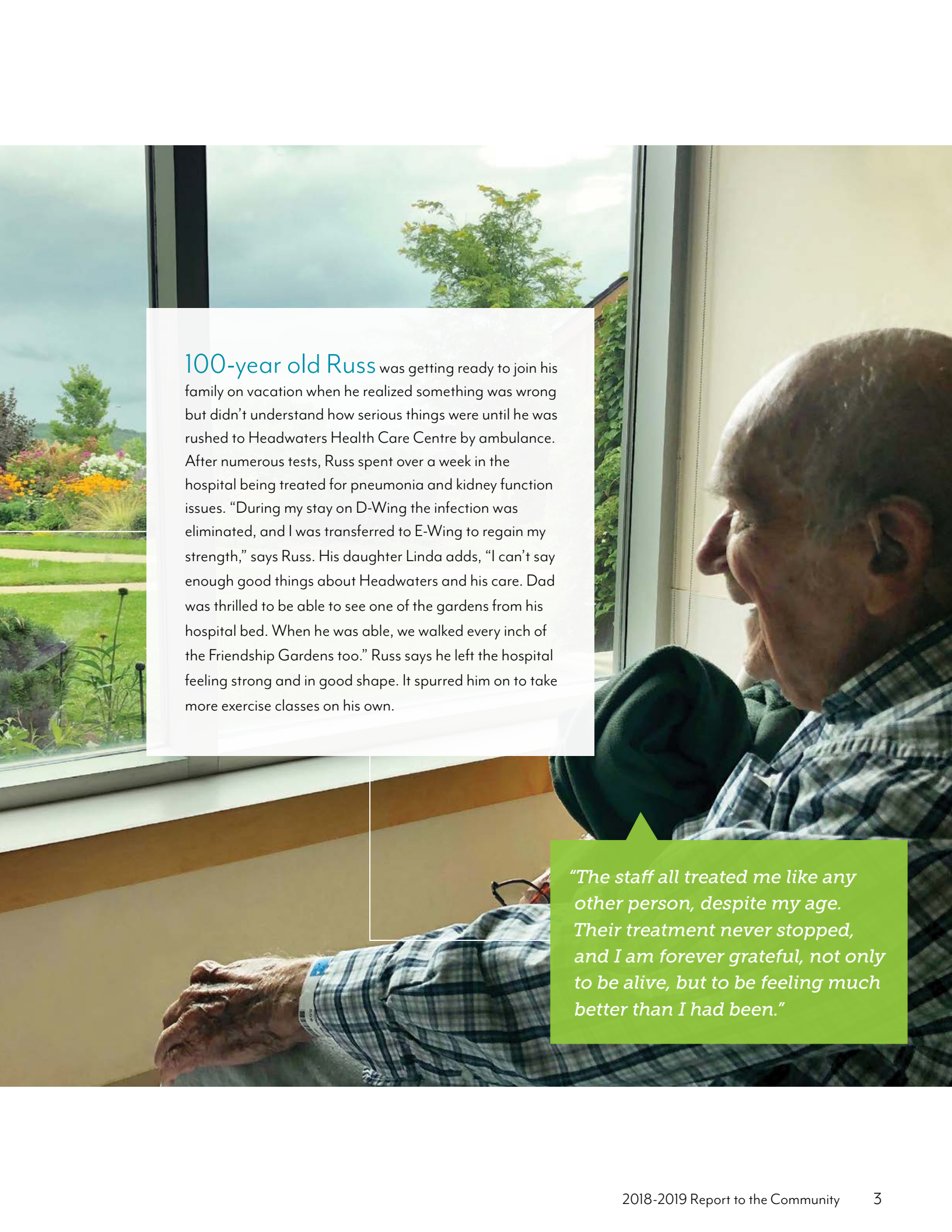




**2018-2019** Report to the Community

## HELPING HANDS

Every day at Headwaters, people are dealing with life and death situations, along with everything in between. We are privileged to share special moments in many families' lives and help them through both joyous and difficult times.



