An Exceptional and Evolutionary Year:
Annual Report 2014-2015
Who we are

By offering care closer to home and putting patients first, Headwaters Health Care Centre (Headwaters) aims to provide an Exceptional Experience Every Time, our Vision.

Headwaters is an acute and complex continuing care facility, offering both inpatient and outpatient services, as well as an Emergency Department with 24/7 coverage. Headwaters is accredited with Exemplary standing, the highest possible designation from Accreditation Canada.

Headwaters primarily serves the communities of Dufferin County and the Town of Caledon. To ensure access to high quality and seamless health care, closer to home, Headwaters develops partnerships with providers like the Central West Community Care Access Centre (CW CCAC), Southlake Regional Health System (Southlake), Trillium Health Partners (Trillium) and William Osler Health System (Osler) along with many local health and community organizations. Headwaters is home to a wide variety of family practice and medical practitioners, as well as specialists in a range of health care areas.

Please visit www.headwatershealth.ca for more information.

Headwaters Health Care Foundation is the fundraising arm of Headwaters. In order to attract the best health care professionals and create the best partnerships, Headwaters Health Care Foundation works to invest in new and expanded technologies.

Please visit www.hhcfoundation.ca for more information.
An Exceptional and Evolutionary Year:

Message from the Board Chair and President & CEO

This past year we made great progress on improving access to health care and providing innovative ways to bring care closer to home to help us meet the health care needs of patients and the communities we serve and to achieve our Vision - Exceptional Experience Every Time.

It is through innovation that we find new ways of working together with health care providers in the community in order to drive change in the health care system. A shining example this year’s regional partnership between Headwaters, the Central West Community Care Access Centre (CW CCAC) and William Osler Health System (Osler). We took our existing partnerships to bold, new heights by integrating our non-clinical support functions including human resources, finance, information technology, redevelopment, facilities, and communications, across all three organizations. This cross-sector partnership is first of its kind in Ontario. Highlights of this exciting partnership, as well as many others, are illustrated throughout this year’s Annual Report.

We continued to advance redevelopment and expansion plans at Headwaters, a foundational element in our past, present and future reports, which will see more than 8,000 square feet built and renovated for ambulatory care and surgical services to help reduce wait times, accommodate growth and further integrate care for those we serve.

Last year was marked with many accolades and accomplishments. We maintained high levels of patient satisfaction and ranked in the top three provincially for low emergency department wait times. Headwaters also received the highly-respected Ontario Laboratory Accreditation (OLA) while two physicians were honoured as Family Physicians of the Year. We expanded services like cancer care, and improved coordination of care as the co-lead for two Health Links (a Ministry of Health and Long Term Care initiative to bring together health care providers in a community to better and more quickly coordinate care for high-needs patients), all highlighting our leadership and commitment to exceptional patient care.

All of this was completed while balancing our budget, managing higher patient volumes and remaining one of the most efficient hospitals in our region.

Thanks to the remarkable teamwork and efforts of staff, physicians, volunteers and community partners, we have made tremendous progress toward our Vision – Exceptional Experience Every Time. By building on our past accomplishments and working together with our partners, we will achieve our goals and most importantly, our Vision to benefit patients and families in our community.

Rob Hamilton
Board Chair

Liz Ruegg
President & CEO
Leading Care with our Partners:
Message from the Chief of Staff and Vice President, Patient Services & Chief Nursing Executive

2014-15 was an exceptional year as we focused on delivering an Exceptional Experience Every Time to the patients and families we serve. Guided by our Clinical Priorities Plan (our clinical roadmap to help us achieve our Vision) we provided timely, efficient and high quality programs and services most needed in the community. Thanks to our regional partners, we also expanded outpatient services like cancer care and dialysis for chronic kidney disease.

We also improved coordination of care in the community as the co-lead for two Health Links, in partnership with the Central West LHIN with 287 care plans in place for patients with multiple and complex conditions, and continued to use Telemedicine to connect specialists to patients to provide care closer to home.

By working with our partners, we offered more care closer to home. For example, a new Community Paramedic Program provided care to patients in their homes to avoid unnecessary trips to the Emergency Department, and the expanded Trillium Gift of Life Program helped families make informed decisions to save and enhance lives through the gift of organ and tissue donation.

