

2021 – 2022 | Annual Report

You can have the best strategy
and the best building in the
world, but if you don't have the
HEARTS and **MINDS** of the
PEOPLE who work with you,
none of it comes to life.

– RENEE WEST



We have been tested like never before, but our people remain invested with full hearts and clear minds in continuing to serve our community in the best ways possible. Here is our story from the past year.



Who we are

Our purpose

One Community, Caring Together

Our strategic directions

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



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Our staff team bring our values to life each day - these images show just a few ways they do that. (1) Our Environmental Services team ensure our hospital is clean and safe. (2) The incredible team that support the dietary needs of our patients and so much more. (3) Inpatient teams cared for some of our most vulnerable patients this year. (4) Members of our dedicated Pharmacy team who supported patients as well as students completing placements at our hospital.

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.



TEAMWORK



KINDNESS



PASSION



COURAGE

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

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

We have embarked on a new strategic planning journey and look forward to working with our community to identify priorities, determine directions, and develop a comprehensive plan that will guide us over the next three years.

Integrated care, close to home

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

Our history

We would like to acknowledge that our hospital resides within the traditional territory and ancestral lands of the Tionontati, Attawandaron, Haudenosaunee, and Anishinaabe peoples.

We also acknowledge that various municipalities within the County of Dufferin reside within the treaty lands named under the Haldimand Deed of 1784 and two of the Williams Treaties of 1818: Treaty 18: the Nottawasaga Purchase, and Treaty 19: The Ajetance Treaty.

We also acknowledge the land which forms the Town of Caledon is also part of the Ajetance Treaty lands and territory of the Mississauga of the New Credit.



BE PART OF OUR STORY

Using a mobile device, scan the QR codes located throughout this report to find out how you can be part of bringing our story to life. We need more hearts and minds who share our values to help us transform care in Dufferin-Caledon.



A message from the **BOARD CHAIR** and **PRESIDENT & CEO**, Headwaters Health Care Centre

This year we celebrate over 110 years of honouring the Lord Dufferin, Imperial Order Daughters of the Empire Chapter’s original vision of opening the area’s first hospital in 1912.

The provision of health care in the region has transformed since those early days to allow us to commemorate Headwaters Health Care Centre’s 25th Anniversary at Rolling Hills Drive this year. It is an amazing milestone marked by the incredible team that enable us to provide the full depth and breadth of service that we do.

Despite the challenges that confronted us this past year, our team remain rooted in our values of kindness, courage, passion, and teamwork. With hearts and minds focused on caring for our community and each other, there was no obstacle too great. Like health care organizations across the country, we experienced much change in our most valuable resource – our people. We are incredibly grateful to our team who continued to demonstrate dedication and resilience as we navigated uncertain times. We said a fond farewell to some health care leaders and

welcomed others. We continue to look at adding other positions within our hospital to best serve our community.

Over the past year our teams were able to make progress on some of our strategic priorities including facility improvements and program development. One of the biggest achievements was the introduction of a new shared Health Information System or electronic health record in partnership with Collingwood General and Marine Hospital, Georgian Bay General Hospital and Royal Victoria Regional Health Centre. The new system expands patient records across all four organizations to allow for a more effective flow of information. A patient portal also gives patients direct access to their records. It is a transformation that will support better clinical and administrative processes to ultimately enhance our patients’ experiences.

Thanks to the support of our generous community, through the Headwaters Health Care Foundation, we were able to introduce new equipment in our Diagnostic Imaging department and Operating Room; including two new ultrasound machines, a mammography machine and C-arm which is an essential tool in displaying high definition videos.

We also couldn’t be more grateful for the outpouring

of support from our community. Leaders from across Dufferin-Caledon helped us ensure our success; from partners in public health, municipal leaders, and the Hills of Headwaters Collaborative - Ontario Health Team. They truly demonstrated the rich history of collaboration that exists in our community.

Our hospital continues to be supported by five dedicated volunteer groups, most of which were able to continue their important work despite the pandemic. The Headwaters Health Care Auxiliary recruited a new Volunteer Lead to help build the portfolio; focusing on management and recruitment and retention. A special thanks to our Patient Family Advisors who helped co-design our Annual Report once again this year. We hope you agree, their stories and photos are tremendous.

As we look to the future, we are embarking on a new clinical priorities plan followed by a strategic planning journey to determine our direction and build on the foundations laid by our current one. We will be reaching out to our stakeholders and community members as part of our inclusive process.

While our hospital-wide Accreditation efforts were postponed due to pandemic and organizational

pressures, our Laboratory team successfully completed a four-year Accreditation certification this year.

We have much to be thankful for. We are proud to serve this amazing community and are proud of our collective accomplishments. The team at Headwaters is a resilient and formidable one. We hope that as you move through the pages of this report, our people shine through and that more hearts and minds who share our values are encouraged to join us in the coming year.

Dr. Hugh O’Brodivich
Board Chair
Headwaters Health Care Centre

Kim Delahunt
President & Chief Executive Officer
Headwaters Health Care Centre



Dr. Hugh O’Brodivich
Board Chair



Kim Delahunt
President & Chief Executive Officer



Dr. Peter Cino
Chief of Staff & Vice President, Medical Affairs



Cathy van Leipsig
Vice President, Corporate Services
& Chief Financial Officer



Jack Hutchison
Vice President, People and Culture

At the time of print we were actively recruiting for a Vice President, Patient Experience, Health Integration, Chief Nursing and Health Disciplines Executive.



A message from the **BOARD CHAIR** and **CEO**, Headwaters Health Care Foundation

Summer is in the air! And with it comes the promise of new and continuing connections between Headwaters Health Care Centre and those in the communities we serve. Before we share some of the new opportunities ahead, a reflection on the past year is in order. While 2021 was a challenging year, it still presented opportunities for growth and allowed the community to come together in many ways.