**100-year old Russ** was getting ready to join his family on vacation when he realized something was wrong but didn't understand how serious things were until he was rushed to Headwaters Health Care Centre by ambulance. After numerous tests, Russ spent over a week in the hospital being treated for pneumonia and kidney function issues. "During my stay on D-Wing the infection was eliminated, and I was transferred to E-Wing to regain my strength," says Russ. His daughter Linda adds, "I can't say enough good things about Headwaters and his care. Dad was thrilled to be able to see one of the gardens from his hospital bed. When he was able, we walked every inch of the Friendship Gardens too." Russ says he left the hospital feeling strong and in good shape. It spurred him on to take more exercise classes on his own.

*"The staff all treated me like any other person, despite my age. Their treatment never stopped, and I am forever grateful, not only to be alive, but to be feeling much better than I had been."*





## Dufferin County Paramedic Services

fulfills its important role as an emergency first responder – in 2018 alone, they had over 10,000 calls with many trips ending at Headwaters. One increasingly valuable service they offer in partnership with the hospital and primary care providers is wellness checks and home visits through their Community Paramedic Program. Paramedics are trained health care professionals, and because of their diligent care, Frank, is doing much better dealing with his Chronic Obstructive Pulmonary Disease (COPD) after his hospital discharge. Frank was referred by his Respiratory Therapist and paramedics visited him the following day. They quickly realized he was clinically unwell with shortness of breath and wheezing. They also discovered that he didn't have enough medication to see him through to a follow-up visit with his family doctor. Thanks to good communication and quick action, the prescription was refilled, he was stabilized by the paramedics. Frank was told at a follow-up visit with his family doctor that he would have been readmitted to the hospital if it wasn't for the care and attention from the community paramedics.



## Over the course of about three months,

Ashley went from thinking her mom Linda had appendicitis to dealing with her sudden diagnosis of stage 4 colon cancer. Ashley desperately wanted to make sure family and friends had a chance to say good-bye to Linda during her final days. Over that intense period which included two stays in the hospital, Ashley and her mom met many Headwaters staff, physicians and volunteers. Ashley appreciated how open they all were to answering questions, and the compassionate and respectful way her mom was treated by all. "I am so thankful for the care my mom received at Headwaters. It was a very difficult time, made bearable by the fact that I knew she was being looked after by such caring and professional staff." Because of this experience, Ashley has joined the hospital as a volunteer Patient Family Advisor. "I saw and absorbed so much being with my mom in the hospital. There are many good things going on and I have several ideas about opportunities to improve," says Ashley.



*"I am so thankful for the care my mom received at Headwaters. It was a very difficult time, made bearable by the fact that I knew she was being looked after by such caring and professional staff."*





Left to right: Peter Varga, Vice President, Patient Services & Chief Nursing Executive; Monique Porlier, Vice President, Corporate Services; Louise Kindree, Board Chair; Dora Boylen-Pabst, Headwaters Health Care Centre Foundation Executive Director; Dr. Somaiah Ahmed, Chief of Staff & Vice President, Medical Affairs and Stacey Daub, President & CEO.

## ONE COMMUNITY, CARING TOGETHER

### Message from our Board Chair and President & CEO, Headwaters Health Care Centre

In 2018, Headwaters took a bold step in a new direction for local health care that builds on over 100 years of service to residents. We launched our *Imagine Headwaters* campaign and invited our whole community to join us as we re-imagined our future. This year we proudly launch our new Strategic Plan for 2019-2022. Our goal is to partner across our community to create a healthier future as ‘One Community, Caring Together.’ We feel this singular goal captures the pride, ingenuity, caring, and togetherness that is reflected across our community.

