

Town of Orangeville Delegation

Kim Delahunt, President & CEO, Headwaters Health Care Centre

April 29, 2024

OUR VISION: **ONE COMMUNITY, CARING TOGETHER.**

OUR PURPOSE: **PROVIDE EXCELLENT CARE, CLOSE TO HOME.**



Empower Our People

- Attract, retain, and recognize our people
- Focus on an engaged, inclusive, safe and healthy workplace
- Enable teams to deliver high quality care with tools and resources

Get Even Better

- Use timely, evidence and data-based analysis to support decision making and enhance equitable access to care
- Advance digital health opportunities
- Continue to build for the future of our facility

Deliver Patient Centred Quality Care

- Listen to patients and families to support what's most important to them
- Build a safe, quality driven, continuous improvement culture following best practice guidelines
- Ensure population health measures inform our approach to decisions
- Promote health equity, ensuring inclusion and diversity are respected and achieved



Connect Through Partnerships

- Lead and pursue meaningful partnerships that extend our capability to support seamless, equitable and timely access to care
- Strengthen our academic partnerships
- Grow opportunities for training and development
- Use technology to enhance efficiency, safety and care

OUR FUNDAMENTALS: **Diversity, Equity & Inclusion • Safe & Healthy Environment • Technology & Innovation**

OUR STRATEGIC DIRECTIONS

Our Strategic Directions reflect the reality of delivering health care in an ever-evolving environment. They are the foundation to achieving success over the next five years.

Empower Our People

Our team is invaluable. Empowering and investing in the development, well-being, safety, and support of our people is paramount to ensure a high performing and sustainable workplace environment that delivers the best care for our patients and communities.

- Attract, retain, and recognize our people
- Focus on an engaged, inclusive, safe and healthy workplace
- Enable teams to deliver high quality care with tools and resources

Get Even Better

Continually improving systems, processes and our facility is fundamental to achieving our commitments, delivering a consistent patient experience, and ensuring operational excellence. We have a responsibility to ensure our performance meets the needs of our patients and community.

- Use timely, evidence and data-based analysis to support decision making and enhance equitable access to care
- Advance digital health opportunities
- Continue to build for the future of our facility

Deliver Patient Centred Quality Care

Pursuing continuous quality improvement is fundamental to achieving our commitments and delivering excellent patient care and experiences. Through a relentless focus on quality and safety, we will deliver quality care to be proud of.

- Listen to patients, families and caregivers to support what's most important to them
- Build a safe, quality driven, continuous improvement culture following best practice guidelines
- Ensure population health measures inform our approach to decisions
- Promote health equity, ensuring inclusion and diversity are respected and achieved

Connect Through Partnerships

Ongoing success and innovation includes collaboration and support from and with system partners. Together, we can achieve more to support delivery of the best care to our communities.

- Lead and pursue meaningful partnerships that extend our capability to support seamless, equitable and timely access to care
- Strengthen our academic partnerships
- Grow opportunities for training and development
- Use technology to enhance efficiency, safety and care

By 2029 we will:

- Be a workplace of choice for proud healthcare professionals and supporting staff
- Set and achieve job vacancy and retention rate targets that meet or exceed industry benchmarks
- Be implementing multi-year recruitment, education and retention plans
- Be working towards training targets set to ensure psychological health and safety within the workplace
- Ensure our teams more strongly reflect the community we serve

- Complete a stage 1.2 and begin a stage 1.3 Ministry of Health proposal supporting renovations and expansions to our hospital
- Be using enhanced clinical tools that are improving safety and efficiency of clinical operations with targeted adoption rates
- Achieve initial targets supporting a reduction in plant emissions as part of ongoing environmental sustainability measures
- Support an optimized health information system that includes use by community partners
- Be using 20% more virtual applications and digital platforms