To meet the evolving health care needs of our region today and into the future, we embarked on the development of a multi-year Clinical Priorities Plan with the help of a newly created Clinical Leadership Team. The Clinical Leadership Team, the first of its kind at Headwaters, brings together the various medical chiefs and directors of patient care to lead planning that will help us innovate and transform how we deliver health care to our patients and community we serve. We look forward to sharing our new Clinical Priorities Plan in the coming year.

Our focus on clinical leadership this year also saw the Chief of Staff take on a new role, Vice President of Medical Affairs, to support our corporate focus on meeting the increasing health care needs of our community. As part of our bold new partnership with the CW CCAC and Osler in 2014-15, we created a new cross-appointed Chief Patient Experience Officer role to ensure the patient is at the heart of everything we do. This role will support our collective focus as leaders and innovators and inform new strategies that will transform the patient experience across hospital and community settings.

We are very proud of all we achieved this year and could not have done it without our frontline staff, physicians, volunteers, support staff and our partners. Thank you for helping us achieve our Vision. We look forward to sharing how our focus on leadership and new partnerships transform the health and wellness of our patients and community next year.

Dr. Somaiah Ahmed
Chief of Staff & Vice President, Medical Affairs

Donna Clark
Vice President, Clinical Services & Chief Nursing Executive

Our Patients
Partnering to Improve Health Care in our Region

This year we took our partnerships with the CW CCAC and Osler to bold, new heights by integrating our non-clinical support functions across all three organizations. Our dynamic new cross-sector partnership will enable us to put patients and families first by finding new and better ways of working together to create an integrated, patient-centric health care system that is easier for people to access, understand and navigate.

We’ve already taken steps to change our approach to regional planning. For the first time this year, all three organizations worked together to create our Quality Improvement Plans (QIPs) and Annual Business Plans (ABPs). This collaborative approach helps us to define more in-depth and systematic ways for setting improvement targets and developing change initiatives that will benefit patients in the communities we serve.

Last December and January, Headwaters and Osler experienced a surge in patients due to a spike in flu activity. While seasonal surges occur every year, this year’s arrived earlier than expected and which saw us care for more patients than ever before. There was a nearly 13 per cent increase in patient visits at Headwaters, a more than six per cent increase at Osler, and an almost 63 per cent increase in the number of patient referrals to the CW CCAC received from those hospitals. To ensure our patients continued to receive outstanding care, our organizations acted quickly and responded as a team. With the support of the CW CCAC, Headwaters and Osler were able to discharge patients knowing those who needed excellent care at home would be able to receive it.

Dr. Somaiah Ahmed
Chief of Staff & Vice President, Medical Affairs

Donna Clark
Vice President, Clinical Services & Chief Nursing Executive

December 27, 2014 was busiest day in our Emergency Department, setting a record by providing care to 178 patients.

Click here to learn how this partnership with our community and care partners benefits patients in our region.
For patients undergoing dialysis in the Central West LHIN, needing to undergo a medical procedure three times a week in order to live is a reality for some. However, through a new partnership involving the Ontario Renal Network, Headwaters and Osler, it is now more convenient for area patients to undergo the life-saving treatment. Through this partnership, more patients requiring dialysis will be able to receive this enhanced service. As a result, Headwaters patients have improved access to high-quality kidney specialists on-site, 24 hours a day and treatment closer to home.

Transforming the Patient Experience

As part of our bold new partnership with the CW CCAC and Osler, in 2014-15 we created a new-cross appointed Chief Patient Experience Officer role to ensure the patient is at the heart of everything we do. This roll will support our Vision at Headwaters- Exceptional Experience Every Time- and our collective focus as leaders and innovators and inform new strategies that will transform the patient experience across hospital and community settings.

While historically each partner organization had sought patient feedback independently, the CW CCAC, Headwaters and Osler are now collecting data that is allowing us to develop a regional perspective on the patient experience. Through this work, we are now able to measure satisfaction across the continuum of care to better understand how patients move between our organizations during their journey. By listening to patients, we understand that their satisfaction is largely based on their experience of how service is delivered, rather than the technical aspects of their medical care- and we are committed to working together to transform and improve the way they experience care across our region.