With the support of the new provincial government that was elected last year, Ontario is making progress towards more integrated health and social care in local regions. We strongly support this approach and are pleased to say that we are already well on our way. We have been working with local partners - family practices, emergency medical services, mental health and addictions services, and others – to connect care for local residents who need services from

different providers. In March 2019, we welcomed Ontario’s Minister of Health and Long-Term Care, The Honourable Christine Elliott, to meet with us and our partners to share the work we have been doing to support better, more integrated care. As you will see from this report, Headwaters is committed to partnering to improve care and to increasing the choices that people have to receive health care support closer to home.



*"None of our achievements over the last year would have been possible without our dedicated staff, physicians and volunteers. We also extend heartfelt thanks to everyone who has supported our hospital..."*

In addition to supporting improvements to health and social care beyond our walls, Headwaters is also pleased to highlight many of the changes we have been making to improve care within our hospital, including renovations in patient care areas, recruiting more skilled staff into our clinical teams, increasing patient and staff safety, and expanding our Patient Family Partnership. We were honoured to receive some important recognitions, including having our hospital gardens as part of Orangeville's 2018 Communities in Bloom award and being acknowledged by the Ontario Breast Screening Program for the most screenings of women who had not previously had a breast exam. Over 2019/2020, we will continue to improve our facilities and services for patients including renovating the main hospital lobby where

we will welcome patients and visitors with a more modern, safe, fully accessible and efficient design. We will enhance clinical programs and pending approvals, renovate our emergency department. We will also find new ways to deliver the care that patients and families expect of us.

None of our achievements over the last year would have been possible without our dedicated staff, physicians and volunteers. We extend heartfelt thanks to everyone who has supported our hospital with donations through Headwaters Health Care Foundation, which has enabled us to keep pace with best practices in technology and equipment.

As Ontario's health care system evolves, we are adapting and leading change. Our continued success depends on all of us working together – patients, families, and providers – to continue to shape our local health system to meet the needs of our growing community, now and in the years to come.

Louise Kindree  
Board Chair  
Headwaters Health  
Care Centre

Stacey Daub  
President & CEO  
Headwaters Health  
Care Centre

A Message from Kirk Brannon,  
Board Chair, Headwaters Health  
Care Foundation

## PAST AND FUTURE REFLECTIONS

As I take a moment to reflect on the year past and look toward the next, I'm always astonished at the many changes and accomplishments that can occur in just twelve short months.

In December 2018 Headwaters Health Care Foundation wished a happy and well-deserved retirement to long-time Executive Director, Joan Burdette. Under her guidance the Foundation matured as a donor-centred organization, attracted a group of dedicated and enthusiastic volunteers, and became a touch point in the community for numerous fundraising efforts.

Seven months ago, we welcomed a new Executive Director, Dora Boylen-Pabst. A seasoned fundraising professional, Dora is planning for the future, engaging and partnering with supporters in new and innovative ways, introducing new programs and focussing on marketing the “best kept secret” that is Headwaters Health Care Centre.

Continuing the theme of change and growth, I am stepping down as Foundation Board Chair at the end of June, handing

over the reins to current Vice-Chair, Tim Peters. It has been a privilege to lead the Foundation Board over the past three years. Each time I walk through the hospital doors, I learn a little more about health care and philanthropy. I'm grateful to have experienced first-hand the incredible pride of everyone who works at Headwaters and the connectedness of our donors to the Hospital.

It's my pleasure to give you a better sense of the impact you've helped make in 2018-2019. I'd like to start by saying: Thank you. None of the funds we grant to the hospital would be possible without you, and for that, we're grateful.

858 people participated in our signature events that netted \$580,689; 3,707 donors made 7,343 philanthropic gifts totalling \$3,515,337; and 10 individuals left the ultimate gift to our Foundation, a bequest in their Will, totalling \$767,779.





