

# OUR VISION

A trusted leader transforming healthcare and cultivating a healthier community

**JANICE KAFFER**  
President & CEO



## Achieving Our Vision - Living Our Mission

As we have begun a new fiscal year and the next phase of our strategic plan, I wanted to take a few moments to reflect on the accomplishments of the past year and the work that lies ahead as we continue to work toward our vision.



As you know, healthcare is changing rapidly and continuously. Changes to the funding model, the push for tighter integration of services and the movement of healthcare services closer to home is dramatically changing our healthcare system locally and across the province. As the sole provider of non-acute services in Windsor-Essex we know that our community needs us to be proactive and willing to make fundamental changes that will lead us to being more efficient, more effective and more patient centered. Working in collaboration with the LHIN and our community partners we are reaching outside the walls of our hospital to help create a healthier community. To achieve our vision, we identified three strategic drivers with a number of key priorities in each area. In 2015, we began significant work in each area and I am proud to say that we did it while achieving a balanced budget for 2015/16.

## OUR PATIENTS

We are committed to improving the quality of life of our patients through an evidence informed culture of quality and safety. As such, in 2015 we established an Interprofessional Practice Council (IPPC) which brings together various practice and operational leaders as well as frontline clinicians to ensure the delivery of informed best practice across the organization. We recently launched a Shared Governance project that will make way for unit based councils which will provide an avenue for staff to have a voice in decision making and ensure that quality services, the patient experience and patient-family centred care is at the centre of all that we do. In response to the changing needs and increased complexity of our patient population, our clinical practice team has partnered with St. Clair College to increase our nursing scope of practice.

Our newly established Patient and Family Council will bring the patient and family voice to the forefront.

In January, we transitioned 40 CCC beds, opened 30 rehabilitative care beds and began cohorting like patients across our 90 bed rehab program. This expansion will provide for more specialized care and allow us to get patients here from acute care, start their rehabilitative care journey and get them back to their daily lives much sooner than in the past. In our mental health programs we are launching the Transitional Stability Centre, successfully completed accreditation in our children's programs and continued to work collaboratively with CMHA to improve integration and transition between services so that those in need receive more seamless and less fragmented care from us both.

## OUR PEOPLE

We know that we cannot achieve our vision or deliver quality care without you – our committed staff, physicians, and volunteers. As such, we have made your safety, your development and your wellbeing a priority. We want to continue to attract and retain the top talent and as such we are committed to your development so that you will learn and grow along with us.

This year we built and launched the Halogen performance management solution so that all of our team members are clear about what their role is and how they are contributing to the work of the organization. We are committed to creating a safe and supportive work environment. I am proud of the work that we have done to support a workplace free of violence and am representing the efforts of our organization as a member of the provincial workplace violence committee.

As a devoted mother and amma, I know that life isn't just about work. That being said, I also know that being happy and healthy at work can contribute to an overall happier, healthier life. That is why we have developed a comprehensive human resource strategy that includes a robust wellness program, an employee and physician engagement strategy and a reward and recognition strategy. Recently launched, we will continue to implement and expand this work through the coming year.

## OUR IDENTITY

For the first time, the Windsor-Essex community has a hospital whose sole focus is non-acute services and as a result we have been diligently working to define our place in the local and regional healthcare system. Through our Changing Lives Together campaign, our social media efforts, community events and partnership work, we are getting the word out about who we are, the services



we provide and our deep commitment to creating a healthier community. This commitment to our community is part of our heritage and one that our board of directors fully supports. In fact during our fall board retreat, the board established a statement of purpose declaring “Our purpose is to help people lead a healthy life”. To enable this, we have established a Mission Achievement Team comprised of representatives from across the organization as well as key community partners. We also renewed our commitment to developing a robust research and innovation program in partnership with the University of Windsor and St. Clair College. Together with our partners we will ensure that HDGH is on the leading edge of non-acute and community healthcare.

In the year ahead, we will further establish our new Changing Lives Together foundation which will support our vision and our mission while continuing to strengthen our community partnerships. Through this work we will be introducing a new signature event to raise funds in support of our rehabilitative care programs. We will continue to work with our colleagues from Windsor Regional Hospital on the development of a new Windsor Essex healthcare system including a new single site acute care hospital as well as significant investments to our campus and Ouellette Avenue. This year we will be actively working to establish Centres of Excellence in Mental Health and Rehabilitative care. We will continue to more clearly define the intake and discharge criteria for all of our programs so that we are ensuring timely access to the right care. Further enhancing our rehabilitation program will be an outreach team that will be implemented later this year. We will work with the LHIN and our community partners on the development of a Palliative care strategy. Our research and innovation department and our recently established new business development department will create new opportunities for clinical innovation, partnerships and revenue generation.

As I reflect on all of this work, I am proud of what our team has accomplished. Looking ahead, I am confident that the work of the coming year will bring us closer to realizing our vision. Please feel free to contact me should you have any questions, comments or suggestions about the work being done at Hôtel-Dieu Grace Healthcare. I am available via email ([janice.kaffer@hdgh.org](mailto:janice.kaffer@hdgh.org)) or by phone (519-257-5111 ext. 73931).

Together, we are improving and transforming healthcare and creating a healthier community.

Together, we are changing lives.

