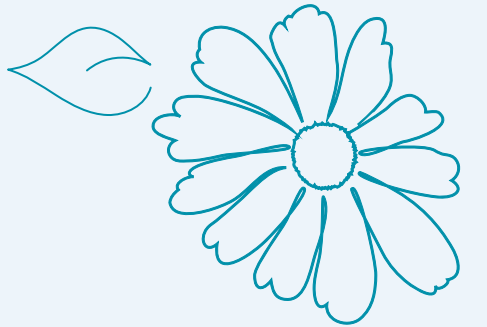




NEVER, NEVER UNDERESTIMATE
THE POWER OF HIGH HEARTS
WHEN THEY'RE COMBINED WITH
PRINCIPLED, UNYIELDING WILLS.

JANE
JACOBS

 **HEADWATERS**
Health Care Centre



Our Purpose

One Community, Caring Together

Our Strategic Directions

The strategic directions were developed from our extensive planning and engagement process and provides the framework for all of our decision-making.

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



Supports

These are what enable us to achieve our outcomes and ensure that our services will be there for the people who need us, now and in the future.



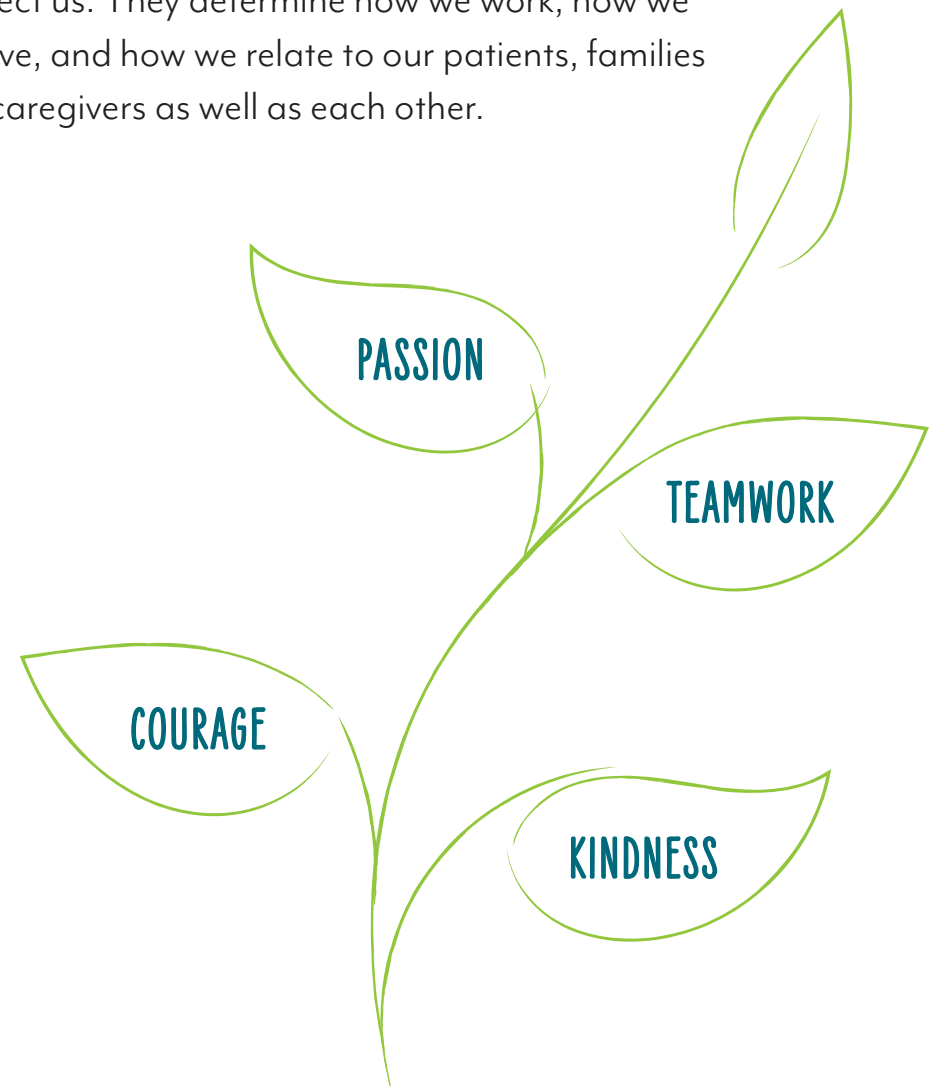
Making every dollar count for our patients and community



Innovation, research and technology

Our Values

More than words, our values are what define and connect us. They determine how we work, how we behave, and how we relate to our patients, families and caregivers as well as each other.



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

This has been a year of tremendous change both inside our hospital, in our community, across the province and worldwide. While the first nine months of our fiscal year were spent as planned, the last three were defined by the increasing threat, then arrival of COVID-19 in our community and hospital. It upended our best laid plans as our emergency response came into effect.

Provincially, we saw our purpose of 'ONE COMMUNITY, CARING TOGETHER' transform from words on paper to action in the selection of the Hills of Headwaters Collaborative, as one of the first wave of 24 Ontario Health Teams. The hospital is a proud partner in the Collaborative's work with the focus on the first-year priorities of palliative care, mental health and addictions, integrated community care and virtual care.