*"It's your philanthropic support that helps us innovate and provide the highest standard of care possible for the thousands of patients and their families who rely on Headwaters when they need us most."*

Left to right:

Jenn Davies, Senior Officer, Signature Events & Community Engagement  
 Meghan Cleeves, Administrative Assistant  
 Kirk Brannon, Foundation Board Chair  
 Dora Boylen-Pabst, Executive Director  
 Tim Peters, Foundation Board Vice-Chair  
 Jennifer Sharp, Manager, Finance, Analytics & Stewardship Support  
 Nicole Warren, Coordinator, Direct Response, Marketing & Communications  
 Missing: Danielle Gibb, Director, Leadership & Planned Giving

In the coming year, the hospital will make some significant changes to heighten the patient experience. The main lobby will be transformed into a Welcome Centre with a centralized registration area and a new, safer staircase, and pending final approvals, the Emergency Department will undergo a renovation that will enhance triage and treatment spaces, add new waiting areas, augment infection prevention and control measures, and improve the overall flow of the department.

It's your philanthropic support that helps us innovate and provide the highest standard of care possible for the thousands of patients and their families who rely on Headwaters when they need us most. You are the reason

Headwaters can acquire state-of-the-art equipment, improve patient outcomes, and expand programs to meet the needs of patients now and in the future.

On behalf of the Board and staff of Headwaters Health Care Foundation, thank you.

Kirk Brannon, Chair  
 Headwaters Health Care Foundation

# 2018 WAS A YEAR OF PROGRESS AT HEADWATERS

As we set the stage for our new Strategic Plan, we continued to adapt and grow to meet the changing needs of our community now and in the future.

Our three areas of focus in doing this were to: enhance programs and services, renew our facilities and infrastructure and continue our ongoing commitment to communication and engagement.

## Enhancing programs and services

### Hemodialysis Unit – on the move to better care

In a few years, the Hemodialysis Unit is going to have a brand-new space in the Ambulatory Care Centre to ensure the needs of our dialysis patients will continue to be met in the best facility. However, treatment doesn't stop while construction is being planned or underway. So, we created a six-bed temporary unit on E-Wing, on the lower hospital level. It was a huge undertaking involving many staff, volunteers, patients, caregivers and families, to create this well-designed and comfortable space that our patients appreciate.



Kelly, Registered Nurse in our Hemodialysis Unit celebrating a successful move with patients and staff



Left to right: Dr. Ashley Kim and Dr. Rebecca Greer-Bayramoglu, Plastic Surgeons at Headwaters

### Improving access to surgery and post-surgical care

We embarked on a major renovation of our pre and post-surgical areas last year so that patients would be comfortably cared for before and following their surgery. The design makes the best use of the space for patients, families and our staff. A fourth operating room means we can provide even more surgical services to our patients.



The Emergency Department nursing team at their annual skills day

## Expanding our Emergency Department capacity

Headwaters successfully recruited nine emergency room physicians and almost 20 nurses last year to ensure we can provide the best level of care and service to our patients. We also adopted a new physician scheduling system. This system uses a variety of collated data along with physician preference to staff the Emergency

Department in a way that promotes quality care and efficiency in partnership to enhance the patient experience. The Emergency Department also held its annual skills days that helps staff keep up to date on best practices through education and real time scenarios to provide the best care possible to our community.



The pharmacy team preparing chemotherapy medications

## Better access to chemotherapy medications

A satellite pharmacy was opened in our Ambulatory Care Centre to enable onsite pharmacists to mix chemotherapy medications for our patients. Previously, we would purchase the medications, they would be mixed at William Osler Health System and then delivered to us. The new area

allows us to have flexibility to work with patient schedules, respond to custom formulas required for patients with unique medication protocols and now, patients can even have their first visit with us, instead of traveling to another hospital.

## Diabetes program support group for women

Receiving a diagnosis of a chronic illness can be scary. Our diabetes team of Nurses, Registered Dietitians and Social Workers recognized the need for more support for a group of newly diagnosed young women. Having a network of support would go a long way towards helping them learn to live successfully with their diabetes, so they started with one session, attended by nine women. The results were so positive that it has become an ongoing program which offers women a way to meet others in a similar situation, provide coping skills and manage their diabetes beyond monitoring their blood sugar.