- Reach top 75th percentile in Ontario Qualtrics patient satisfaction measures
- Increase patient safety culture survey rates by 10% compared to 2024
- Achieve outcomes identified in our five year clinical priority plan
- Reach a 25 member strong Patient Family Advisory Partnership, embedding members in all key organizational initiatives or program developments
- Have developed measures and demonstrate progress in care as part of our DEI fundamental commitment

- Have an increase in the number of students and medical residents at the hospital
- Reduce re-admission rates for our senior population through seamless care with our Ontario Health Team partners
- Have expanded our partnerships for access to more health and social care
- Have more timely information and data to support enhanced communications with our patients and their healthcare team

Our Values

Our values are more than just words, they define and connect us. Our values will enable us to meet our full potential and will guide us in how we work, how we behave and how we relate to our patients, families and to one another. Our values are how we show our commitment to our vision and purpose.



Kindness

- We show compassion, care and empathy
- We encourage each other
- We care for one another
- We see the person in every patient



Accountability

- We take personal responsibility for our actions and decisions
- We learn from our mistakes
- We set clear expectations for ourselves and each other
- We are transparent



Respect

- We understand interactions start with listening
- We are open, honest and act with integrity
- We treat all individuals with dignity
- We embrace diversity of people, opinions and perspectives



Teamwork

- We inspire each other to be the best we can be
- We come together to solve problems and celebrate success
- We appreciate each other's abilities and use the strength of us all
- We are better together

Our Fundamentals

Our fundamentals are our commitment to basic principles that we want Headwaters' to be known for and what we expect to provide for our patients, families, and one another. They are important principles upon which our strategic plan can depend.

Diversity, Equity & Inclusion

Everyone has the right to be treated fairly and respectfully. We embrace and respect the needs of all individuals and listen to and consider the voices of others.

Safe & Healthy Environment

Cultivating a safe and healthy workplace, from the physical to the psychosocial elements, is an essential responsibility and commitment that we all pledge.

Technology & Innovation

We will leverage technology and innovation through research, data and analytics, leading practice protocols, user experience and information integration leading to better outcomes.

Our Proudest Accomplishment



Clinical Priority Plan (CPP)


Launched in 2023, the CPP is a Clinical Action Plan that:


- Identifies the overarching clinical priorities and areas of focus for HHCC (“Who do we want to be?”) for the next 5 years
- This is aligned to the Quadruple Aim framework
- It lays the foundation for Strategic Directions renewal in 2024.
- The CPP is on our website under [who we are](#)



Clinical Priority Plan, Year 1 Outcomes

Obstetrics

 **90%** of all Maternal Newborn Child Youth Network Obstetrical review best practice recommendations implemented

 **24hr Physician On Call**
model of care supporting enhanced pt care, engagement, reduced risk

100%
1:1 nurse / patient ratio for all continuous electronic fetal monitoring.