Locally, we put our patients, families and caregivers at the forefront of everything we do. We strengthened our Patient and Family Advisory Partnership at the hospital. And, as part of the Collaborative, we are partners in the development of the Community Wellness Council ensuring that members of our broader community are part of how we are getting even better.

Inside Headwaters, we welcomed new staff members, new leaders in several areas of our hospital, new physicians and a new Chief of Staff, Dr. Peter Cino. We were both also new to our roles as President & CEO and Board Chair.

This year, we announced our partnership with three other health care centres to upgrade our Health Information Management System. We also opened a Musculoskeletal Rapid Access Clinic for patients contemplating hip or knee replacement surgery. Plans are underway as well for an Independent Spinal Assessment and Education Clinic for patients with long-term back pain who are considering surgery.

Thanks to the generosity of Headwaters Health Care Foundation, Headwaters Health Care Auxiliary and Smilezone Foundation we were also able to invest in our aging infrastructure. We renovated our main staircase and lobby, established the Joan & Paul Waechter Welcome Centre, and partnered with the Smilezone Foundation to renovate our paediatric area and family waiting rooms.

We have also been fortunate to continue to benefit from the support of extraordinary volunteers who contributed countless hours escorting patients and providing much needed information, creating inspiration and joy in our gardens and tending to the spiritual needs of those who visit and work here.

We do know that despite the pandemic crisis we are in, our amazing team at Headwaters will continue to thrive and demonstrate their dedication to our patients and community.

Together we can accomplish so much; with our staff, volunteers, physicians, partners and through the generosity and support from our community. The future will be different than we anticipated, but this report's review of the past year shows how we have continued to take steps to be prepared for whatever comes our way.



LORI KER,
BOARD CHAIR
Headwaters Health Care Centre



KIM DELAHUNT,
PRESIDENT & CEO
Headwaters Health Care Centre



LORI KER
BOARD CHAIR



KIM DELAHUNT
PRESIDENT & CEO



DR. PETER CINO
CHIEF OF STAFF &
VICE PRESIDENT,
MEDICAL AFFAIRS



PETER VARGA
VICE PRESIDENT,
PATIENT SERVICES
& CHIEF NURSING
EXECUTIVE



CATHY VAN LEIPSIG
VICE PRESIDENT,
CORPORATE
SERVICES & CFO





TIM PETERS & DORA BOYLEN-PABST

A Message from our Board Chair and CEO, Headwaters Health Care Foundation

On behalf of the Headwaters Health Care Foundation Board and Staff, we wish to thank you for your support in 2019/20. Your commitment to our Hospital was unmatched, and we achieved many significant milestones, thanks to you.

You have been so generous in supporting our local Hospital. We had our first matching gift campaign over the Holidays, and the community stepped up to not only match the Galt Family Foundation's \$180,000 but exceed it by contributing over \$194,000 in support of the Hospital's most urgent priorities! Well done! Thank you as well to Vivienne who wrote a very inspiring letter that we all just couldn't say no to.

2019 also saw record results at our annual Gala, Golf Tournament and Tour de Headwaters. And, we granted the most funds to Headwaters ever, \$3,218,887! Our followers across all of our social platforms increased exponentially, and gifts of securities were the highest ever. We also confirmed seven Will bequests from committed members of our community—what better way to leave a legacy of care for our Hospital?

As the 2020/21 fiscal year starts we have many challenges facing us, primarily due to the arrival of COVID-19. However, we also have a long list of things to look forward to: our renovated Joan and Paul Waechter Welcome Centre is now open. It

is a new focal point for the Hospital, where Headwaters patients and their families will experience a one-stop shop with respect to registration, bill payment, parking payment, expanded waiting areas, a therapeutic outdoor space, a re-designed gift and coffee shop and a new central staircase designed to improve safety and accessibility for all. There are plans underway to re-design the busy Emergency Department which sees over 45,000 patients each year and growing! The waiting rooms and treatment areas will be improved, and staff and physicians will benefit from having more modern and efficient areas to care for patients. Finally, the Foundation will be launching a \$3.3M effort to update and better equip our Diagnostic Imaging Department — a unit that touches almost every patient that comes through our doors. This is all on top of our annual need for new and replacement equipment across the Hospital, as well as ongoing COVID-19 supplies and related equipment and infrastructure needs—including the needs that will come as a result of an anticipated baby boom!

It will be a challenging year, but we know you, our community, has our back, just as the Headwaters Health Care Centre and Foundation Teams have yours.

We are 'ONE COMMUNITY, CARING TOGETHER.' Thank you for your commitment to the best possible care, close to home.

For more information on Headwaters Health Care Foundation, please visit our website at hhcfoundation.com to stay up-to date.



TIM PETERS,
BOARD CHAIR
Headwaters Health Care Foundation



DORA BOYLEN-PABST,
CEO
Headwaters Health Care Foundation



A Message from our Volunteers

At Headwaters, we are privileged to have not one but five groups of volunteers who devote their time and talents to support the work of our hospital.