(left to right) Ed Upeniks,
Board Chair, and K.C.
Carruthers, CEO.

We so appreciate you, our donors and volunteers, for your continued support of and commitment to ensuring health care is here when we need it most. Through multiple waves of COVID-19, our community stepped up to protect each other and our health care front-line. We are lucky to be in a place like Dufferin-Caledon, with the breathtaking landscape of the Hills of Headwaters to enjoy, thoughtful and generous neighbours, and the benefit of outstanding health care close to home.

The following is some of the equipment we purchased and projects we completed this year thanks to you: New mammography equipment with tomosynthesis (3D imaging) has arrived, allowing Headwaters to improve breast screening and provide better care for a growing number of patients. You also Invested in a Clearer Picture – our appeal for investment in diagnostic imaging, and we couldn't be more grateful as two new ultrasound machines are now in steady use. Lastly, through our Holiday Match, we raised over \$500,000 to give our health care team essential equipment like vital signs monitors, infant incubators, and surgical tools to help them provide first-class care.

However, the health care needs of our community have not dissipated, and as we look at the year ahead, our team requires vital new and replacement equipment to continue to provide exceptional care. With your support, Headwaters will be ready when you need us! Throughout the year, we invite you to take part in our community-wide, online 50/50

draws. Also, our Diagnostic Imaging Campaign, Investing in a Clearer Picture, has raised \$2.2 Million to date, leaving \$1.3 Million for us to reach our goal of state-of-the-art diagnostic Imaging equipment to better serve our community.

Later in the year, we look forward to seeing familiar faces in person again as we host the Tour de Headwaters and the Together Again Gala in September. We encourage you to visit our website for events happening each month at hhcfoundation.com.

As we journey through this year filled with so much hope and potential, we encourage you to keep Headwaters close to your heart. Thank you for your continued commitment to One Community, Caring Together.

Ed Upeniks

Board Chair,
Headwaters Health Care Centre Foundation

K.C. Carruthers

Chief Executive Officer,
Headwaters Health Care Centre Foundation



A message from our VOLUNTEERS

At Headwaters, we are privileged to have several groups of volunteers who devote their time and talents to support the work of our hospital.



Mike Carter, Interim President, Headwaters Health Care Auxiliary.



(left to right) Grace, former student volunteer with Lynn Sinclair-Smith, Coordinator, Friendship Gardens.



Annie Gordon, Co-Chair, Patient Family Advisor Partnership.

Patient Family Advisor Partnership

We were very pleased to continue our involvement virtually this past year. Sharing our experiences and insights as patients and family members who have navigated care at Headwaters is a meaningful and rewarding experience. One of the biggest undertakings we worked on was a collaboration with three other partner hospitals to transform the shared Health Information System. We worked with counterparts from other hospitals and the project team to support testing and implementation from the patient perspective. We are proud of the work we contributed and the impact it will have for patients, families, and caregivers at each of these facilities.

Spiritual Care

The highlight this year was having our Spiritual Care Chaplains resume visiting patients at the hospital. We are grateful for our entire volunteer team for their flexibility (scaling up and down depending on the status of the pandemic) and continued devotion to our patients.



Diane Lawson, Spiritual Care Program Coordinator.

This year, we made great strides in reflecting on our community as a whole and how we can address the spiritual care needs of those who worship in a variety of ways. In consultation with leaders inside and outside the hospital, we have created opportunities for members of various faiths to observe their beliefs in an inclusive way. A special thanks to Imam Soliman of Orangeville who graciously presented our Multi-Faith Centre with beautiful prayer mats and an updated copy of the Quran.

Headwaters Health Care Auxiliary

Never would we have imagined that the pandemic would have kept our volunteers away from the hospital for this long. We missed spending time with one another and supporting the staff at the hospital. The interactions we have with patients, families, and caregivers remind us of the important things in our lives like health and happiness. We are grateful to have those reminders back as well as being able to contribute to a sense of peace and support, especially during such trying times.

We are thankful to our team at Seconds Count Thrift Shop in downtown Orangeville who were able to remain open for the majority of the year, raising \$176,000 to support the greatest needs at the hospital. Late in the year, we also welcomed a new part-time Volunteer Lead, Nadine. She is tasked with preparing for the return of our team including managing, scheduling, and organizing our future events. Welcome, Nadine!

Friendship Gardens

Our Friendship Gardens volunteer team had another busy year hosting our annual plant sale virtually for the second year in a row and welcoming several beautiful additions to the grounds. We are so grateful for the ongoing support of our community who gave time, materials, and funds to aid our work, including the addition of flagstone steps (donated by Orangeville Precast), beautiful metal screens (fabricated by Railing Art), and new lighting (donated by Joan Waechter and Groundhog Landscaping, lighting in the Kids' Garden was donated by the Shawn and Amy Long Family). A beautiful sapling and shrub bed was also planted thanks to Credit Valley Conservation and TD Environment. It is wonderful to see staff and patients enjoying these additions; you can also enjoy them anytime using the Friendship Gardens app.

We are also pleased to share that a bursary was set up this year to provide funds in support of a student pursuing Environment Studies at the University of Waterloo or the University of Guelph. Learn more on our website at friendshipgardens.ca or on social media [@friendshipgardensheadwaters](https://www.instagram.com/friendshipgardensheadwaters).



Jennifer McCallum, Manager, TeleCheck.

TeleCheck

While I have been connected to TeleCheck for a long time, this was my first year managing the program. Diane Cowen retired in June 2021, and we are so grateful for all the contributions she made during her tenure with us. Our program continued virtually, making close to 70,000 calls last year to people aged 55+ living independently in our community. Assuming this role during the pandemic has given me a greater appreciation of the importance of the human connection that our service provides. TeleCheck volunteers not only give reminders to take medication or go to an appointment, they also make meaningful connections with our funny, intelligent, wise, and appreciative clients. Thank you for an amazing first year.