Pediatrics


 **Peds Urgent Care Clinic**
Implemented, over 300 pts. seen since Sept. 2023


 **4**
Fully funded pediatricians

 **1**
Department of Pediatrics created

Geriatrics

 **1st Geriatric Physician**
Hired, driving a deeper focus on geriatric needs

 **Established**
Direct referrals now being seen through new geriatric consult service

 **30**
ALC patients referred to the Headwaters2Home program to date.

Mental Health & Substance Use

 **1st Hospital Based Psychiatrist**
Recruitment underway, supporting community & hospital


 **100%**
Mobile Mental Health Crisis Response Team funding approved providing 7 day/wk. coverage

 **100%**
Permanent relocation of mental health inpatients to a specific inpatient wing.

Emergency

 **Clinical Decision Unit**
Implemented in Dec 2023 to improve patient flow.

 **81%**
of patients rated their overall ED experience at 7 or higher, out of 10

 **50%**
reduction in door to ECG time for chest pain patients

Clinical Priority Plan – Priority Area Successes

Emergency	Mental Health	Geriatrics	Obstetrics	Pediatrics
Completed pre-capital submission to Ontario Health	Funded Mobile Mental Health Crisis Response Team 7 days/week	Explored options to support geriatric clinic	Implemented enhanced staffing model of care	Create Department of Pediatrics
Expanded Sexual Assault Domestic Violence response 24x7	Expanded crisis worker support in Emergency Department, 7 days/week	Created Integrated Care Advisory Group with Hills of Headwaters Collaborative Ontario Health Team.	Updated all level of care documentation	Restarted and expanded Pediatric Urgent Clinic
Chest Pain process review & reduced ECG to door to improve patient outcomes	Mental Health inpatients co-located on one wing for improved patient & staff experience.	Recruited geriatric physician	Implemented dedicated unit educator	Completed enhanced pediatric nursing training
Dedicated patient experience surveys	Ongoing access & advocacy for psychiatry beds	Initiated geriatric direct referrals	Implemented physician 24hr call model	
Implemented patient wait time clock online + in the ED.	Collaborate with Hills of Headwaters Collaborative Ontario Health Team on physician recruitment task force	Implemented Headwaters 2 Home program with Bayshore Healthcare's Integrated Health Care Solutions division	Began William Olser Health System level of care discussions	
Implemented Clinical Decision Unit – a short stay unit	Waypoint partnership for mental health outpatient consultation	Implement Behavioural Support role with the Alzheimer's Society	Implemented Workstations on Wheels (WoWs)	

Snapshot of Our Successes

Our team continued to deliver other significant accomplishments over the FY23-24 period.

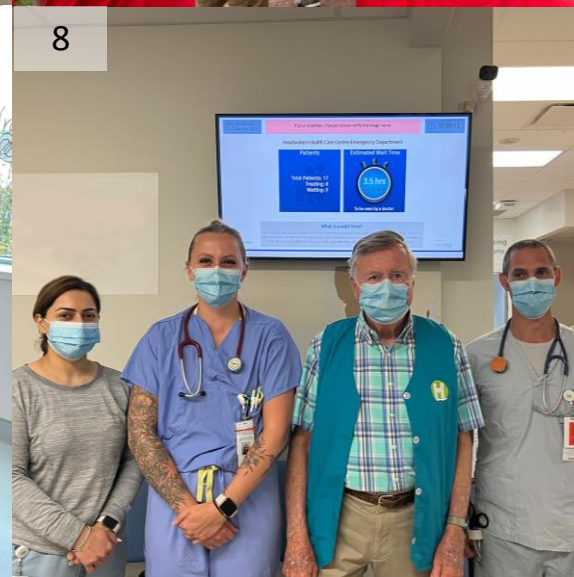
Patient Experience	People & Culture	Planning & Strategy	Internal Systems & Processes	Community & Care Partners
Introduced new radical prostatectomy cancer procedure	Ontario Health Central West Regional Cancer program training in oncology & palliative care for nursing staff	Additional 13 beds permanently funded	Received Exemplary standing from Accreditation Canada	Developed an updated spiritual care framework with faith-based community leaders
Certified as ON Breast Assessment site by Cancer Care Ontario	Expanded Take 5 communication sessions with CEO and executive team to engage with staff and physicians	Launched \$18M SMART campaign with HHCC Foundation	Implemented new Sapphire pumps in Obstetrics, narcotic med carts, and Med Queue model in Pharmacy to enhance medication management and safety.	Launched AMPLIFI – MoH Long Term Care initiative allowing access to Meditech electronic medical health records for pt records throughout the province
Launched Pockethealth integration for patient access to medical images	Numerous members of paramedic service recognized by Province through Exemplary Service Medals	Developed Medical Affairs Strategy and key priorities	Upgraded and expanded Philips central station systems throughout ICU, E & F Wings	Centralized surge planning across OHT partnership to raise awareness of respiratory illness across the community
Post surgery discharge phone calls supporting pt. safety and potential readmission reduction		Embedded Patient Family Advisors across 13 different depts and services influencing major projects and initiatives	Initiated a SharePoint redevelopment project to refresh our Intranet in FY24-25	Heightened community engagement and recognition (seasonal events, flag raisings, community presentations & ceremonies)
Launched oncology patient transportation supports		Government relations and provincial advocacy with MoH, AMO, ROMA and municipal delegation presentations	Numerous facility upgrades in walkways, lighting, roofing completed through \$2.7M Hospital Infrastructure Renewal Funding.	Re-invigorated our commitment to Trillium Gift of Life Network (13% higher notification rate over year prior.)
Relaunched an overwhelmingly successful Teddy Bear clinic to support pediatric patients & engage with our community.				