It takes an entire team to make Hourly Rounding successful; from Nurses, to Rehabilitation Specialists to Personal Support Workers

## Safer patient care through more frequent rounding

Hourly rounding was piloted on our medical and surgical wings known as D and E-Wings, providing patients with a visit by a member of the health care team every hour. This ensures all patient needs are met in a timely manner. Hourly rounding has been shown to reduce patient falls by up to 50 per cent and reduce the occurrence of pressure ulcers by 14 per cent. The success of the pilot led to the program being implemented across all inpatient hospital units, with the exception of obstetrics which has unique care needs.

## Dedicated medical team for inpatient care

Hospitalists at Headwaters are family physicians who provide general medical care to adult patients admitted to D and F-Wings. We created a team of 13 dedicated physicians as part of this program. They rotate through a shift of seven days and seven nights, supporting up to 22 patients at a time. This provides patients, families and the entire care team with the consistency of physician support.



Self-service registration kiosks

## Making patient registration easier

At the end of the year, we introduced self-serve registration kiosks for patients seen in our Diabetes and Dialysis programs.

Since then, we have rolled out kiosks to other Ambulatory Care Areas. Once people become used to using kiosks, they will spend less time registering, it will decrease delays and provide a more efficient experience for people who have recurring appointments. There is no patient information stored on the kiosk, and nothing that would identify someone is on the print out which provides directions to patients. Of course, registration staff and volunteers are still close by to aid as needed.

## Renewing facilities and infrastructure



Our dedicated Facilities, Engineering and Redevelopment Team. Left to right: Ryan, James, Mike, Terry and Tom

## Heating and ventilation system upgrades and replacement

Sometimes, the most important pieces of equipment have nothing to do with direct patient care but can play a huge role in ensuring our patients' comfort. Rooftop air handling units that control heating, ventilation and air conditioning are huge and awkward to install. However, for many patients it is important for hospital temperature to be kept as constant as possible to help in their recovery. So, when eight new units were being installed last year, it had to be done quickly. Fortunately, our hospital teams coordinated a smooth effort and the contractors worked efficiently to make sure disruptions were kept to a minimum.

## Installation of a new emergency generator

In 2018, we successfully obtained government funding to install a new emergency generator that will serve as a back-up in case of a power failure that affects the hospital. This will provide a reliable way to make sure our patients can rest easy during their stay no matter what is happening around them. Staff and physicians can also continue to provide uninterrupted care.



Chris, a member of Medical Device Reprocessing team in a new Just-In-Time supply room

## Just-In-Time inventory system

This program is managed by the stores department (where goods and materials are kept). It was designed to make sure that the right supplies are always ready when needed. We now use a specialized computer system for hospital departments to order supplies. This helps to ensure patient needs are met with little to no delay. It sounds simple, but implementing the process took patience, good communication, and hard work on the part of many staff.

## Ongoing commitment to communication and engagement



In the community, gathering feedback to shape our strategic plan

## Imagine Headwaters strategic planning initiative

Last year, we engaged citizens, patients, physicians, volunteers and staff in our *Imagine Headwaters* campaign to get input for planning our renewed strategic direction and confirming the values we uphold in providing care. Through staff events, surveys, community outreach and many other connections, we listened to everyone willing to share their opinions. We used all the feedback and more, to help develop a three-year Strategic Plan, 'One Community, Caring Together,' that we will begin to implement in 2019.

## Patient Family Advisory Partnership

In 2018 we made a commitment to refreshing our Patient Family Engagement Strategy. This included recruiting Patient Family Advisors to share their experiences and help us find ways to improve our services. We value the input of the 13 Advisors we have and are always open to more voices joining this important volunteer group.



Heather, Transfer – Wound Care Registered Nurse and Nursing Advisory Council member

## Nursing Advisory Council (NAC)

The goal of this nurse-led group is to provide a setting where members of the hospital's nursing team can discuss, come to an agreement on and take actions related to nursing practice, education, leadership and patient safety. The NAC promotes best practice to nursing care that is focused on the patient and family.