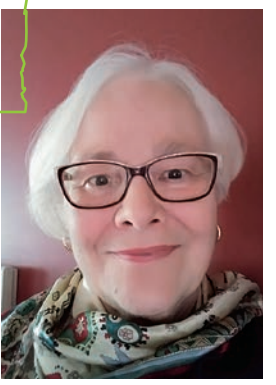
HEADWATERS HEALTH CARE AUXILIARY & SECONDS COUNT THRIFT SHOP

Our Auxiliary celebrated its 65th Anniversary this year. We are part of what feels like a small army who support the important work at the hospital. Our team of over 300 volunteers devoted to in-hospital work are the beacon that navigates the storm; we steer families unsure of where to go and patients needing safe transport. Our fundraising volunteers operate the Gift Shop and Café as well as the much-loved Headwaters House Tour. This past year, our Auxiliary contributed \$250,000 to support the Joan & Paul Waechter Welcome Centre which



Mike Carter, Interim President, Headwaters Health Care Auxiliary.

Sophie Graham, Seconds Count Volunteer.



saw much needed renovations. Seconds Count Thrift Store, the Auxiliary's largest fundraising endeavour, is run by an amazing team of over 70 volunteers. First opening in 2014, it has been an outstanding success—contributing \$364,000 during this past fiscal year.

FRIENDSHIP GARDENS

When the hospital was initially built there was no money for gardens or additional trees. I made a commitment with some friends to create one garden so that patients, families and staff might have a living sanctuary. Today, the Friendship Gardens consist of 20 distinct gardens with over 400 trees. Thanks to the generous support of our community we successfully built a drystone wall and pavilion this year. Students also planted many pollinator plants. Currently we are working on completing a naturalization project of 200 saplings, plants and 3,500 pollinator plugs. The Gardens are an important part of my life and to my fellow 30 volunteer friends.



Lynn Sinclair-Smith, Coordinator (right) with fellow Friendship Gardens Volunteer, Tandy (left).



Barbara Moulton, Spiritual Care Program Coordinator.

SPIRITUAL CARE

Spirituality is rooted in the desire to find meaning, purpose and hope in life. Visiting our hospital can be the result of some of the most challenging times in a person's life and it can be difficult to attend to these spiritual needs. Many of us require time to process what is happening; whether it be a patient needing a safe space to discuss their feelings, a family member coming to terms with a loved one's illness or a staff member needing support before caring for the next patient. I feel privileged to stand beside a tremendous team of 27 volunteer Chaplains to offer that supportive presence. Our volunteer Chaplains provided 900 hours of Spiritual Care this year.

PATIENT FAMILY ADVISOR PARTNERSHIP

As Patient Family Advisors, we lend our experience to strengthen the work underway at the hospital. Navigating the health care system as a patient, family or caregiver has its challenges. Being part of a group of volunteers, sharing our experiences, is powerful. We can remove some of the red tape that exists, say what needs to be said and are part of the resulting transformation. I know my voice is heard, I know I am making a difference and that is what matters.



Ashley Dann, Patient Family Advisor.

Lori Ker, Board Chair with Kim Delahunt, President & CEO handing out treats over the Christmas holidays.

BOARD OF DIRECTORS

Governors often volunteer behind the scenes, as champions of the hospital's purpose, strategy, and culture. I am proud to volunteer alongside a group of talented and dedicated directors who exemplify the values, and care about the well-being of this hospital, its exceptional team, and the community it serves.

We have had many challenges in the last year before the pandemic arrived, advocating for medium-sized hospital funding, launching a clinical transformation technology project, navigating collaborative governance, and recruiting a new President and CEO. Kim has demonstrated a strong commitment to Headwaters, and we look forward to serving along with her and the hospital team in the future.



Passion

When Jillian’s family doctor left the family health team this year, her family went from the comfort of being cared for by someone they knew well to impersonal trips to the hospital and walk-in clinics.

Jillian’s family found themselves in a predicament over the Christmas holiday. They thought they would be spending enjoyable time with each other and family, but instead spent most of their time worrying about their boys’ health. Her two sons, six-year-old Isaac and four-year-old Marlo, experienced diarrhea and vomiting for a week, had fevers that would not let up and they eventually stopped drinking and eating entirely. “It just seemed to go from bad to worse,” Jillian recalled.

On the first Friday of the Christmas break, Jillian brought Isaac to the hospital and waited in the Emergency Department for several hours before tests were run. Those confirmed he had pneumonia and a bacterial infection.

The next day, Jillian brought Marlo to the hospital and thankfully it wasn’t nearly as busy. The Triage Nurse pointed to a cart that was nearby and told Marlo he could pick out a toy. New, unopened toys are often donated to the hospital over the holidays by generous community members. Marlo picked out a monster truck.

Within 45 minutes of arriving they were seen by Dr. Kahn, a physician they had visited before and who remembered them. It was different than their past experiences with a hospital. It felt more like what they had been used to with their family physician; comfortable and familiar.