Reducing Wait Times from the Emergency Department to Inpatient Bed

Headwaters implemented a number of initiatives called the “I need to get to bed on time” project. This project focused on patient flow from the Emergency Department (ED) to the inpatient unit. The goal was to move patients from the ED to an inpatient bed in 90 minutes or less.

Increasing ambulance offload delays add to congestion in the emergency department and also result in incidents where paramedics are not available to handle emergency calls. Dufferin County Paramedics received funding from Ambulance Services Branch of the Ministry of Health and Long-Term Care to provide for dedicated nurses to receive ambulance patients in order to better manage patient flow and, as a result, reduce delays in the Emergency Department.

Using Technology and our Partners to Provide Care at a Distance

Telemedicine connects patients with specialists remotely to provide access to much needed care and reduce transfer and travel costs. Thanks to our partners at Osler, both pediatric and adult patients with mental health concerns at Headwaters were able to be assessed if needed or have their follow-up appointments with a psychiatrist using telemedicine. This is one of many telemedicine programs offered at Headwaters. Since January 2015, 19 pediatric or adult mental health patients were seen virtually by a psychiatrist at Osler.

Improving Coordination of Care in our Community

As the co-lead for two Health Links, a Ministry of Health and Long Term Care initiative to bring together health care providers in a community to better and more quickly coordinate care for high-needs patients, Headwaters, in partnership with the Central West LHIN and local community providers, helped 287 patients by creating care plans for patients with multiple and complex conditions. Total inpatient discharges at Headwaters were reduced by 42 percent and Emergency Department visits reduced by 29 percent for our Health Links patients.

50% more dialysis visits in 2014-15.

I had a very fast visit in the Emergency Department. I was completely impressed.
Patient comment, July 2014.

1,075 calls to discharged Headwaters patients.
Leading Change Together
As part of the regional partnership, we created a new joint leadership structure to oversee finance, human resources, information technology and management, redevelopment, facilities, communications and strategies operations. This highly-skilled cross-organizational and cross-functional team aligns the operational priorities of the CW CCAC, Headwaters and Osler.

As we continue to strengthen the relationships among our partner organizations and advance organizational performance among our collective teams, we have integrated a number of non-clinical support functions. The integration of human resources across all three organizations enables us to develop strategies and create innovative solutions to set our organizations, our teams, our services, and programs on a road to success.

Going Above & Beyond
Staff, physicians and volunteers are at the very heart of creating an Exceptional Experience Every Time. Our ongoing Caught You Caring and Fire Starter awards recognized 183 staff, as well as 2110 combined years of long service. In keeping with our values of Ask Seek Explore Headwaters held its first annual staff education celebration to applaud those who achieved a significant milestone in their professional journey.

Supporting Exceptional Care
Headwaters is committed to providing a safe and rewarding work environment where staff, physicians and volunteers feel valued, engaged and well supported.

In 2014-15, we conducted a Staff and Physician Engagement Survey, as well as a Patient Safety Culture Survey, to better understand how we can be successful in the delivery of our Vision.

Patient Safety Culture Survey Highlights
When a serious safety error occurs, we think about it carefully.

In my area, after a serious error has occurred, we think about how it came about and how to prevent the same mistake in the future.

Staff & Physician Engagement Survey Highlights
Opportunities to make improvements in work
Opportunities to take initiative
Understand goals of the organization

Our People

17 new physicians
44 medical students
88 new staff hired

I felt so at home, well cared for and loved. I saw how hard the nurses work. They give so much of themselves physically and emotionally. They made we want to be a better person.
Patient comment, June 2014.

I felt so at home, well cared for and loved. I saw how hard the nurses work. They give so much of themselves physically and emotionally. They made we want to be a better person.
Patient comment, January 2015.

Everyone was very pleasant and smiling when they came into my room and introduced themselves.
Patient comment, January 2015.

Headwaters Doctors named Family Physicians of the Year
Two Headwaters physicians, Drs. Stephen and Stephanie Milone, received this year’s Ontario College of Family Physicians Regional Family Physician of the Year Award. The award recognized seven family physicians across Ontario for their outstanding contributions within their region, the exemplary care they give their patients, and their involvement in activities that enhance family medicine in the province.

I felt so at home, well cared for and loved. I saw how hard the nurses work. They give so much of themselves physically and emotionally. They made we want to be a better person.
Patient comment, June 2014.

