

Report of the President & CEO to the Board of Directors

Date: January 2020



Happy New Year – Welcome to 2020

Welcome to 2020! Hopefully you were able to spend some quality time with family and friends this holiday season.

Before the end of 2019, we received the results from Accreditation Canada regarding the period 2019-2023.

As we announced, we were accredited with Exemplary Status with an extraordinary 99.8% of the standards met.

If you were not able to attend the announcement, select the links below:

Media Release

<https://www.wrh.on.ca/newsroom?newsid=1476>

Accreditation Report

https://www.wrh.on.ca/uploads/News/WINWE_summary.pdf

Video of Announcement

<https://www.youtube.com/watch?v=hcAWbWoDoFg>

On January 6, 2020, we will be celebrating the results with all team members with some various items for yourself and family to share.

Refresh Strategic Plan

Following Accreditation, we will be conducting a refresh of our last strategic plan for the period 2021-2024.

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.

Part of the Strategic Planning process is to examine our current Vision, Mission and Values. As all of us know our Vision of providing “Outstanding Care...No Exceptions!” is what we live and breathe on a daily basis in everything we do.

A **Vision** is an aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action.

Windsor Regional Hospital’s Mission – “Deliver an Outstanding Patient Care experience driven by a passionate commitment to excellence” is meant to be accomplished daily. A **Mission** is a written declaration of an organization's core purpose and focus that normally remains unchanged over time. Properly crafted mission statements (1) serve as filters to separate what is important from what is not, (2) clearly state which markets will be served and how, and (3) communicate a sense of intended direction to the entire organization. A mission is different from a vision in that the former is the cause and the latter is the effect; a mission is something to be accomplished whereas a vision is something to be pursued for that accomplishment.



Our Corporate Values centre around an acronym CARE: C=Compassionate, A=Accountable, R=Respectful and E=Exceptional. Values are important and are lasting beliefs or ideals shared by a team about what is good or bad and desirable or undesirable. **Values** have major influence on a person's behaviour and attitude and serve as broad guidelines in all situations.

As part of the Windsor Regional Hospital Strategic Planning process, we did not only have a cross section of employees, volunteers and professional staff coming together to develop the plan, we also interacted with hundreds of patients and community members on what was important to them as to what should be Windsor Regional Hospital's direction and what decisions it should make on allocating its resources to pursue this strategy.

Many organizations stop here. However, the question is: 'How do we make sure what we do on a daily basis drives the achievement of our Vision?' As a result, we need to OPERATIONALIZE our Strategic Directions and Initiatives. This is NOT a make-work project. Many organizations are busy but do not have focus. The bottom line is if you are doing something that does not advance our Strategic Plan, you should stop doing it. This operationalization of the Strategic Plan creates focus on our day-to-day activities.

At the links below, are program specific Objectives we are all working on to operationalize our Strategic Plan. Please take some time to flip through the one for your Program and also spend time looking at others. You will notice we are all "rowing in the same direction". This is impressive. You will also see hard copies of these documents in your department.

<https://www.wrhone.ca/StrategicObjectives>

If you want to be part of ongoing Strategic Planning, please contact me at 519-995-2966 or david.musyj@wrhone.ca. I look forward to you getting directly involved. The more people involved, the stronger our Strategic Plan.

Stay tuned for more information.



OHA Report – Hospitals - Leaders In Efficiency

In December 2019, the Ontario Hospital Association (OHA) published a report on the current state of Ontario hospital operations and the various changes hospitals have made over the past years and where Ontario hospital healthcare stands today as a result.