Dr. Kahn was patient with Marlo, he listened and responded empathetically. “We were there for six hours with Marlo; not because it was overly busy but because of how thorough the doctor was being,” said Jillian.

The Diagnostic Imaging team completed an X-ray. “The staff were so helpful. They explained everything we could expect and were really friendly to Marlo,” said Jillian. A nurse in the Emergency Department put in an IV and Jillian noted that, “He was worried about inserting the IV but then got the job done flawlessly.”

Marlo tested positive for Influenza B and had a possible infection in his ear. The two returned home and received a follow up call from Dr. Kahn. He confirmed the ear infection and instructed Jillian to start antibiotics.

After a few days, both boys’ health started to improve, and they went back to their happy, healthy selves. They began to truly enjoy their Christmas break.



Marlo and Isaac playing together at home.

Marlo has incorporated his visit to Headwaters into his pretend play. As he drives his patients to the hospital in his monster truck you can hear him saying, “When you get sick, you have to go to the hospital to see the doctor and then you get to pick out a toy,” Jillian explained fondly.

The passion our health care team demonstrates for providing excellent care to patients coupled with the passion our community shows for our hospital, by generously providing toys, enabled Marlo to have a fond memory of his visit that he enjoys replaying day after day.

Marlo and the truck he received during his visit to Headwaters over the Christmas holiday.



Teamwork

Local business owner Xiang manages a farm. He never imagined that a routine task such as cutting wood would forever change how he experiences the world.

Xiang was tired and rushing through his work when the spinning blade from the wood cutter tore through his right little finger. The finger was badly damaged and only attached by a small, remaining piece of skin. “I was in shock. I couldn’t believe this had happened to me,” recalled Xiang.

Xiang at Headwaters Health Care Centre following several surgical procedures to his right little finger.



Driving himself to the hospital, Xiang couldn’t help but think about the worst; asking himself “Can I live without this finger?” By the time he arrived thirty minutes later he had come to terms with that awful possibility.

He entered the Emergency Department at Headwaters and the team provided temporary care by cleaning, stitching and bandaging the wound. Xiang was sent home and asked to return the next day when Plastic Surgeon, Dr. Rebecca Greer-Bayramoglu, would be onsite. Xiang struggled the entire night due to the pain and worried that he would not be able to keep his finger.

The next morning, Dr. Greer-Bayramoglu took one look at the wound and scheduled him for surgery that same day. She would need to repair and reconstruct the finger as soon as possible. “Dr. Greer tried her best to reconstruct my finger and did a great job.

When I saw the X-ray, I thought of a puzzle and how hard it would be to put all the broken pieces back together,” recalled Xiang.

It meant a lot to Xiang to be treated with such care from everyone at the hospital; from nurses, physicians and volunteers. “There is great coordination here. Everyone works together like a well-oiled machine and the volunteers are the lubricant—without them it wouldn’t run nearly as smooth,” said Xiang.

The healing process has been long and is still ongoing with frequent visits to the hospital for follow-up surgical care. Xiang may never regain full function in his finger, but he is not letting that change his positive outlook on life.

While he cannot tend to his business with the same force he did before, if he goes slow and is careful, he can still do

a great job. Xiang feels more grateful now than before this experience and wants to give back to the community. He remarked, “I have become a stronger person through this accident. I learned a valuable lesson and had the opportunity to meet a group of genuine and warm-hearted people. I have been and will always be grateful for receiving abundant kindness from them.

This experience has provided me with the motivation to pass down the positive energy of life to others. I want to be part of the volunteer team at the hospital—I want to be one of them one day.”

Thanks to the incredible coordination of care and teamwork from everyone Xiang encountered at Headwaters, the worst-case scenario he imagined driving to the hospital was averted.



Courage

When 20-year-old Brianna came home to Orangeville on a two-week break from college, she had no idea she wouldn't be returning the next semester.

Brianna woke up one night with stomach discomfort and told her mom Mary-Jane, who had sensed something was wrong, that she thought she just had indigestion. Mary-Jane kissed her and went to work not thinking much of it.

As the hours progressed, so did the pain. Brianna was home alone, scared and unable to move from the debilitating pain. From the bathroom, Brianna screamed out for Siri (the iPhone App) to call 9-1-1.

Dufferin County Paramedic Service responded to the call. While they were on the way, Brianna was shocked to give birth, catching the baby as he plunged into the toilet she was sitting on.

When Paramedics Stacey, Mike and Robin arrived on the scene, they were not expecting to see a baby. However, they had received training for this type of situation.

In fact, Stacey had taken a refresher course earlier in the year.

The Paramedics provided care to both Brianna and her newborn son; cutting the umbilical cord and helping Brianna overcome her shock, as she had no idea she was even pregnant. "The paramedics did a really good job!" recalled Mary-Jane.

Both patients were bundled up and taken to Headwaters. Brianna's baby, who she named Charlie, weighed in at a healthy seven pounds two ounces and Brianna faced her biggest fear—telling her mom.

Nurses in the Obstetrics Department at Headwaters called Mary-Jane at work. She fled in shock to the hospital after making some quick phone calls to family and friends. In turn, those neighbours, family and friends generously stocked her home with everything needed to bring Charlie home.