I felt so at home, well cared for and loved. I saw how hard the nurses work. They give so much of themselves physically and emotionally. They made we want to be a better person.
Patient comment, January 2015.

Everyone was very pleasant and smiling when they came into my room and introduced themselves.
Patient comment, January 2015.

Headwaters Doctors named Family Physicians of the Year
Two Headwaters physicians, Drs. Stephen and Stephanie Milone, received this year’s Ontario College of Family Physicians Regional Family Physician of the Year Award. The award recognized seven family physicians across Ontario for their outstanding contributions within their region, the exemplary care they give their patients, and their involvement in activities that enhance family medicine in the province.

I felt so at home, well cared for and loved. I saw how hard the nurses work. They give so much of themselves physically and emotionally. They made we want to be a better person.
Patient comment, June 2014.

I felt so at home, well cared for and loved. I saw how hard the nurses work. They give so much of themselves physically and emotionally. They made we want to be a better person.
Patient comment, January 2015.

Everyone was very pleasant and smiling when they came into my room and introduced themselves.
Patient comment, January 2015.
The volunteers who took me to and from tests were wonderful. They are so important to patient care at Headwaters. Patient comment, January 2015.

Heart of Headwaters
This year, a new Volunteer Excellence Program recognized our volunteers for the number of hours given to Headwaters. The first award was given out at 250 hours and the next at 500 hours and then every 500 hours there after. In 2014-15, 220 pins and certificates were awarded to our dedicated volunteers.

The Headwaters Health Care Auxiliary donated $150,000 to the Headwaters Health Care Foundation this year for the fourth year in a row, representing $600,000 of their five year pledge of $750,000.

On October 5, 2014 our Auxiliary celebrated 60 years of service to the hospital community and hospital. Both active and retired volunteers were on hand to celebrate the ‘heart of Headwaters’. Two of our retired volunteers, June Rothwell and Alice Russell, who have been members for 41 and 40 years respectively, were in attendance.

Seconds really do Count
To raise funds in support of Headwaters Health Care Foundation, a new thrift shop opened in Orangeville after two years of careful planning and execution by our Auxiliary volunteers. A naming contest received over 650 entries and on February 19, 2015 the shop was named “Seconds Count”. Since its opening in late 2014, Seconds Count has raised over $61,000.

New Community Paramedic Program Caring for High-Risk Patients
In January 2015, Dufferin County Paramedic Service launched a Community Paramedic Program in partnership with the Central West LHIN and Headwaters. The program makes it easier for seniors, the disabled and people with chronic illnesses like diabetes, chronic obstructive pulmonary disease (COPD) or congestive heart failure, to get the care they need by offering preventative at-home health care visits.

In consultation with a patient’s family doctor, Dufferin County paramedics provide wellness checks, safe home assessments, weight checks, blood work, urine tests and administer medication to hospital patients who have been identified as needing at-home checks upon discharge. The program, which is funded by the Central West LHIN, reduces repeat 911 calls, emergency department and local clinic visits, hospital admissions and/or readmissions and demand for long-term care beds with the goal to increase patient satisfaction and promote a healthier community.

Heart of Headwaters
This year, a new Volunteer Excellence Program recognized our volunteers for the number of hours given to Headwaters. The first award was given out at 250 hours and the next at 500 hours and then every 500 hours there after. In 2014-15, 220 pins and certificates were awarded to our dedicated volunteers.

The Headwaters Health Care Auxiliary donated $150,000 to the Headwaters Health Care Foundation this year for the fourth year in a row, representing $600,000 of their five year pledge of $750,000.

On October 5, 2014 our Auxiliary celebrated 60 years of service to the hospital community and hospital. Both active and retired volunteers were on hand to celebrate the ‘heart of Headwaters’. Two of our retired volunteers, June Rothwell and Alice Russell, who have been members for 41 and 40 years respectively, were in attendance.

Seconds really do Count
To raise funds in support of Headwaters Health Care Foundation, a new thrift shop opened in Orangeville after two years of careful planning and execution by our Auxiliary volunteers. A naming contest received over 650 entries and on February 19, 2015 the shop was named “Seconds Count”. Since its opening in late 2014, Seconds Count has raised over $61,000.
a designated hospital for the upcoming 2015 Pan American and Parapan American Games (July 10-26, 2015), Headwaters worked with both local and provincial partners this year on a variety of special exercises and tools to prepare us to respond in the event of an emergency or to support any major planned events.