For the full report go to

<https://www.oha.com/Documents/Ontario%20Hospitals%20-%20Leaders%20in%20Efficiency.pdf>

The summary of the report can be found at

<https://www.oha.com/Documents/Protecting%20the%20Care%20Ontarians%20Count%20On.pdf>

The report makes the following conclusions:

- √ Ontario hospitals are the most efficient in Canada;
- √ Hospitals are meeting increased demand despite capacity and inflationary cost pressures;
- √ Further hospital budget tightening will cause significant strain unless overall system capacity is addressed first;
- √ The benefits of structural change will take years to realize;
- √ Ontario's experience with restructuring and budget tightening in the 1990s;
- √ Ontarians need a strong and stable hospital and health care system;
- √ Per capita hospital expenditure by provincial governments is lowest in Ontario;
- √ Per capita hospital expenditure in Ontario has been far than in most Provinces for years;
- √ Per capita health care expenditure in Ontario has been in the lowest range in Canada for many years;
- √ Ontario's constrained hospital funding has been outpaced by inflation and population pressures;



- √ Ontario has the lowest-cost hospital inpatient stay of all the provinces;
- √ Ontario hospitals have taken a responsible approach to compensation;
- √ Ontario hospital bed capacity has not changed over the past two decades although the population has increased 27%;
- √ The population aged 65+ has increased 75%;
- √ Ontario is tied with Mexico for the lowest number of acute care beds per 1,000 population;
- √ For many years, Ontario acute care hospitals have had the shortest average length of stay;
- √ Ontario has had the lowest hospitalization rate in all years but one since 1995;
- √ As system capacity pressures rise, timely access to care becomes more difficult;
- √ ALC cases are at record highs;
- √ High ALC rates have a ripple effect: long ED wait times and high numbers of patients in ED waiting for a regular bed;
- √ Long ED wait times are getting even longer;
- √ Ontario EDs are busier than ever with higher numbers of patients waiting for in-patient beds;
- √ Ontario's HSMR is effectively at the national average and is stable;
- √ Ontario's readmission rate is slightly above the national average and has been stable;
- √ Timely access to emergency hip fracture surgery is a key access and quality indicator; and
- √ Ontario is performing at the national average.

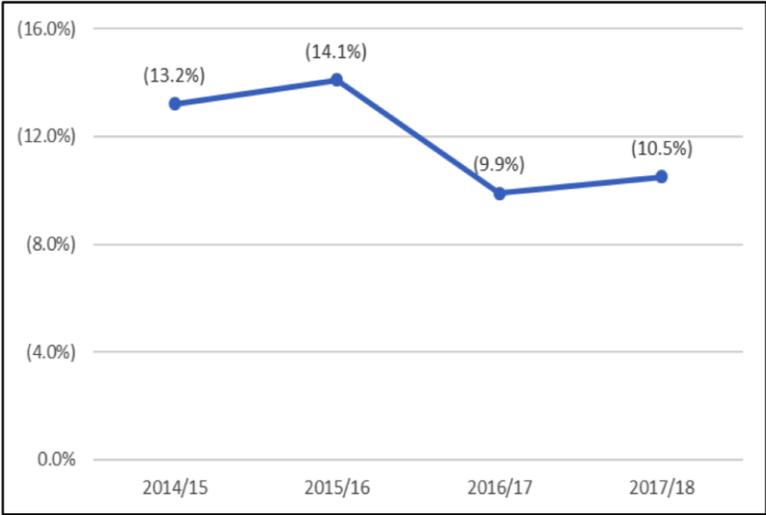
The ultimate conclusion reached in the report is “while system change takes place, hospitals will need a base funding increase of 4.85% or \$922 million this year to maintain access to care.”



As this relates to Windsor Regional Hospital – we have had independent LHIN/MOH led reviews, which have already indicated we are one of the most efficient hospitals as compared to its peers – let alone in the Province of Ontario as a whole.

Exhibit 174: WRH Best Quartile Screening Percentage Trend 2014/15 – 2017/18

This reduction indicates improved internal performance and improvement relative to the performance of the peer hospitals.



WRH's potential operational savings is better (lower) than 14 of the 16 peer hospitals

This reduction indicates improved internal performance and improvement relative to the performance of the peer hospitals. In comparison to the individual peer hospitals, WRH's best quartile screening percentage (10.5%) is lower than 14 of the 16 peer hospitals. This means that WRH has less opportunity to improve efficiency than 14 of its 16 peers.

Bottom line – based on the OHA report and our own independently verified data – WRH is one of the most efficient hospitals among a very efficient group.

We will continue to positively collaborate with the Ministry on issues related directly to WRH.

