

**Date:** October 2016



## Strategic Direction - Strengthen the Culture of Patient Safety and Quality Care

### Model of Care

WRH has restructured its model of care and has been sharing this with staff since March of this year.

There were many drivers that required us to develop changes to our skill mix. Two of the most significant included standardization and optimization across both campuses in preparation for our new acute care hospital and financial pressures to realign our staffing according to benchmark results.

As an organization, we had a RN/RPN model. After extensive research and planning WRH developed a model of care that provides a common picture of care, is outcome focused, and aligns with our vision, mission, and values. We also needed to standardize best practices for

processes commonly and regularly performed. This has transitioned into what is now known as “standardized unit”. If we didn’t, we would continue to have too much variation in processes, policies, and practices.

The highest performing healthcare organizations identify that standardized practices, procedures and policies result in the best outcomes with the least amount of variation.

We estimated that there would be a 25% change to units and team members with all the moving and bumping. When asked how to do something, we needed to remove the words, “it depends” when providing care. Part of the model of care framework is the model of care delivery which provides our nurses with a structured approach for organizing and delivering care. It ensures the same care for every patient, every day, on every unit.

Before we could launch our new model of care we invested a great deal of resources in the selection, orientation, and training for RPNs who were either transferring or those who recently joined the organization. We also invested so that all nursing staff could attend two full days of model of care training. This commitment was from both the Board and Senior Leadership. In fact, training is delivered by VPs only. So far, 642 nurses have attended the training, primarily from medicine and surgery from both campuses. There are about 225 left to attend, and they will be scheduled in the future. The training includes topics such as:

- WRH patient safety and quality journey;
- Funding model and impact on staff changes;
- Introduction of model of care and care delivery model;
- Nurses roles and responsibilities;
- Standardization and best practices; and
- All the care “bundles” as part of standardized work.

Standardized Unit work is well underway at both Met and Ouellette campuses. Many units have already experienced 5S (sort, set in order, shine, standardize, sustain) to prepare their units. During wave 1 rollout, which takes about 7-8 weeks, staff receiving training are provided support and resources to implement care rounds, shift to shift report, in room patient white boards, and performance boards. This work is going extremely well. Next steps will be to roll out the remaining “bundles” for standardized processes including comfort rounds, leadership rounding, and safety huddles.



# Strategic Direction – Champion Accountability and Transparency

## Sterilization Process at the Ouellette Campus

As stated in my daily emails on the subject, the age of the infrastructure at the Ouellette campus has caused issues with our sterilization process. The problem resides in the piping system from the hospital's boiler to the autoclaves.

Although we have tried to “blow out” the pipes we still have not achieved 100% success. The staining on the cloths has reduced but not eliminated 100%. We have also added filters to the steam line. One always has to be careful when adding filters because if the steam line is limited too much, you can end up with “wet loads”. So you solve one issue but create another.

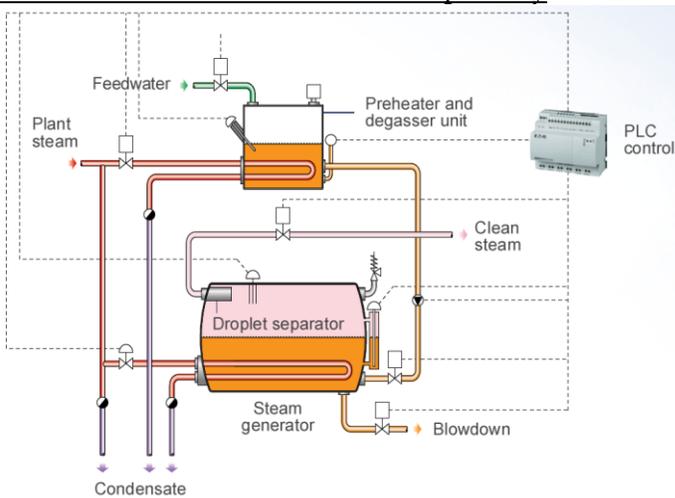
As a result, WRH had planned to move towards a “steam to steam” generator solution even if we had some interim success with the “blow out” and addition of filters to the system. The “blow out”, we have been told by experts, could last years; however, it could also only last weeks/months. As a result we wanted a solution that would last for years guaranteed and that is being installed in new hospitals.