Patients, staff and volunteers are serenaded by pianist and fellow patient Marianne

## Hearing from patients about their care

After people have been patients, they receive a follow-up call to ask about their experience. Most months we achieve our goal of 88 per cent of respondents saying they would definitely recommend Headwaters. Quality of care, positive attitude, professionalism and communication are often cited among the top areas of patient experience.

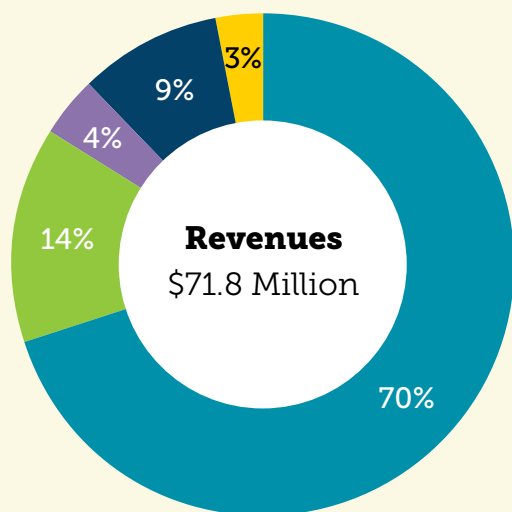
# FINANCIAL OVERVIEW 2018/19

Headwaters achieved a balanced result (a \$50 surplus) for the year ending March 31 (before building amortization expenses and related deferred capital contributions).

Inpatient weighted cases increased 4% from prior year while Day Surgery weighted cases increased 11% and Emergency Department visits decreased 4%.

## Revenues \$71.8 Million

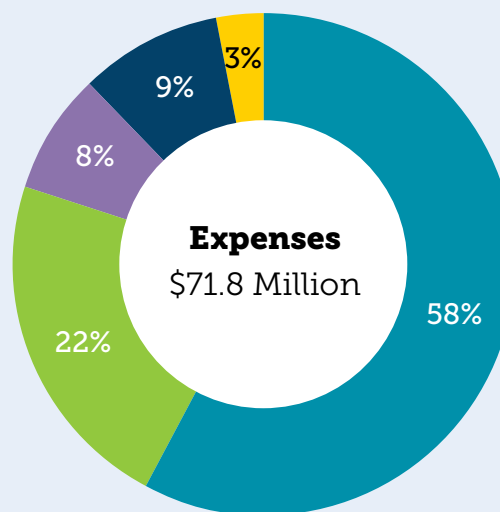
Revenues increased \$3.3M or 4.8% from the prior year. Special investments in medium-sized hospitals and mid-year funding adjustments contributed the majority of the increase in Ministry of Health and Long-Term Care funding. The Community Paramedic Program received increased funding and we realized a modest increase in patient and other revenues.



- Ministry of Health and Long-Term Care
- Patient Revenue
- Other Income
- Other Programs
- Amortization of Headwaters Health Care Foundation Deferred Contributions for Equipment

## Expenses \$71.8 Million

Total expenses increased by \$3.1M or 4.5%, most of which relates to annual inflationary increases. Higher Medical Staff Remuneration, Community Paramedic Program and Drug costs have offset revenues while medical/surgical costs increased related to volume increases.



- Salaries, Wages and Benefits
- Supplies and Others
- Medical, Surgical and Drugs
- Other Programs
- Amortization of Equipment

## Financial Statements Online

To view our audited financial statements, please visit our website at [headwatershealth.ca](http://headwatershealth.ca)





Georgian College Nursing Students provide feedback to Stacey Daub, President & CEO, to shape our strategic plan

## BUILDING FOR TOMORROW

After listening to valuable feedback from our stakeholders and doing a comprehensive review of our programs and services, we created a three-year strategic plan – Headwaters Health Care Centre, 'One Community, Caring Together.'