Clinical Priority Plan – Quadruple Aim Successes

Surgical Services	Ambulatory Care	Medicine	Paramedic Services	Clinical Support Services
Implemented process to reduce waits for surgery	Began dialysis relocation and expansion construction	Executed partnerships with hospice care	Successful Provincial Services Review complete	Installed new CT and Bone Densitometry equipment
Stabilized and expanded urology services	Reorganized current clinics for enhanced patient experience & flow	Updated family practice, hospitalist and internal medicine model of care	Increased Telecheck community referrals & poly-cultural supports	Completed digital Radiography request for proposal
Advocated for and received Surgical Innovation funding	Implemented peripherally inserted central catheter line (PICC) program at HHCC to enhance patient care and reduce patient travel.	Implemented Home First and other OHT programs	Completed palliative training	Began MRI implementation planning
Completed Surgical Pathway training for nurses	Implemented Internal Medicine urgent care clinic	Implemented personal support worker (PSW) model change in collaboration with staff and physicians.	Upgraded support systems (priority dispatch system, radios, etc.)	New lab hematology analyzers, automated blood culture system and urinalysis unit
	Expanded diabetes staffing and supports		Expanded scope of practice for treat & refer	Initiated microbiology outsourcing Implemented process for automated e-requisition processing

Looking Ahead

- Focus on Clinical Priority Plan, Year 2 priorities and continued quality improvements
- People Strategy Plan, Year 2 priorities to recruit, retain, develop and recognize our people
- MRI, new X-Ray, renovated Dialysis Department etc.
- Master Planning and Master Program
- Develop our Emergency Department pre-capital activity
- Continued focus improving surgical wait times
- Continued focus on being a data-informed organization – data fuels innovation, decision-making and progress
- Partnership in Physician Recruitment Task Force
- Continued focus on our financial position and planning for the future.