In the case of a “steam to steam” generator, the concentration of contaminates is eliminated by taking clean softened water from the city and using the heat generated by the in house plant steam to create a clean steam system. This is a once through system meaning that the water used in the system is only ever exposed to the heat once and then not returned to the generator. In essence it is taking the same water that is consumed by each of us everyday and making it into steam. The entire system, from the piping to the generator itself is made using 316 stainless steel, which is the highest purity stainless steel that can be used. Stainless steel will not oxidize the same way as carbon steel and therefore provides a clean environment for the steam to travel to the sterilizers. The steam passes through a large chamber and the clean water passes through tubes inside the chamber ensuring that the clean water never comes in contact with the plant steam. The heat transfer across the tubes creates steam from the clean water which is then used to fill the stainless steel piping to the sterilizers.

We should have the “steam to steam” system up and running by the end of October. In addition, it is portable. This means we can use the same system at another location if needed.

As a result of this issue we will be looking at how we can consolidate MDRD functions

### How “Steam to Steam” Works - Graphically



## Strategic Direction - Develop a Sustainable Corporate Financial Strategy

### Financial Update

This fiscal year is proceeding better than expected as a result of keeping a eye on overall expenses as well as receiving additional funding from the Ministry of Health.

Moving forward and planning for the 17-18 fiscal year, we will be once again benchmarking each program against similar programs in similar organizations across Ontario and Canada. We benchmark ourselves in all areas to ensure we are operating as close to the top 25% as possible. To date, we have not received our funding announcement for 17-18.

## Strategic Direction - Create a Vibrant Workplace

### Dedicated Years of Service Program

Every year thousands of people in our community receive outstanding care from the dedicated team members who work in our hospital. To acknowledge our staff we are hosting a

"Celebration of Service" in December 2016 for those that had a milestone this year. Each staff being recognized will receive an email invite. The dates of the celebration are scheduled for:

**Ouellette Campus** – Thursday December 15<sup>th</sup> in the Tecumseh Room

Afternoon 1:30-4:30 pm /Evening 6:00-9:00 pm

**Met Campus** – Friday December 16<sup>th</sup> in the Clinical Education Classroom

Afternoon 1:30-4:30 pm /Evening 6:00-9:00 pm

### **Above & Beyond**

At Windsor Regional Hospital, we are honored to have a team that on a daily basis live our Vision, " Outstanding Care – No Exceptions!" and Windsor Regional Hospital's Mission to "Deliver an outstanding care experience driven by a passionate commitment to excellence". We are proud that 814 people have been recognized for an Above and Beyond since May of this year.

### **Quality of Worklife Survey**

WRH publishes the Quality of Worklife survey to provide staff with the opportunity to give the organization valuable input and views on the overall work environment. Your feedback helps us make improvements in various aspects of your work life, including policy or process changes and program enhancements. The online survey will be coming out early in October.

### **Take Your Kid to Work Day**

On Wednesday November 2, 2016 Windsor Regional Hospital will be providing an interactive tour of various departments at the Ouellette Campus for Grade 9 students. This day is intended for children of our staff only. 'Take Your Kid to Work Day' is part of the Grade 9 curriculum for most High Schools. Registration will be coming out in the beginning of October.

### **Tuition Assistance Program**

Tuition Assistance is a program that provides financial assistance for staff who are completing continuing education programs and may require individuals to complete identified course requirements. For the period April 1, 2016 to present, 81 employees have utilized the tuition assistance program.