Our minds

The genuine **FEELING** that people **CARE**

After six weeks in our inpatient unit, Jim was still confused about what exactly brought him to our hospital. He was convinced it might have been a cycling accident when the reality was that he had suffered from Urosepsis, a urinary tract infection that caused him a prolonged delirium.



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Jim is 77 years old and has been living in Orangeville with his wife since 2012, after retiring as the Chief Coroner of Ontario. As a medical professional quick to help others and share knowledge, it can be difficult to be the patient.

“When Jim first arrived, he was confused. I knew we needed to do whatever we could to get his mind going again,” said Annette, Charge Nurse.

Annette has been a nurse for over 28 years and has cared for hundreds, if not thousands, of people. Each patient is different and requires a unique approach to care.

“Once I learned Jim’s history, I was able to connect with him as a medical professional. I quickly discovered that he was a showman who loved to have an audience,” said Annette.

Jim is passionate about sharing stories from his time as the Chief Coroner of Ontario as well as little-known facts about his job.

“We knew it was going to take more than traditional rehabilitation therapy to get his mind moving again,” said Amy, Activation Aid.

Amy has worked at Headwaters for nine years and is part of Jim’s care team, providing rehabilitation support.

Annette, Amy, and the rest of the inpatient team realized the best way to help Jim was to tap into his passion. A few times a week, Jim took over a corner in the common area of the inpatient unit for a workshop on his past career. A whiteboard was set up for Jim to share notes and other details. The staff and patients safely congregated around the board and participated in a mock investigation.

“The progress has been remarkable with Jim’s recovery, from not interacting with anyone due to the nature of his injury, to giving talks to groups. It fills me with joy!” continued Amy.

We are so grateful for our team, who look past the patient and right to the person, providing care that goes beyond their traditional roles.

When asked about his time at Headwaters, Jim shared, “There is a genuine feeling that people care about you.”



(1) Jim, retired Chief Coroner of Ontario, who provided patient workshops during his stay with us, alongside Activation Aid, Amy. (2) Annette, Charge Nurse, who was quick to find creative solutions to support Jim’s recovery.



“We knew it was going to take more than traditional rehabilitation therapy to get his mind moving again.”



Making the **RIGHT** call

One early fall evening, Janis' typically busy day came to a screeching halt. Janis is a 67-year-old retired high school teacher and librarian whose days consist of maintaining a 40-acre farm, splitting wood on her forest lot, raising 25 cattle, and carrying out endless chores alongside her devoted husband, Doug.

"I didn't feel well. I told my husband, and he took one look at me and immediately called 9-1-1," said Janis.

As the couple waited for the ambulance to arrive, Janis' words became slurred and she passed out for a short time. Neither Janis nor Doug had any idea just how close she was to death. Even months later as she retells the story of her medical emergency, Janis' voice is a mix of relief and disbelief.

Paramedics arrived at the farm and completed an electrocardiogram to monitor Janis' heart before transporting her to Headwaters.

"The paramedics were fantastic with their diagnostics and the questions they asked. My husband couldn't come in the ambulance, so I was all alone. They let him know they would take care of me. Paramedics are special people," continued Janis.

Now, it was a matter of figuring out what was wrong. It was a mystery.

Once in our Emergency Department, Dr. Richard Tang, moved quickly trying to solve the mystery. He knew time was not on their side and ordered several tests including a CAT Scan. Once the scan was done, he received an urgent call from the radiologist with the results and he knew immediately what was happening to Janis; she was having an aortic aneurysm, a balloon-like bulge in her aorta, that was leaking blood and about to rupture.

Dr. Tang worked through the night to assemble a team that could help Janis. Janis was going to need a highly skilled cardiac surgeon as well as an entire surgical team to support her.

"He did everything that needed to be done. If we had a different doctor, who didn't know how to make the diagnosis?" Janis left the question unanswered and continued, "It takes a lot of experience to know what is going on; we were lucky to have Dr. Tang."

Dr. Tang arranged for Janis to be airlifted by ambulance to Southlake Regional Health Centre in Newmarket, where she received open-heart surgery. Southlake staff confirmed that Janis was suffering from an aortic aneurysm caused by a significant tear in her heart from an undiagnosed birth defect.

"Every decision to be made, every referral, every minute – I was placed in the right care which made it possible for me to return home and recover," said Janis.

Janis has received aftercare at Headwaters, and many members of her care team have commented on how she is nothing short of a miracle. To her delight, she was able to personally thank Dr. Tang over the phone.



"Every decision to be made, every referral, every minute – I was placed in the right care which made it possible for me to return home and recover."

"I remember the call with Janis. On rare occasions we get to hear from patients we help along the way, and this was one of them. I was grateful to know she was doing well and that I was able to help. We work as a team in healthcare, and just as much credit is owed to our excellent nursing staff, the radiologist and diagnostic imaging team, and critical care transport services in helping care for Janis," recalled Dr. Tang.

Janis has returned to her version of retirement, almost.

"I am not going back to the woodpile. I am not ready just yet, but otherwise its back to business as usual," explains Janis, "It's remarkable!"

We couldn't agree more.

(left to right) Dr. Richard Tang, Emergency Department Physician, with Janis, a patient who survived an aortic aneurysm under his care.





(left to right) Joycelyn, cancer survivor, with Morag, Registered Practical Nurse who exemplified our value of kindness when providing care.

HUMANITY at its finest

When Joycelyn’s phone rang and the call display said Headwaters, the day after she had a mammogram, she knew the news would not be what she had hoped for.

“It all happened so fast. After the scan was done and the call came the next day, the wheels were already in motion,” recalled Joycelyn.