When Mary-Jane arrived at the hospital, her primary concern was making sure her daughter knew she was loved—no matter what. Wiping tears from her eyes, Mary-Jane, rushed to Brianna's side and embraced her new grandson.



Baby Charlie with Dufferin County Paramedic, Stacey.

Later that day, Paramedic Stacey, went back to the hospital to see how everyone was doing. Having recovered from the initial shock, the family was over-the-moon with the new addition. Brianna remained in hospital with Charlie for follow-up care before they both went home healthy and happy. "We have a baby to raise now," said Mary-Jane. "We have to raise this tiny human the best we can."

It takes courage to remain calm in uncertain times. Thanks to Brianna's courage and the swift response from our Paramedics, both she and Charlie are thriving against incredible odds.

Kindness

David and his wife of 52 years, Muriel, never thought they would go from touching the tips of Pitons in Saint Lucia to neurosurgery days later.

While onboard a cruise ship, David began exhibiting symptoms of a stroke; his mouth was drooping, his speech was slurred, and he no longer had control over some of his movements. Reluctant to receive care in a foreign country, David and Muriel returned home. Their son met them at airport arrivals and drove straight to Headwaters. "If we were going to go to the hospital, I wanted to come here," said David.

Entering through the Emergency Department, David was seen right away. He received a CT Scan and was told almost immediately that he had two masses on his brain that were likely malignant.

In less than 24 hours he was transferred to Trillium Health Partners for neurosurgery. One week later, the larger tumor was successfully removed but the smaller one was inoperable. David developed

paralysis—losing muscle function in the left side of his body.

He was transferred back to Headwaters for rehabilitation treatment. "Physio has been unbelievable. I received therapy twice a day for five days a week and it made a huge difference," said David.

The most challenging part of his journey has been communication. "It got to the point where David didn't even want his phone anymore because the person on the other end couldn't understand what he was saying because his speech was so impacted," said Muriel. Thanks to the care of a Speech Pathologist at Headwaters, David can now talk and be understood once again.



David and his wife Muriel touching the tips of Pitons in Saint Lucia.

When asked which of the hospital's values he thinks the team at Headwaters represents most, David replied "Kindness. It's the little things that they do, the ones they don't have to, that are truly kind."

David shared several stories of kindness, including one of an Environmental Services member going out of their way share information with his wife, a Nutrition Services member running to find his meal tray after it had been removed and volunteers opening his food containers when he struggled with only having the use of one hand. "Headwaters has shown me how to make the moments work," said David.

After several weeks at Headwaters, David returned home and is receiving palliative tumor and radiation treatment at Credit Valley Hospital on an outpatient basis. "If you don't accept that someone is terminally ill, you don't give the person the space to discuss how they feel. It's not about giving up, it's about accepting," said Muriel.



Our COVID-19 Response

In the toughest of times we learn who we really are, who we can rely on and our true strength. The COVID-19 Pandemic took us all by storm and we couldn't be more proud of our team that rose to the occasion and our community that responded with an outpouring of support.



We heard you when you banged your pots and pans from your doorsteps and saluted us in Emergency Services vehicles. We saw your uplifting messages on sidewalks, in your windows, children's artwork near our hospital and your messages shared on social media. We appreciated every donated item that kept us going from food, supplies and equipment.

The men and women who courageously provided care to our community are Headwaters Heroes. From the screeners at entrances and the team who wiped down every surface, to those who assessed and cared for the sick both at the hospital and who working in some of our long-term care facilities when the need was the most urgent. Thank you for your unwavering commitment to keep us all safe.



Our Emergency Department team who were among many RPNs, RNs and PSWs who provided care across our hospital and community.

While we may not know what is around the next corner we know that our team and community will be ready to rise to the occasion.

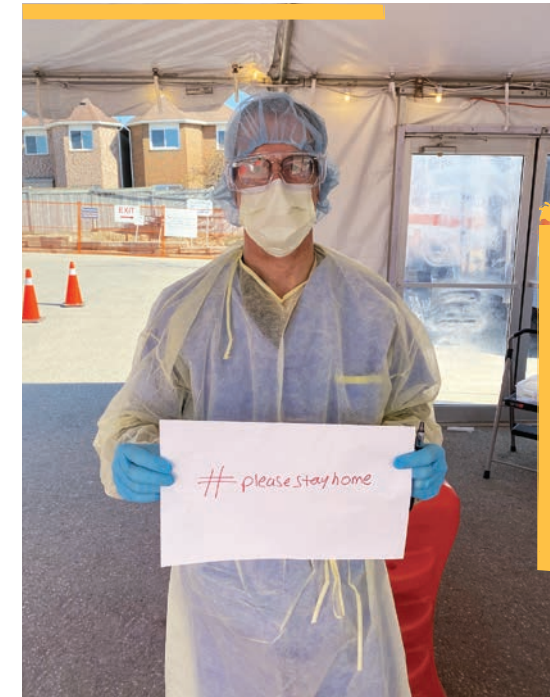


Several members of our Environmental Services team who made sure our hospital continued to be a safe, clean place to work and receive care.