Our Strategic Plan reflects what we learned was most important to the people we serve and the people who choose to work as part of our team. Over many months, we talked with over 3,000 local citizens, patients and families, partner organizations, staff and physicians, hospital volunteers and others. We were humbled by the level of pride in our hospital and excited by the potential that people see in us.

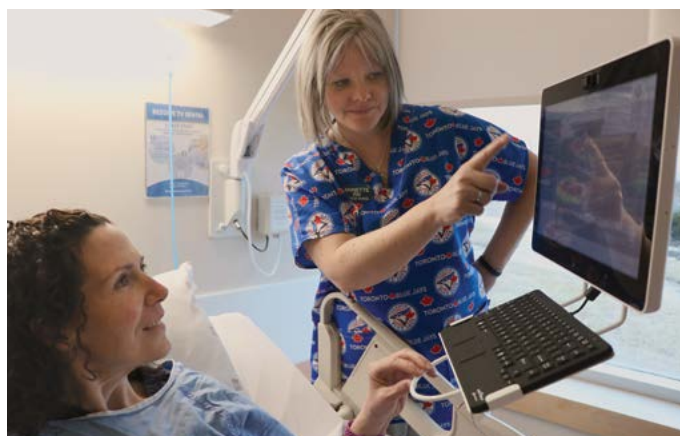
We also heard that we can do better to deliver the health care that residents need close to home. It outlines many of the new initiatives, changes and ongoing plans we have, to continue

to provide our community with excellent health care. To read the full plan go to [headwatershealth.ca/strategicplan](https://headwatershealth.ca/strategicplan).

The themes of improving how we deliver care, involving patients and families in co-designing better care, engaging staff and physicians in decisions that affect their work and working more effectively with partners were identified as the most important directions for us over the next few years. Our strategy will be guided by the values that connect us – kindness, passion, courage and teamwork.

## MyChart – Patients managing their own health information

This service offers patients a way to be in control of their own health record in a secure and easy-to-access way. In the coming months MyChart will be implemented throughout the hospital. MyChart users will have access to their personal clinical information from partnering organizations and can share the information in a secure way with their physicians, family and any other people they choose. The information you can see on MyChart includes test results, progress notes, discharge notes, medical imaging reports and more.



Annette, Charge Nurse showcases entertainment and education features on the HUB

## The Hub – Information and entertainment at the bedside

This is what we have named our system of 96 integrated bedside terminals that we recently introduced in each of our inpatient areas. The terminals incorporate entertainment, information about the hospital and its services as well as health education and more. They also connect with our Meditech system which allows staff to document into the patient chart at the bedside. Real-time bedside entry promotes efficiency and accuracy in documenting patient information.

## Innovation through new analytic tools

The amount of information and data collected within a hospital setting is staggering. To help us manage, analyze and understand the business information we gather, our Decision Support Team is transitioning to provide more information, regularly, to our care teams. With the help of a University of Waterloo masters student, standardized reports and corporate dashboards are being developed to help us predict trends and analyze data more effectively.



Tannis, an Auxiliary volunteer serves customers in the Café

## Welcome Centre

We are working to improve our patients' overall experiences at Headwaters from the moment they come through the door. We are going to begin renovations to the main lobby area – our Welcome Centre – to make it safer and easier for you to access our services and find your way around. This is possible thanks to support from our Headwaters Health Care Foundation and Headwaters Health Care Auxiliary. They are tireless supporters with their time, financial support and valuable involvement.



Monique, an Auxiliary volunteer assisting patients in the Emergency Department waiting room

## Emergency Department renovations

In keeping with our goal of making our services easier to access, and more welcoming, pending approvals, renovations will be taking place in the Emergency Department. This will help manage the flow of patients, make waiting more comfortable, and enhance the ability of our staff to provide you with excellent care.