Joycelyn had invasive ductal carcinoma, a form of breast cancer, where early detection and immediate action is critical. Her surgery was booked for 16 days later to remove the cancer in her right breast.

“On the day of the surgery, my emotions were running high. I was thinking about my grandkids and how I wanted to be around to see them grow,” continued Joycelyn.

With a career spanning 40 years, Morag, Registered Practical Nurse in our Day Surgery department, supported Joycelyn in her care. Morag, always patient and kind, was one of the first members of the team that Joycelyn saw.

“Morag walked me through every step and did what she could to make me feel comfortable. Not an easy task when you are preparing for surgery to remove cancer,” said Joycelyn. She knew she was in good hands.

When the time came to go into the operating room, Joycelyn was scared.

“I remember Morag leaning in and speaking softly to me. She held my hand and reassured me that everything was going to be okay,” said Joycelyn.

It was this small act of kindness that stood out for Joycelyn. The fact that Morag had taken the time to stop and focus on her mental and emotional needs as well as her physical needs meant a great deal.

Ultimately, we are all humans who just want reassurance that we will get through the difficult times to see a better day ahead. During these exceptionally challenging times with COVID-19, we need all the reminders we can get of the good that is in humankind.

When Joycelyn awoke, Morag was still there holding her hand and making sure she was comfortable. Morag stayed with her right up to her discharge.

Morag is quick to shy away from any recognition and when asked about Joycelyn’s journey she commented, “I was just doing my job. I am just one member of an entire team that is great. I love helping people and, more importantly, I love seeing them recover.”

Joycelyn continued with vigorous follow-up treatment at Stronach Cancer Centre in Newmarket and we are pleased to share that she is cancer-free today.



“She held my hand and reassured me that everything was going to be okay.”



Be part of our story

Using a mobile device, scan the QR codes located throughout this report to find out how you can be part of bringing our story to life. We need more hearts and minds who share our values to help us transform care in Dufferin-Caledon.



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(1) Kim, Registered Nurse, triaging patients in our Emergency Department.
(2) Janette, Patient Access Clerk, using our new Health Information System.

Join our **STAFF** team

We are a dedicated team of professionals focused on providing the best care possible for our patients, families, and caregivers. From direct support professionals to administrative support – we work together to care for the whole person from hospital to home.

Join our **PHYSICIAN** team

Physicians who practice here are part of a team of specialists and engaged family physicians. Our medical community includes emergency medicine practitioners, internists, general surgeons, and many others including visiting specialists from a variety of disciplines. Experience the full depth and breadth of medicine among supportive and encouraging colleagues.



Dr. Seamus MacFarland, Pediatrician who joined Dr. Rebecca Woolnough this year in providing care for our youngest patients.



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“I really like the team environment. With a smaller hospital, we can connect more with our co-workers and work cohesively. It allows for more seamless transitions in care and overall better experiences for our patients.”

– Jodie, Advanced Care Paramedic



Bronwyn, Practical Nursing Student who completed her placement at our hospital this past year.

LEARN here

We are passionate about helping build the health care community of tomorrow through a variety of educational opportunities. We are proud to be affiliated with colleges and universities across the province and pleased to say that many students who learn here eventually choose to work here.

VOLUNTEER with us

Part of what makes our hospital great is the sense of community connectedness. Over 270 volunteers go above and beyond to ensure our patients, families, caregivers, staff, and physicians feel supported. Volunteers get involved in a variety of ways both in-person and virtually.

SUPPORT urgent needs at our hospital

Our community has a tremendous impact on our ability to provide care close to home. Each piece of hospital equipment (new or replacement) is funded through Headwaters Health Care Foundation. Without the generosity of those in Dufferin-Caledon, we simply could not deliver the programs and services at the level we do.

PARTNER with us

We are proud to be part of a vibrant, strong, and integrated approach to care. Integral to this approach is the Hills of Headwaters Collaborative Ontario Health Team, where we are working together with our partners in health and social services to create and maintain access to the best possible care for our community.



We would really like to hear your feedback on this annual report! Please, take two minutes to complete our survey.



Our hearts

TEACHING MORE than just the skills needed to do the job

Lois, Social Worker of 31 years, believes passionately in helping build the health care community of tomorrow.



(left to right) Lois, Social Worker, with Barbara, Social Service Worker student who completed her placement at our hospital this past year.

“We have to remember, we were all students at one time, and if we don’t support them, we aren’t going to have anyone to take over for us down the road,” said Lois.

One such student is Barbara, who is in her second and final year within the Social Service Worker program at Georgian College’s Orangeville Campus. Barbara was fortunate enough to receive a much-coveted placement alongside Lois at our hospital.

Lois is used to having her phone ring off the hook with calls for placements from different colleges and universities. Some of that was halted due to the pandemic, but Lois is grateful that it was able to resume this year.

When reminiscing about Barbara’s placement, Lois shared that she is the only Social Worker

on staff. “I don’t have a department, I am the department,” Lois quipped with a laugh. “And she does it beautifully,” Barbara was quick to add.

According to Barbara, a day with Lois is a wonderful learning experience. Together, they make the daily rounds, fill out the appropriate paperwork, and empower patients to participate in local programs and resources when they are discharged.

“Lois will meet with the doctors, therapists, and charge nurses. She learns what has been happening with patients, what home care services they may require, whether they need a family meeting, and when they can be discharged. Observing Lois has helped me learn how to go through the process. I feel very privileged to be there,” said Barbara

“Barbara has been a very mature student. She came to me with much experience already. She was a paralegal, is familiar with our documentation system, and has a wealth of knowledge working with the public,” added Lois.

The mutual respect between Barbara and Lois is clear as Barbara thoughtfully added, “Lois never stops being a Social Worker; she is always giving of herself, counselling and helping those around her. She has taught me to carry a positive attitude, and that is something I will always take with me.”