To help us connect with our health service providers, public health units, first responders, LHIN’s and the Ministry of Health and Long-Term Care Emergency Management Branch when responding to an emergency, Headwaters signed an agreement to pilot the use of an emergency management communication tool to help share and coordinate information. This communication tool will be scaled across Ontario.

Headwaters, along with our health partners ORNGE, participated in a simulated patient exercise to make sure in the event a patient came to the hospital for care and was suspected to have the Ebola Virus Disease, we would be ready and fully prepared to provide safe care until a transfer to a facility equipped to test and treat could be coordinated. This exercise with our partners gave us an opportunity to test and practice our policies and procedures.

We also participated in exercises with our Emergency Management partners at the County of Dufferin, as well as the Province of Ontario, to test our emergency preparedness, communications, policies and procedures and ability to respond in case of emergency.

Creating Partnerships for Better Palliative Care

There is a strong need for coordinated, individualized and respectful palliative care in the Central West region. Together with the CW CCAC, Osler and the Central West LHIN, Headwaters has committed to dramatically transforming and improving the patient experience for those living with life-limiting illnesses through a Joint Palliative Pledge.

As partners, we are committed to providing leadership for a high quality, comprehensive, integrated and well-coordinated hospice palliative and end-of-life care system in our LHIN. Together we are founding participants for a joint palliative and end-of-life care “pledge” which, when complete, will strive to improve the patient experience for those living with life-limiting illnesses.

By taking action together, we can change the way we collectively support patients and families— and enhance the quality of living and dying— by emphasizing respect, dignity and compassion as we support them through this journey. A great need for coordinated, individualized and respectful palliative and end-of-life care has been identified and, through enhanced service delivery, work has already begun to close the gap.

As we collaborate with palliative care partners across the region, we will determine a shared course of action that will amplify our collective impact.

‘Prepared’ with our partners to care for our community

The health and safety of patients, visitors, staff, physicians and our community is our first priority at Headwaters and supports our Vision of an Exceptional Experience Every Time. As
Our Internal Systems & Processes

Renovating and Expanding to Improve Access to Care

Since opening at our current location in 1997, Headwaters has not added any new space and has continued to grow. With an aging population and the need for more care closer to home, we are seeing more patients every year. Our medical clinics are seeing 42 per cent more patients year over year. Our new Fracture Clinic, for example, sees on average a 120 patients a week. Last year we added an additional day for cancer care allowing us to see 62 per cent more patients this year.

We continue to advance our plans this year and preliminary design work completed so with shovels ready, we are eagerly waiting to break ground on our new 8,200 square foot expansion later this year as scheduled. This expansion will help us create a bigger and brighter space (see rendering) for chemotherapy and oncology, minor procedures like stitches or a biopsy, and infusion clinics, along with much needed space for telemedicine and education. Along with this new space, we are also taking on an exciting renovation of existing hospital space to add another operating room, improve the reception and recovery room areas for patients and families, and create space for our outpatient clinics, like fracture care, plastic surgery and other surgeries. With this expansion, we will be better able to provide that patient-focused exceptional experience by offering care closer to home.

Supporting Exceptional Patient Care with Technology & our Partners

Through the development of a Regional Information Management and Information Technology Plan with our partners, the CW CCAC and Osler, Headwaters started a journey this year to create an integrated roadmap to use technology solutions to improve the patient experience and quality of care in our region, as well as the work environment for our staff and physicians, by making information more readily available and accessible.

Our Accountability

Financial Overview

The Operating results for the year ending March 31, 2015 were positive, resulting in a $0.9 million dollar surplus before building amortization expenses. These results include one-time funding to address one-time operating pressures and support increased volumes.

Revenues $64.8 Million

The revenue increased year over year by $3.0 million or 4.8%. Contributing to this increase was additional revenue from the Central West LHIN related to the Health System Funding Reform in the amount $0.7 million in acknowledgement of the efficient hospital operations. An additional $0.4 million was received from Cancer Care Ontario regarding drug recovery for systemic treatments provided in fiscal year 13/14. The improved process around this drug recovery resulted in another $0.5 million increase in revenue. Furthermore, one-time funding of $0.5 million was received to offset an increase in operating pressures resulting from higher than expected ED volumes.

