INITIATIVE	OBJECTIVE <i>What are you trying to do?</i>
Uphold the principles of accountability and transparency.	Utilize and share the results the results from the performance indicators to achieve excellence.	Improve BORN (Better Outcomes Registry Network) metric tracking to allow for timely communication to all stakeholders. (Cerner HIS system)
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.	Aggressive recruitment strategy to build talent pool of Neonatologists.
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 Weekly staff meetings with round table discussions, unit council, Safety Huddles, Annual staff performance reviews, Attendance Management Program and JHSC.
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.	Develop meaningful partnership with veteran parents and engage them in the operation of the NICU and delivery of care.
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.	Collaborate with Schulich & uWindsor in offering training programs for nursing, RTs, medical students, paediatric residents and neonatal fellows.
Continue the pursuit of new state-of-the-art acute care facilities.	Ensure the design incorporates leading edge practices, technologies and equipment.	Introduce Therapeutic Hypothermia and Cerebral Function Monitor.

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## Strategic Objectives

MEASURE/INDICATOR DESCRIPTION	OUTCOME TARGETS FOR 2022 / 2023
Refer to BORN indicators	Ongoing
Collaborate with Ministry and Medical Affairs to identify physician workforce needs	5 FTE complement of Neonatologists
100% staff performance appraisals completed Monthly tracking of attendance and follow up items	100% completion of reviews
Monthly meeting of Family Advisory Care Team	1 FACT-led project per year
Offer NICU rotation for Paediatric Residents Commence Neonatal Fellowship Training Programs	1 Neonatal Fellow trainee per year
Reduce the number of regional transfer of babies with moderate-severe HIE from Windsor	Reduce transfer rates for Hypothermia by 75%



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