Barbara was able to glean a wealth of knowledge from Lois and our entire hospital team during her placement with us. We hope one day she too will pave the way for others to not only learn the skills needed to succeed but also to discover the importance of positivity especially during difficult times.



“She has taught me to carry a positive attitude, and that is something I will always take with me.”



THREE GENERATIONS help create a peaceful place

Seven years ago, local investment advisor, Shawn, and his wife Amy became first-time parents. In the days following their daughter Madelyn's birth, they found themselves spending more and more time at Headwaters due to unexpected complications.

Baby Madelyn required extra care and while that is stressful for any new parent, Shawn was put at ease by our dedicated Obstetrics team.

“The hospital staff were really, really good with us. I realized then that they need a lot of extra hands to make the place go round,” recalled Shawn.

In that moment a seed was planted.

Shawn knew he wanted to give back and began to offer his time and talents as a volunteer on various investment and quality committees. He quickly became part of the Innovators Committee, a group of local leaders working to raise funds for life-saving equipment through the Headwaters Health Care Foundation.

Shawn's first six years as a volunteer were centred around finance but over time, he realized he wanted to do something different as a volunteer from how he spent his time at work. It was time for a change of scenery, so when Shawn was approached by Lynn Sinclair-Smith, Friendship Gardens Coordinator, to volunteer with her team, he practically leapt from his desk.

The Friendship Gardens are a place for patients, visitors, and staff to escape from stress. Lynn Sinclair-Smith oversees the successful management and care of the Gardens.

“I can't say enough good things about Lynn,” Shawn shared. “Those Gardens wouldn't exist without her. She's up there at the break of dawn with a shovel and tools and people ready to go. We need more people like her in our community,” he continued.

Shawn's work can be demanding, and he saw his time volunteering in the Gardens as an opportunity to be with his family and bring them together. He is often joined by his wife Amy, their daughters, seven-year-old Madelyn, and four-year-old Olivia. Even Amy's parents, Judy and Dave, help make it a family endeavour.

The whole family has come together to help create a peaceful place where friendships are forged and good books are read on sun-kissed benches surrounded by the beauty of nature.

“The three generations of their family have decorated the Kids' Garden with wonderful coloured lighting last winter and again this winter to bring happy feelings to patients and staff of all ages. They are showing their own children how to volunteer and help in the community,” said Lynn.

Quick to shy away from praise, Shawn shared how the simple act of watering and caring for trees has come to mean a great deal to him. This time with his family has created precious moments in our Gardens.

“We might take a pizza and have a picnic by the road watching the cars go by. I get to joke with them, and it doesn't feel like work; it's a family experience. Not everyone can give back monetarily, but sometimes you can give a bit of sweat equity,” said Shawn.

Seven years ago, after a life-changing experience at our hospital and the desire to give back, the seed of volunteerism was planted. That has now grown and flourished into a family of trees. Maybe even hundreds of them.



Shawn volunteering with his family in the Gardens.



“They are showing their own children how to volunteer and help in the community.”



Supporting the **WHOLE** person

Pamela, a local educator, became a volunteer Lay Spiritual Care Chaplain five years ago. Coming from a long line of family members who have volunteered at our hospital, as well as having given birth to two of her three children here, Pamela knew this was where she wanted to give back.



Pamela, Lay Spiritual Care Chaplain, who helps us care for the spiritual needs of our patients.

“My mother is a Lay Spiritual Care Chaplain and my father was previously the Chair of the Board. After seeing how energized my mother was from volunteering, I decided it was a calling I wanted to follow,” said Pamela.

Members of our Lay Spiritual Care team provide a supportive, listening presence to patients, families, caregivers, and staff. They help find meaning, purpose and value during some of life’s most challenging moments.

When asked what experience impacted Pamela most over the years, she shared a time when she was invited to sit with a patient in palliative care and her family. After the patient’s children shared special memories of their mother, Pamela asked if she could lead them in prayer.

“I remember holding the patient’s hand as her family gathered around the bed. I spoke a few simple words and her spirit moved on. This was a profound experience; being in a room filled with love as the spirit moved onto the next stage was a gift,” recalled Pamela.

Pamela was thankful to be part of the family’s inner circle at such an intimate and difficult time.

“Being a Chaplain is a completely rewarding experience. Honestly, you leave your rounds feeling uplifted and blessed to have been given the opportunity to connect with others,” said Pamela.

It takes a team of dedicated volunteers to ensure we are supporting not only the physical needs of those we serve but their emotional and spiritual needs as well.

“Pamela is completely committed to helping wherever she can. Watching her interactions with patients, families, caregivers and staff is a blessing. All of the Chaplains are amazing,” said Diane, Spiritual Care Coordinator.

When Pamela visits our Obstetrics department and sees the painted fish on the wall with her children’s name on them, she is reminded of one of the reasons why she chose our hospital as the place to volunteer.

“Being a Spiritual Care Chaplain is an inspiring job. It isn’t for everyone. It is a calling that seeks you out. Giving back through volunteering is a way of life I was raised with and is a value I hope I have passed on to my own children,” said Pamela.

Thank you, Pamela, and the entire Spiritual Care team, for helping us support the whole person.



“Honestly, you leave your rounds feeling uplifted and blessed to have been given the opportunity to connect with others.”



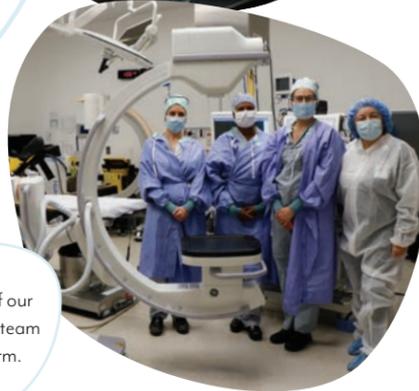
Highlights

What our team BROUGHT TO LIFE this past year

We are proud of our accomplishments over the past year. Our team worked diligently to keep us on track while the pandemic derailed some of our best-laid plans. Our success reflects our teams continued resilience and dedication.