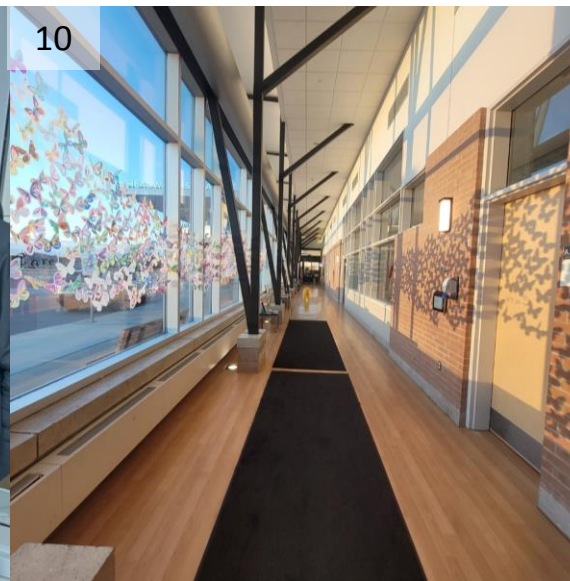






Photo captions

1. Neil Evans, Power Engineering/Plant Operations, after graduating Conestoga College's Power Engineering Technique certificate course.
2. Dr. Harpreet Grover, Chief of Surgery, and Dr. Peter Cino, anesthesiologist joining the holiday lunch organized by Headwaters Engagement Action and Recognition Team (HEART).
3. Volunteer Jim is joining the ED team members on the first volunteer shift back in the ED since before the COVID-19 pandemic.
4. We had an excellent turnout at our baseball tournament last summer. The tournament will be returning in 2024.
5. Members of our Diagnostic Imaging team showcasing one of our new mobile x-ray units.
6. Headwaters is certified as a Breast Assessment Centre. The recent certification was made possible through the hospital's new mammography unit, with capabilities for stereotactic 3D biopsy and tomosynthesis.
7. Terry and Sara, pictured in Oncology, were among the first nurses to successfully complete peripherally inserted central catheter line (PICC) training.
8. Members of our ED team posing in front of the new ED wait clock. The clock is now accessible both in the Emergency Department and on the Headwaters website.
9. Project team members gathered outside the dialysis unit renovation, which is well underway. This renovation will create an improved space for both patients and team members.
10. To mark National Grief & Bereavement Day in November, Headwaters collaborated with Hills of Headwaters Collaborative, Bethell Hospice, and Hospice Dufferin to host butterfly bereavement workshops. Completed butterflies were showcased in an art installation at Headwaters, honoring those we've lost.
11. President and CEO Kim Delahunt meets with Information Desk, Auxiliary volunteer Sarup.
12. Ted and Christine are two of our Auxiliary volunteers at Pulse Cafe. The cafe is entirely run by Auxiliary volunteers, with all proceeds going to various hospital needs.
13. Members of our Diagnostic Imaging team unveiling Headwaters' new replacement CT machine. As the first hospital in Canada to implement the GE HealthCare Revolution Ascend CT, the arrival of this innovative equipment demonstrates Headwaters' strategic direction, Getting even better and Continuously improving our facility and driving operational excellence, to provide better care for patients in our community.
14. Members of Headwaters Patient and Family Advisory Program. The program aims to create a collaborative and inclusive environment where the voices of patients and their families play a pivotal role in shaping healthcare services provided.
15. Garry Sault, an elder and knowledge holder from the Mississauga of the Credit First Nation, and Jeff Debosh, a fire-keeper, guided us through a Sunrise Healing Ceremony in honour of the National Day of Truth and Reconciliation.
16. Dufferin County Community Paramedic Program Secures Additional \$1.8M in Funding to Extend Vital Services to 2026. Kate Martin, Community paramedic visits client Joan Meehan who says this program has given her the confidence to continue living independently.
17. Frances Duiker, Vice President of People & Culture, HHCC stands alongside members of our community and the Dufferin County Cultural Resource Circle at the National Indigenous History Month flag raising ceremony in Orangeville.
18. Teddy Scrubs made a special appearance at the Teddy Bear Clinic. This carnival-style event allows children to bring their teddy bears or stuffed animals to the hospital for care, diagnosis, and treatment by real doctors and healthcare providers from Headwaters as part of our pediatric patient care experience.
19. Dr. Grace Wang, Vice President, Medical Affairs, Chief of Staff and Surgeon at the 2023 Teddy Bear clinic.
20. Members of our team visited Chartwell Montgomery Village Retirement Residence in Orangeville to talk about local health care with residents.
21. Thanks to generous donations, E-Wing now boasts a new mural inspired by Island Lake Conservation Area.
22. Headwaters Health Care Foundation is proud to announce the launch of Smart Headwaters, its transformative \$18 million fundraising campaign, aimed at acquiring a cutting-edge MRI machine and other vital medical technology to enhance diagnostic capabilities and elevate patient care within the community.
23. Dufferin County Paramedic Service (DCPS) members have received remarkable recognition from the Province and Canada, celebrating their outstanding contributions to Paramedicine and their unwavering commitment to excellence.





Be Part of Health Care in Our Community

- Encourage others to join our health care team
- Visit **headwatershealth.ca** to discover ways you can get involved
- Donate to Headwaters Health Care Foundation at **hhcfoundation.com**



For more information

Connect with us anytime:

- email **info@headwatershealth.ca**
- online at **headwatershealth.ca**
-     **@HeadwatersHCC**

We are a proud partner in the Hills of Headwaters Collaborative Ontario Health Team serving Dufferin-Caledon.

hillsofheadwaterscollaborative.ca