A few members of the team behind the scenes making sure our hospital continued to run smoothly.



Outside our COVID-19 Assessment Centre as Emergency Service vehicles offer a parade of support.



One of the many physicians who stepped up to provide care inside and outside our hospital.

Getting Even Better

In a matter of weeks, Brittany went from someone who had never visited Headwaters, to someone who knew it intimately.

Brittany was experiencing shortness of breath, coughing and a rapid heart rate. Believing she had caught a virus, she went to the hospital to get checked out. Brittany returned to the hospital four more times with the same symptoms; each time she was diagnosed with pneumonia, admitted for the day or spent a night in the Emergency Department.

The troubling part was that the pneumonia just wouldn't seem to go away. It wasn't until Brittany's fifth visit to the hospital that the team discovered she was experiencing congestive heart failure. Many of the symptoms and test results of congestive heart failure are the same as pneumonia, and it was Brittany's inability to heal that triggered the team to see if something else might be going on.

Brittany was admitted to the hospital and spent a week as an inpatient.

“The nurses were amazing. They gave me tips on how to deal with my illness. I had no idea what I was doing and really appreciated the help,” said Brittany.

She was able to recover from her state of crisis but requires ongoing care from experts in cardiology. Every six months Brittany connects with specialists in Brampton and Mississauga. Brittany can touch base with her entire care team on her lunch hour using two-way videoconferencing via the Ontario Telemedicine Network at Headwaters. “This experience really made me realize how important it is to have a hospital

close to home. If I had to travel to get the care I needed it would really difficult,” said Brittany.

After Brittany returned home, she remembers going to a restaurant in town and seeing one of the nurses who had helped her during her stay. The nurse recognized her and went out of her way to come up, say hello and ask Brittany how she was doing. The relationship she developed with the nurses made a lasting impression. “They provide such great care, remember their patients and recognize them in the community. This is something you just wouldn't get at a larger hospital,” recalled Brittany.

Inspired, she wanted to give back to the hospital so became a Patient Family Advisor. Brittany lends her voice to help the hospital get even better. “Being a patient here and having family members that have been patients here gives you different insight,” explained Brittany. This insight is built into planning and implementing different initiatives such as the future Emergency Department renovations.

Brittany using the Ontario Telemedicine Network to meet with experts in cardiology.



Nothing About You, Without You

When Patricia found out she had skin cancer below the bridge of her nose and required surgery to remove it she was worried. She didn't want to come out of the procedure looking like a different person.



As a health care professional, Patricia is familiar with how the system works but had never experienced it from the perspective of a patient. Entering the hospital with her friend, "I felt vulnerable," she recalled. She registered using the new kiosks at the hospital and signed up for MyChart (an online health information system). "The registration and enrollment gave me a sense of control over what was happening," said Patricia.

Right before the surgery, Patricia talked to her surgeon Dr. Kim about how she was feeling. She explained her worst fears, including not looking like herself anymore. Dr. Kim listened and reassured Patricia; she couldn't make any promises but would certainly do her best to maintain Patricia's appearance.

The surgery took 45 minutes and Patricia was awake for the entire procedure. "I had wet pads on my eyes and couldn't see anything," said Patricia. "I remember the nurse, Barb, coming to check on me and her voice grounding me. It was calming to hear her, and I felt like she genuinely cared about me."

After the surgery was complete, Dr. Kim let Patricia know that not only was she able to remove all the cancer but had protected her nose too. Patricia would indeed look like the same person after she finished healing.

Now, a few months later, you can't even tell that Patricia underwent facial surgery and she has regained full sensation in her nose.

"The care I received was exceptional. This hospital is exceptional," said Patricia.

From start to finish there was nothing about Patricia's surgery, without Patricia; she was an active participant during the whole experience. Her fears and needs were heard and respected.



Patricia, fully recovered from surgery on the bridge of her nose.
— John Cox/Photography



Integrated Care Close to Home

While visiting his son just outside of Chicago, Orangeville resident Bob, started having difficulty breathing. He wasn't sleeping and had little energy.

Bob set up an appointment to get checked out at a clinic close to home. The physician, after hearing his symptoms, sent him straight to the Emergency Department at Headwaters. Bob was on the verge of congestive heart failure.

At Headwaters, the health care team discovered that Bob had a heart arrhythmia (when the electrical impulses that coordinate your heartbeats don't work properly). During his week-long hospital stay, the team tried everything to resolve the problem including medication, diet and therapy. Nothing seemed to work; Bob needed a cardiac ablation so one was booked for the following week at Southlake Regional Health Centre.

The surgeon advised that there was a 75% chance that the procedure would work. Unfortunately, one year later, Bob's heart was out of rhythm once again and he needed another cardiac ablation; this one was successful. Bob recalled, "It felt unreal getting into my car to drive home the next morning. I remember thinking they were just inside my heart last night." Bob received follow-up care at the Cardiac Rehabilitation Clinic at Headwaters.

Following the challenges with his heart, Bob was diagnosed with Peripheral Neuropathy, resulting from Type 2 Diabetes and once again the team Headwaters stepped in to help. Bob meets annually with the Diabetes Education Program who help him learn to manage his symptoms.