Members of our dedicated COVID-19 Assessment Centre team who performed 34,366 swabs this year.



A few members of our Operating Room team with our new C-arm.

A clearer picture in our Diagnostic Imaging department and Operating Room

Thanks to the generous donors in our community, we were able to purchase and install new Diagnostic Imaging and Operating Room equipment. The contributions included two new ultrasound machines, a mammography machine, a thyroid uptake machine and a C-arm which help us screen and diagnose various conditions.

Replacement of our Health Information System

We were pleased to have successfully introduced a new Health Information System in partnership with Royal Victoria Regional Health Centre, Collingwood General and Marine Hospital, and Georgian Bay General Hospital. Since launch, there has been a 25% increase in reconciling a patient's medical history and information within 24 hours of their admission.



Joe, a member of our training team, participating in the launch of our new Health Information System.

Our COVID-19 response

Our regional pandemic response continued this year with our team pivoting quickly to meet the demands of COVID-19 head-on. We continued operating our COVID-19 Assessment Centre, ensured 98.5% of our people were fully vaccinated, and provided opportunity for our community to be vaccinated. We cared for 281 patients with COVID-19, including those transferred from other hospitals. We also supported over 200 staff with COVID-19 in a safe return to work and those who were redeployed to areas of critical need across the hospital.

Upgrading our aging infrastructure

We completed repairs to our hospital roof and ventilation system as well as paving, sidewalk remediation, and interior painting. New exterior signage was installed at our main entrance. The exterior signage was funded by a significant gift from Joan and Paul Waechter, after whom our newly renovated lobby is named.

Ensuring we are ready for whatever comes our way

With funding from the province, a new backup emergency generator was successfully installed this year; a necessity for the hospital in case of a power failure. This took a great deal of planning and teamwork both within our hospital walls and beyond.



Members of the Headwaters team with MPP Dufferin-Caledon, Sylvia Jones (centre), and representatives from the Ontario Provincial Police.

Expanding our mental health supports

We partnered with Dufferin Child & Family Services (DCAFS) to ensure there is 24/7 crisis coverage in our Emergency Department for children under the age of 18. While DCAFS has provided crisis assessment for our pediatric population for several years, the new partnership ensures around-the-clock coverage for supporting 100+ pediatric patients yearly.

We also partnered with the Ontario Provincial Police (OPP) to create an emergency response mobile mental health and addictions team, pairing an OPP officer with a Crisis Specialist from our hospital. The partnership provides mobile support for individuals experiencing a moderate to severe mental health or addiction crisis in the community.

Welcoming back our volunteers

Working with our Volunteer Lead, we were able to welcome a gradual return of our Headwaters Health Care Auxiliary volunteers to our hospital. This team plays an invaluable role and is a critical part of our hospital community.

(left to right) Jennifer, TeleCheck Manager with volunteer, Heather. Photo credit: Pete Paterson, In the Hills.



“I get as much in return as I could possibly give; new friendships with fellow volunteers and unceasing support and guidance from an incredible staff team. The best feeling of all is the two-way exchange and acceptance of gratitude.”





What we need your help bringing to **LIFE** in the coming **YEAR** (and **BEYOND**)

As we plan for the future, we know we need to remain flexible to the changing needs of our community, support a continued culture of collaboration, and pursue excellence in everything we do.



A few members of our COVID-19 vaccination team who have supported our team and community.



Our Laboratory team celebrating a four-year Accreditation milestone.



Tania and Kelly, nurses from our Dialysis Unit, who were awarded the prestigious Melvin Jones Fellowship Awards from the Orangeville Lions Club in recognition of the exceptional care provided during the COVID-19 pandemic.

Transforming care in Dufferin-Caledon

In 2021, the Hills of Headwaters Collaborative Ontario Health Team received the Bright Lights Award from the Association of Family Health Teams of Ontario for our collective response to COVID-19. We also coordinated the distribution of 2,000+ items of personal protective equipment throughout Dufferin-Caledon this past year.

Long-term planning with our community

A key element of our strategic planning process over the coming months is the creation of a Clinical Priorities Plan that will guide our decisions in anticipating the future care needs of our community. Our community plays an important role in shaping our roadmap that's why 75% of all major projects and committees have representation and engagement from our Patient Family Advisory Partnership. Please watch for more information online for how you can get involved.

Embarking on a new strategic planning journey

We will be talking to people within our walls and in our broader community to identify priorities, determine directions, and develop a comprehensive plan that will serve as our guide to decision making in a renewed Strategic Plan. Please watch for more information in the coming weeks and months for ways to make sure that your voice is heard.

Ongoing emergency planning

The pandemic continues to be a factor in all the decisions we make as a hospital. In the year ahead, we will continue to work with our care partners locally and participate in provincial planning to support areas of greatest need. We will do everything we can to ensure our hospital remains a safe place to work and receive care, no matter what comes next.

Completing Laboratory Accreditation with flying colours

While our hospital-wide Accreditation efforts were postponed due to the pandemic, we are one step closer to achieving our goal, as our Laboratory team successfully completed a four-year Accreditation certification.

Strengthening our hearts and minds

Our greatest asset at Headwaters is our people, whose hearts and minds embody our core values. We are developing a People Strategy that will help enhance our team with support and tools that enable them to thrive.

We are committed to investing in our people, that's why even with incredible staffing challenges this year, we were able to increase the number of patients receiving dialysis by 20%. We provided specialized training to a member of our team and with their help opened an additional nursing shift.

Building for the future

As we develop our clinical priorities for the coming years, we will also begin rolling out a Capital Development Plan. This plan will ensure that the requirements of our programs can be adequately met, as well as assess ongoing facility upgrades and funding opportunities for the future care needs of our community.