Click here to see our Information Management and Technology plan and how it will benefit patients in our region.

This was my first time in hospital for a serious operation. I had excellent care. Thank you so much.

Patient comment, July 2014.

Cash Flow and Debt

The cash balance at March 31, 2015 of $8.3 million is representative of working capital and funding provided for the approved redevelopment project. With a provincial election in 2014, many hospitals including Headwaters experienced funding delays. As a result, Headwaters had to use its line of credit throughout the fiscal year to bridge the timing and funding gaps.

Expenses $63.9 Million

Total expenses increased by $2.2 million or 3.5%. One of the factors driving this shift was staffing cost of $0.7 million resulting from annual inflationary increases. Medical, surgical and other supplies combined for increased expenditures to support increased volumes in Emergency visits, Orthopedic and Plastic clinics, and the Operating Room.

Financial Statements Online

To view our audited financial statements, please visit our website at www.headwatershealth.ca.
Thank you to our Donors:

Message from the Foundation Board Chair and Executive Director

Throughout 2014-2015, Headwaters Health Care Foundation continued to share the Headwaters’ story to raise funds and build community awareness of the Commitment to Care Campaign. This $16 million initiative launched in April 2011 has entered its final phase and as we push to the end, we can happily report that thanks to strong leadership and a community of generous supporters, $15 million has been raised.

As the campaign entered its final stage, it was important to both rejuvenate and reignite the community and our volunteers. So, in addition to our traditional annual fundraising activities, we initiated our first ever “Buy a Brick”, Door to Door, and Diminishing Tea Party campaigns, creating several new opportunities for countless members of our community to hear our story and get involved through both volunteerism and providing financial support!

On May 3, 2014, the 17th Annual Dinner and Auction took place at a new venue. Hockley Valley Resort welcomed 392 guests to ‘Puttin’ on the Glitz’ and over $184,000 in net revenue was raised.

Many creative and engaging community events held on our behalf such as Curl for Cancer, the Jennifer Widby Memorial Hockey Tournament, the Lafarge Pit Run, Tim Hortons Smile Cookies, Hockley Valley Resort Charity Golf Tournament and the Rip Gauthier Amateur Hunter Classic helped raise almost $240,000 for our hospital.

Whether you participated in our Annual Dinner and Auction; attended or organized a local event; became a member of the Headwaters’ Circle of Friends; remembered the Foundation in your Will; made a gift in memory or in honour of a loved one; committed to making a monthly gift; or contributed a single gift to support the purchase of capital equipment, your generosity has made a direct impact on the ongoing health of our community.

On behalf of the Headwaters Health Care Foundation Board of Directors and staff, we thank you for your ongoing support. It is a privilege to work with our donors and we express our appreciation to everyone who has made a Commitment to Care!

John Meek
Chair
Headwaters Health Care Foundation

Joan Burdette, CFRE
Executive Director
Headwaters Health Care Foundation

Governance

Honouring Excellence in Innovation

Innovation is what drives the partnership between the CW CCAC, Headwaters and Osler. It is through innovation that we find new and unique ways of working together, and with other health care providers in our community, to drive change in the health care system.

To promote collaboration, cooperation, and improve the seamless delivery of health care services across the Central West region, the three partners created a joint Strategic Partnership Committee. Our new model for multi-organizational governance is unique to our three organizations and a natural extension of our existing collaborative relationship.

Strategic Partnership Committee
Jane McMullan, Director, Osler
Beck Hoffland, Director, Osler
Carmine Domanico, Board Chair, CW CCAC
David Robertson, Vice Chair, CW CCAC
Bill Waite, Director, Headwaters
Peter Harris, Past Chair, Headwaters

Board of Directors
Dr. Sameeha Ahmed
Simon Atkins
Mike Carter
Donna Clark
Krista Collinson
Rob Hamilton, Chair
Peter Harris, Past Chair
John Inness
Sandy Kang-Gill
Louise Kindrue
Allen Madden (2nd Vice Chair & Treasurer)
John Meek
Paul Pugh
Bill Roy
Liz Ruegg
Dr. Paul Scotton
John Staaue
Dr. Michael Stefanos
Bill Waite (1st Vice President)
John Wilson