## STRATEGIC DIRECTIONS

### Getting even better

- Relentlessly driving even higher levels of quality across our teams
- Investing in the continuous development and recognition of our people
- Continuously improving our facility and driving operational excellence

### Nothing about you, without you

- Partnering with patients and families on what's most important to them
- Empowering individuals and teams to have more control over their work and work life
- Continuing to build the future of our hospital with our community

### Integrated care close to home

- Partnering to advance integrated systems of care in our community
- Improving the health of our community with our partners

## OUR VALUES

KINDNESS



PASSION



COURAGE



TEAMWORK



## SUPPORTS

Making every dollar count for our patients & community  
Innovation, research & technology



# BY THE NUMBERS



42,088

Emergency Department  
(ED) Visits



4,688

Day  
Surgeries



3,886

Dialysis  
Visits



28,539

Outpatient Visits  
(excluding DI, ED and Lab)



887

Inpatient  
Surgeries



2,319

Oncology  
Consultations



789,064

Lab Tests  
(excluding DI)



800

Babies  
Delivered



1,244

Chemotherapy  
Treatments



29,410

Diagnostic Imaging  
(DI) Tests



24,196

Inpatient  
Admissions



699

Telehealth  
Visits



158

Physicians

45

Medical  
Students

729

Staff

>400

Volunteers  
(including Patient  
Family Advisors)



# GOVERNANCE

## Senior Management Committee

### Stacey Daub

President & Chief Executive Officer

### Peter Varga

Vice President, Patient Services  
& Chief Nursing Executive

### Monique Porlier

Vice President, Corporate Services

### Dr. Somaiah Ahmed

Chief of Staff & Vice President,  
Medical Affairs

### Dora Boylen-Pabst

Executive Director, Headwaters  
Health Care Foundation

## Board of Directors

### Louise Kindree

Board Chair

### Lori Ker

Vice-Chair

### Greg Pope

Treasurer

### Stacey Daub

Secretary

### Dr. Somaiah Ahmed

Chief of Staff & Vice President,  
Medical Affairs

### Kirk Brannon

Foundation Representative

### Krista Collinson

Director

### Sandy Kang-Gill

Director

### Warren Maycock

Director

### Janice Peters

Director

### Dr. Paul Scotton

President, Professional Staff

### Dr. Michael Stefanos

Vice President, Professional Staff

### Dave Straughan

Director

### Carolyn Young

Director

## Foundation Board of Directors

### Kirk Brannon

Board Chair

### Tim Peters

Vice-Chair

### Susan McCutcheon

Treasurer

### Elaine Capes

Secretary

### Catherine Campbell

Director

### Jennifer Crewson

Director

### Stacey Daub

President & CEO, Headwaters  
Health Care Centre

### Bill Duron

Director

### Susan Fletcher

Headwaters Health Care  
Auxiliary President

### Lori Ker

Hospital Board Representative

### Shawn Long

Director

### Sarah Mailhot

Director

### Christopher Stewart

Past Chair

### Ed Upenieks

Director

## Medical Advisory Committee

### Dr. Somaiah Ahmed

Chair, Medical Staff,  
Chief of Staff & Vice President,  
Medical Affairs

### Dr. Paul Scotton

Chief of Emergency Medicine  
& President, Medical Staff

### Dr. Michael Stefanos

Vice President, Medical Staff

### Dr. Peter Cino

Chief of Anaesthesia

### Dr. Rupinder Dhillon

Chief of Medicine

### Dr. Basem Hafazalla

Chief of Obstetrics & Gynecology

### Dr. Dan Mozeg

Chief of Diagnostic Imaging

### Dr. Mercedes Rodriguez

Chief of Family Practice

### Dr. Dorien Ruijs

Laboratory Director

### Dr. Grace Wang

Chief of Surgery

### Stacey Daub

President & CEO  
Headwaters Health Care Centre

### Peter Varga

Vice President Patient Services  
& Chief Nursing Executive  
Headwaters Health Care Centre



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