# Strategic Direction - Strategically Engage with External Partners

## UPCOMING EVENTS

**SEP 28** **Infectious Disease Conference**  
 Time: 9:00am  
 Caboto Club  
 2175 Parent Avenue, Windsor

**SEP 29** **Cindy's Fashion Show**  
 Time: 6:00pm  
 Cindy's Home & Garden  
 585 Seacliff Drive, Kingsville

**OCT 15** **Windsor Comicon**  
 Time: 9:00am  
 Caesars Windsor  
 377 Riverside Drive East, Windsor

**OCT 16** **Windsor Comicon**  
 Time: 9:00am  
 Caesars Windsor  
 377 Riverside Drive East, Windsor

**OCT 16** **All For Mamas Family Fall Fest**  
 Time: 9:00am  
 Clocliaro Club  
 3745 North Talbot Road, Windsor

**OCT 21** **Suicide Prevention Day**  
 Time: 9:00am  
 Adventure Bay, 2nd Floor  
 401 Pitt Street West, Windsor

**OCT 27** **Do Good Divas  
 A Night In Handbag Heaven**  
 Time: 5:00pm  
 Caboto Club  
 2175 Parent Avenue, Windsor

**OCT 29** **Halloween Family Spooktacular**  
 Time: 12:00pm  
 Malden Park  
 4200 Malden Road, Windsor

**Problem Gambling Prevention Week  
 (September 26 - October 2, 2016)**



# Strategic Direction - Continue the Pursuit of New State-of-the-Art Acute Care Facilities

## Windsor Essex Hospitals System - Community Engagement

In August, Representatives from the Ministry of Health and Long-Term Care’s capital team visited both the Met and Ouellette Campuses to tour the hospitals and ask questions. While this team continues its due diligence in reviewing plans for the new Windsor-Essex Hospitals System, work on this end continues, to ensure everything is ready to go when funding for Stage 2 of the planning process is approved. Right now, that means ongoing community engagement and moving forward with the necessary zoning and Official Plan amendment requirements. This summer our team hit the festival scene in an attempt to continue to engage with our community. Information booths were set up at both the Carousel of the Nations at the Riverfront Festival Plaza and the Canada D’eh Run in Amherstburg. This allowed individuals in the region to ask questions about what is being proposed and find out more about the plan. Those who attended say more than anything, individuals wanted to say thanks for the work being done and show support for the project.



This past month, we met with the Windsor-Essex Hospitals Systems Ambassador Group to share details about next steps for the project including the zoning and Official Plan amendments. This is a team of residents from the region who have expressed an interest in helping to turn the proposed new system into a reality. Many represent groups and associations that are also committed to the project. In addition, we've had the opportunity to speak with members of the French Community at a dinner event at the Place Concorde, the India Canada Association at a fundraising gala dinner to support the hospital Foundation, the Ahmadiya Muslim Community group who announced plans to hold an annual fundraising event for the new hospital at their 50<sup>th</sup> anniversary celebration and the Transition to Betterness Board of Directors. In addition, we continue to receive invitations from groups wanting to host town hall events with their respective groups.



**WHAT'S NEXT?**

In September, Windsor Regional hospital submitted a request to the City of Windsor for a zoning and Official Plan amendment for the area surrounding the proposed site for the new hospital. The plan was prepared by Stantec Consulting Ltd., in consultation with the City of Windsor, in accordance with the Official Plan and the Policy Direction for the Future Secondary Plans, in the Sandwich South Planning District. This is a requirement and a natural next step in the development of the new hospitals system.



Following this submission, a public information session was held at the Place Concorde so individuals in the community, particularly those whose property will be affected by the plans, could learn more about the proposed amendments and ask questions. Representatives from Stantec Consulting, the City of Windsor and Windsor Regional Hospital were in attendance to answer questions. Individuals at the meeting were encouraged to provide feedback on the plan in person. Those who did not attend are encouraged to view the plans online at [www.windsorhospitals.ca](http://www.windsorhospitals.ca) and email comments to Stantec ([Nancy.Reid@stantec.com](mailto:Nancy.Reid@stantec.com)) before September 28, 2016. Information received will be used to assist in the preparation of the final version of the Secondary Plan to be presented to the Planning Heritage and Economic Development Standing Committee for recommendation to Windsor City Council. That is expected to take place at the end of 2016.