Investing in our most valuable resource

As part of the review and assessment we conducted of our organizational structure last year, we put in place a Leadership Development Framework that we will implement this year. It will help us create a focused and streamlined path to guide leadership development efforts at all levels of the hospital.



Members of our Facilities team who will help bring our plans to life.



A few members of our team who won the Headwaters Heroes Award this year for modelling our values of kindness, courage, passion, and teamwork.



Lesley, volunteer at Seconds Count Thrift Shop in Orangeville. This shop is fully run by volunteers from Headwaters Health Care Auxiliary, and the proceeds support urgent needs at our hospital.



“Some of my favorite moments have been when a donor hands you an article and lovingly tells you how it was used or treasured by their family, and then you see that same article leaving the store with a new owner who is thrilled with their purchase.”



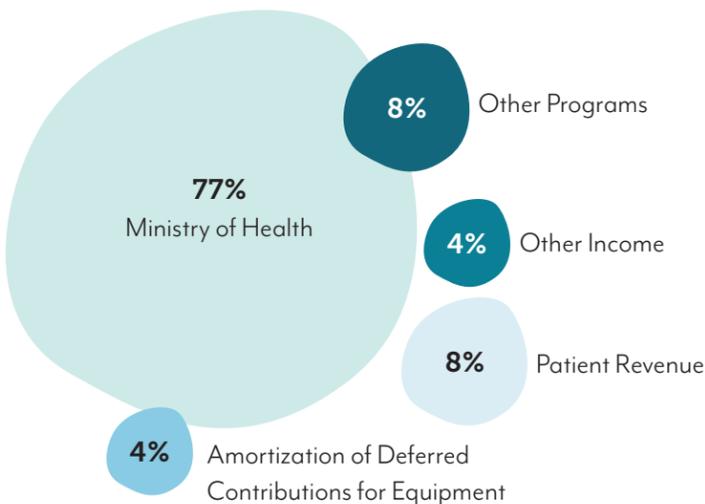
Making every **DOLLAR** count

As a part of our commitment to being open, transparent and accountable to our community, the following information summarizes the Hospital's financial results for the fiscal year ended March 31, 2022. Our financial statements are also posted on our website.

The hospital was in a surplus position of \$277,930 for the year ended March 31, 2022, before the Working Funds Initiative funding. Including the one-time receipt of Working Funds revenue, which specifically targets to support the hospital's previous working capital deficit, our surplus is \$1.63M.

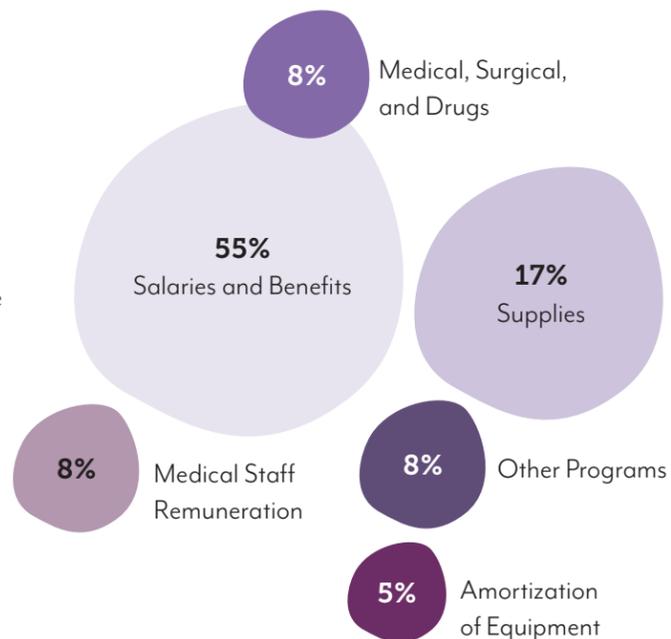
Revenue \$95.4 Million

Revenues increased by \$9M or 9.5% from the prior year. Special one-time investments, and other revenue contributed to the majority of the increase in revenue.



Expenses \$93.7 Million

Total expenses increased by \$8M or 8.5%, relating primarily to inflation, implementation and additional operating costs associated with our new Hospital Information System, Meditech Expense, and expenses associated with our ongoing efforts to address the Pandemic.

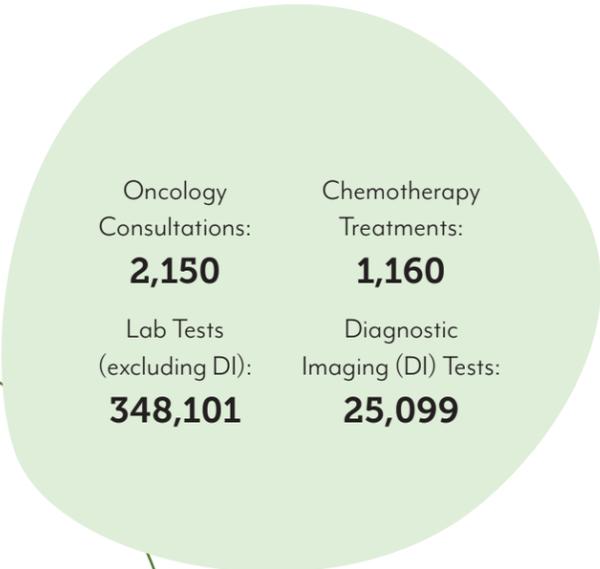
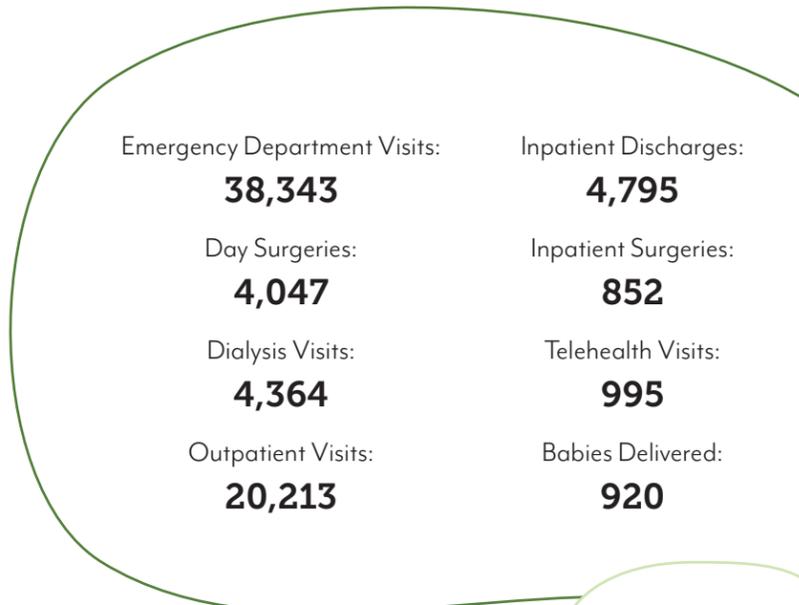