"I have a far greater respect for the health care network and the professionals that are in it because of everything that has happened. They basically saved my life and I am aware now of how important it is to take care of your health," said Bob.

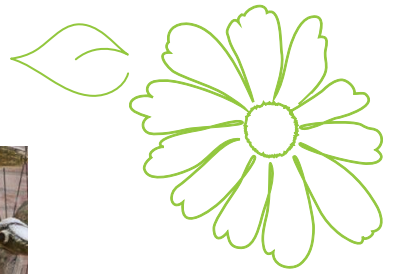
These experiences led Bob to become involved with the Hills of Headwaters Collaborative Ontario Health Team as a Patient Family Advisor.

Bob and his friend Eileen developed the idea of holding open forums where anyone in the community could come and share ideas about how care could be improved in Dufferin-Caledon. From this idea the Community Wellness Council was born; which now consists of an entire team of patients, families and caregivers.



Bob, Patient Family Advisor with the Hills of Headwaters Collaborative—Matthew Strader/Caledon Enterprise.

“The fact that 30 plus organizations are sitting together around a table talking to each other and planning together, with patients, demonstrates how integrated the process is. What’s even more incredible is that the same level of respect is given across that table; whether you’re the largest organization or one person,” said Bob.



OUR SUPPORTS

Making Every Dollar Count

We have developed an audited report on our financial activities and position over the past fiscal year as part of our commitment to being open, transparent and accountable to our community. The report shows how we put your health care dollars to work.

The operating results for the year ended March 31, 2020 is a deficit of \$716,600, before building amortization expense and related deferred capital contributions.

FINANCIAL STATEMENTS ONLINE

To view our audited financial statements, please visit our website at headwatershealth.ca

REVENUES \$76.9 Million

Revenues increased \$5.2M or 7.2% from the year prior. Special one-time investments and rebates received contributed to the majority of the increase in revenues.



- 69% Ministry of Health and Long-Term Care
- 15% Patient Revenue
- 9% Other Programs
- 5% Other Income
- 2% Amortization of Deferred Contributions for Equipment

EXPENSES \$77.7 Million

Total expenses increased by \$5.9M or 8.2%, relating mostly to annual inflation, increased drug costs and one-time investments. The deficit incurred in the year is a result of COVID-19 costs, which were unfunded as of March 31, 2020.



- 57% Salaries and Benefits
- 15% Supplies
- 9% Medical, Surgical and Drugs
- 9% Other Programs
- 2% Amortization of Equipment
- 8% Medical Staff Remuneration

Innovation, Research and Technology

More and more is being asked of health care organizations, which has never been more apparent than during the COVID-19 pandemic.

Even before it became a fixture in our reality, Headwaters has put innovation, research and technology at the forefront of our planning for the future. We know that to provide the best care for our patients, family and caregivers we must create modern facilities, use the most up-to-date knowledge and leverage the most efficient technology available to us.

INNOVATION

The foundation for innovation at Headwaters is based on three pillars; upgrading our aging infrastructure, enhancing our programs and services and partnering to advance integrated systems of care.

Our new Joan & Paul Waechter Welcome Centre

Thanks to the generous support from donors we renovated our main lobby and enhanced patient and family experiences, such as a new registration and bill payment area, expanded waiting areas and a new, safer staircase.



Joan Waechter with a member of our painting crew in our new Joan and Paul Waechter Welcome Centre.

Paediatric Upgrades

Our hallways and family rooms have been transformed to comforting enclaves with technological upgrades, thanks to the Smilezone Foundation. We brought our Friendship Gardens indoors with magical new murals and much more.



Celebrating the grand opening of our new paediatric spaces courtesy of Smilezone Foundation.





Dr. Pre Moodley, our new Urologist.

Renewed Urology Program and Equipment

We renewed our program to treat diseases and disorders of the urinary system in men and women, led by Dr. Pre Moodley.

New Clinics

An Independent Spinal Assessment and Education Clinic for patients with longer term back pain who are considering surgery as well as a Musculoskeletal Rapid Access Clinic for patients considering hip or knee replacement surgery were developed.

The Hills of Headwaters Collaborative—Dufferin Caledon’s Ontario Health Team.

Introducing the Hills of Headwaters Collaborative

We are part of Dufferin-Caledon’s Ontario Health Team—A collaborative group of health and care agencies and individuals working toward improved communication, efficient digital health applications, equitable access to services and many other initiatives to ensure the best care for people in our community.

Replacement of our Health Information System

Partnering with Collingwood General and Marine Hospital, Georgian Bay General Hospital and Royal Victoria Regional Health Centre we plan to provide a seamless integration of information between hospitals and clinicians and provide advanced functionality for accessing patient records and other health information.

Next, we plan to renovate the Emergency Department. We will be reconfiguring key spaces to provide more efficient and patient-centered care.



RESEARCH

Exploring new ways to provide care and understanding leading edge methods is a hallmark of how we do things at Headwaters.

Achieving Choosing Wisely Canada Designation

We reached Level 1 Designation in recognition of our commitment to reducing unnecessary test and treatments.