Community Advisory Council
Adrian Bita
Sylvia Cheuy
Gord Gallacher
Rob Hamilton, Vice Chair
Donna Henderson
Donna Holwell
Mike Hinten
Louise Kindrue, Chair
Manfred Koeze
Chris Lockyer
Sue Peterson
Liz Ruegg
Olivia Traento

Foundation Board of Directors
Carolyn Beaton
Kirk Brannon
Catherine Campbell
Elaine Capes
Ray Connov
Stephen Doney
Bill Duron
Rob Hamilton
Ronnie Inglis
Chris Little
John Meek, Chair
Tim Peters
Paul Richardson
Liz Ruegg
Christopher Stewart
Joan Waechter, Past Chair

Auxiliary Executive Committee
Jim Aijala, Past President
Carolyn Beaton, Vice President
Mike Carter, President
Christine Hann, Public Relations
Linda Jameson, Treasurer
Ann Niedre, Volunteer Coordination
Joanne Palys, Recording & Corresponding Secretary

Medical Advisory Committee
Sameeha Ahmed, MD, CCFP, Chief of Staff and Vice President, Medical Affairs
Paul Scotton, MD, Medical Staff President
Michael Stefanos, MD, FRCP, Medical Staff Vice President
Somaiah Ahmed, MD, CCFP, Interim Chief of Emergency Medicine

Consisting of representatives from all three partner organizations, the Strategic Partnership Committee provides a platform for the exchange of ideas to collectively improve access to health care services, promote continued efficiency of administrative functions, and align performance accountabilities among member organizations.

By exploring voluntary partnerships and integration opportunities among health care providers in the region together, we are leading the way forward with innovative approaches to regional health care. As a testament to the partnership’s significance, this ground-breaking work was recognized with the 2014 Award in Leading Governance Excellence through the Ontario Hospital Association’s Governance Centre of Excellence.

Financial Review

Throughout 2014-2015, Headwaters Health Care Foundation continued to share the Headwaters’ story to raise funds and build community awareness of the Commitment to Care Campaign. This $16 million initiative launched in April 2011 has entered its final phase and as we push to the end, we can happily report that thanks to strong leadership and a community of generous supporters, $15 million has been raised.

As the campaign entered its final stage, it was important to both rejuvenate and reignite the community and our volunteers. So, in addition to our traditional annual fundraising activities, we initiated our first ever “Buy a Brick”, Door to Door, and Diminishing Tea Party campaigns, creating several new opportunities for countless members of our community to hear our story and get involved through both volunteerism and providing financial support!

On May 3, 2014, the 17th Annual Dinner and Auction took place at a new venue. Hockley Valley Resort welcomed 392 guests to ‘Puttin’ on the Glitz’ and over $184,000 in net revenue was raised.

Many creative and engaging community events held on our behalf such as Curl for Cancer, the Jennifer Widby Memorial Hockey Tournament, the Lafarge Pit Run, Tim Hortons Smile Cookies, Hockley Valley Resort Charity Golf Tournament and the Rip Gauthier Amateur Hunter Classic helped raise almost $240,000 for our hospital.

Whether you participated in our Annual Dinner and Auction; attended or organized a local event; became a member of the Headwaters’ Circle of Friends; remembered the Foundation in your Will; made a gift in memory or in honour of a loved one; committed to making a monthly gift; or contributed a single gift to support the purchase of capital equipment, your generosity has made a direct impact on the ongoing health of our community.

On behalf of the Headwaters Health Care Foundation Board of Directors and staff, we thank you for your ongoing support. It is a privilege to work with our donors and we express our appreciation to everyone who has made a Commitment to Care!

John Meek
Chair
Headwaters Health Care Foundation

Joan Burdette, CFRE
Executive Director
Headwaters Health Care Foundation
Headwaters Health Care Centre is an acute and complex continuing care facility, offering inpatient and outpatient services. The hospital primarily serves the communities of Dufferin County and the Town of Caledon. The area is largely rural with four urban areas: Caledon, Grand Valley, Orangeville and Shelburne. The hospital was founded in 1912 and moved to its current state-of-the-art building in 1997.