Financial statements online

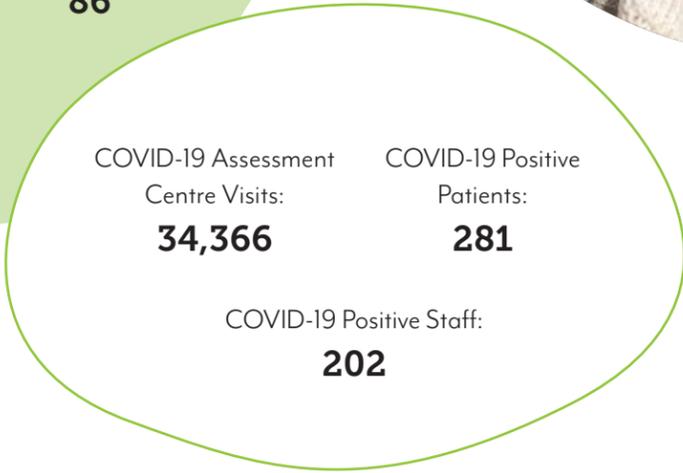
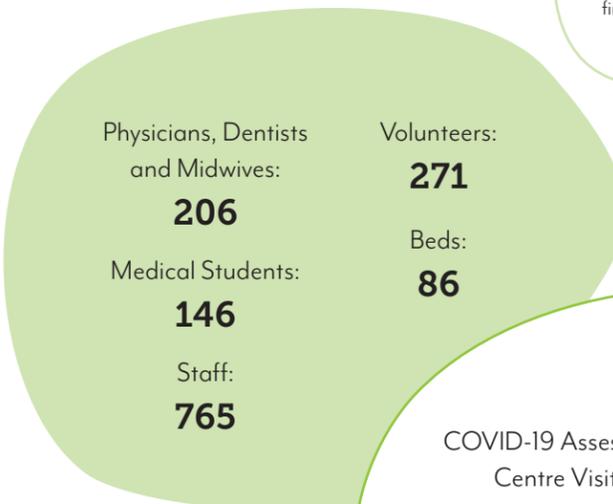
To view our audited financial statements, please visit our website at headwatershealth.ca

By the **NUMBERS**

Here is statistical information about Headwaters for the year ending March 31, 2022.



Ilyas, one of the 920 babies born at our hospital this year and the first baby born in 2022.





Meet the TEAM

Editorial

This Annual Report was made in collaboration with a team of dedicated volunteers. These are members of our community who have been personally impacted by our hospital and want to pay tribute to the difference it has made in their lives.

Governance

Our Board of Directors provide oversight in making strategic decisions, ensuring we provide quality care, safeguarding 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 who help support health care in Dufferin-Caledon.



Ashley, Patient Family Advisor who helped co-design this report.

“Being a Patient Family Advisor at Headwaters is amazing because we are able to use our unique experiences to provide different perspectives. We are able to advocate for our community in order to help the hospital grow.”

EDITORIAL

Ashley Dann

Patient Family Advisor

Dini Dimakos

Community Wellness Council,
Hills of Headwaters Collaborative
Ontario Health Team

Annie Gordon

Co-Chair, Patient Family Advisor Partnership

Carol Lee Hubert

Community Wellness Council,
Hills of Headwaters Collaborative
Ontario Health Team

Wade Neal

Patient Family Advisor

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President & Chief Executive Officer

Cathy van Leipsig

Vice President, Corporate Services
& Chief Financial Officer

Jack Hutchison

Vice President, People and Culture

Dr. Peter Cino

Chief of Staff & Vice President, Medical Affairs

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Kim Delahunt

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Chief of Staff & Vice President,
Medical Affairs

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Ed Upenieks

Foundation Representative

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Headwaters Health Care Centre

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Joan Waechter

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Director

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Medical Affairs

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Dr. Basem Hafazalla

Chief of Obstetrics & Gynecology

Dr. Dan Mozeg

Chief of Diagnostic Imaging

Dr. Mark Murphy

Chief of Anaesthesia

Dr. Paul Scotton

Chief of Emergency Medicine

Dr. Grace Wang

Chief of Surgery

Kim Delahunt

President & Chief Executive Officer

For more **INFORMATION:**

Connect with us any time 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



BE PART OF OUR STORY

Using a mobile device, scan the QR codes located throughout this report to find out how you can be part of bringing our story to life. We need more hearts and minds who share our values to help us transform care in Dufferin-Caledon.

SHARE FEEDBACK

We would really like to hear your feedback on this annual report! Please, take two minutes to complete our survey.



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