The team that helped us achieve our Level 1 Choosing Wisely Canada Designation.

Hospital One-Year Mortality Risk (HOMR) Project

We participated in a multi-site research project that uses data pulled daily from our health information system to help identify patients who may benefit from a palliative approach to care.

Next, we plan to complete Accreditation with flying colours. While our efforts have been postponed due to COVID-19, we are still preparing to maintain our Exemplary standing, the highest level possible from Accreditation Canada.

TECHNOLOGY

Using the best tools available supports our patient care goals.

Enhancing Laboring Mothers’ Experiences

We introduced a new wireless fetal monitor that provides continuous monitoring of soon-to-be-born infants which provides more flexibility and comfort for mothers.

New Blood Gas Analyzer

Our Laboratory welcomed two new machines that aid in diagnosis of respiratory and metabolic medical issues by assessing how well the blood is oxygenated and removes waste products.



Jay, our Laboratory Manager with our new Blood Gas Analyzer.



A member of our Obstetrics Team using the new wireless fetal monitor on a patient.

Increased Access to Health Information

We launched two new online tools to increase access to health records: Pocket Health and MyChart. Pocket Health is an online tool that allows complete access to medical imaging records. MyChart provides a consolidated view of a patient’s health journey at Headwaters.

Real-Time Screening

We rolled out Your Symptoms Matter, an electronic symptom-based screening tool completed by all Ambulatory Care and Renal patients at each visit enabling them to customize and adjust treatment based on a patient’s current situation.

Next, we plan to implement new information technology that we developed from the research uncovered from the HOMR project. This technology will help patients going home for palliative care have appropriate pain management and support from a community nurse.



By the numbers

Here is statistical information about Headwaters for the year ending March 31, 2020.



41,618

Emergency Department Visits



4,396

Dialysis Visits

2,550

Oncology Consultations

1,211

Telehealth Visits



39

Medical Students

764

Staff

795,592

Lab Tests (excluding DI)

898

Babies Delivered

453

Volunteers

24,921

Outpatient Visits (excluding DI, ED and Lab)

5,910

Inpatient Admissions

1,472

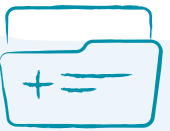
Chemotherapy Treatments

158

Physicians, Dentist & Midwives

29,876

Diagnostic Imaging Tests



* You may notice differences to specific areas in this year's By the Numbers, compared to last years. This is as a result of how some of the reporting has been refined within our decision support system.



Meet the Team

EDITORIAL

This Annual Report was made in collaboration with members of our Patient Family Advisory Partnership. Members help us get even better by identifying the most important things that can be done to improve the care experience.

GOVERNANCE

Our Board of Directors provide oversight in making strategic decisions, ensuring we provide quality care, our financial well-being and staying abreast of health care best practices. We also have several committees which consist of senior leaders, directors and community members. They are a group of dedicated and dynamic people that help support our local community.



EDITORIAL

Ashley Dann
PATIENT FAMILY ADVISOR

Annie Gordon
PATIENT FAMILY ADVISOR

Jennifer Nicolucci
CO-CHAIR, PATIENT FAMILY ADVISORY PARTNERSHIP

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VICE PRESIDENT, CORPORATE SERVICES & CHIEF FINANCIAL OFFICER

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CHIEF OF STAFF & VICE PRESIDENT, MEDICAL AFFAIRS

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CHIEF EXECUTIVE OFFICER, HEADWATERS HEALTH CARE FOUNDATION

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CHIEF OF STAFF & VICE PRESIDENT, MEDICAL AFFAIRS

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CHIEF OF FAMILY PRACTICE

Dr. Rupinder Dhillon
CHIEF OF MEDICINE

Dr. Basem Hafazalla
CHIEF OF OBSTETRICS & GYNECOLOGY

Dr. Dan Mozeg
CHIEF OF DIAGNOSTIC IMAGING

Dr. Mark Murphy
CHIEF OF ANAESTHESIA

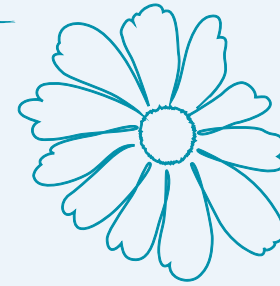
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Dr. Grace Wang
CHIEF OF SURGERY

Kim Delahunt
PRESIDENT & CHIEF EXECUTIVE OFFICER

Peter Varga
VICE PRESIDENT PATIENT SERVICES & CHIEF NURSING EXECUTIVE





Be part of health care in your community:

- Join our team
- Join our Patient Family Advisory Partnership
- Volunteer with us at the hospital, in the gardens or in the community
- Participate with us at community events
- Donate to Headwaters Health Care Foundation at hhcfoundation.com

FOR MORE INFORMATION:

Connect with us anytime by email at
info@headwatershealth.ca

Or visit us online at
headwatershealth.ca

Partner in the Hills of Headwaters
Collaborative, the Dufferin-Caledon
Ontario Health Team.

Learn more at:
hillsofheadwaterscollaborative.ca



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