



## STRATEGIC PLAN 2019-2022

ONE COMMUNITY, CARING TOGETHER



# MESSAGE FROM OUR BOARD CHAIR AND OUR PRESIDENT & CEO

On behalf of the Board of Directors and the entire Headwaters team, we are proud to share our 2019-2022 Strategic Plan with you.

In 2018, we launched our *Imagine Headwaters* campaign and invited our whole community to join us as we imagined our future. Over many months we talked with over 3,000 local citizens, patients and families, partner organizations, staff and physicians, hospital volunteers, and others. We were humbled by the level of pride in our hospital and excited by the potential that people see in us. We also heard that we can do better to deliver the health care that residents need close to home.

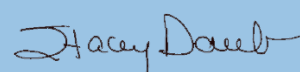
Our Strategic Plan reflects what we learned was most important to the people we serve and the people who choose to work as part of our team. It also recognizes the challenges and financial reality of our health system as well as the incredible opportunities we have with partners to achieve improved health and wellness for our local population. It is because we know our success will depend on all of us working together that we envision our future as 'One Community, Caring Together'.

The themes of improving how we deliver care, involving patients and families in co-designing better care, engaging staff and physicians in decisions that affect their work, and working more effectively with partners surfaced as the most important directions for us over the next few years. To help us achieve our goals, we will need to invest in new and more creative solutions to serve our community, as well as pay careful attention to how we spend every dollar we have. Finally, our entire strategy will be guided by the values that connect us – kindness, passion, courage and teamwork.

As we launch this new strategy to realize the future of Headwaters with our community, we would like to thank each and every one of you who contributed to our plan. It is a plan that is designed by you and for you. We look forward to working together to make it happen.



Louise Kindree  
Board Chair



Stacey Daub  
President & CEO



(Left to right) Louise Kindree, Board Chair, HHCC and Stacey Daub, President & CEO, HHCC



# THE HEADWATERS STORY

## Our History Shapes Our Future

The story of Headwaters Health Care Centre (Headwaters) is one of ingenuity and deep commitment to community. Our first hospital in Dufferin County was founded in 1907 by a small group of women who wanted health care services available close to home. Similarly, the hospital in Shelburne was founded by citizens who first established a nursing centre in 1950. By rallying local support, community members succeeded in achieving their aspirations. Headwaters exists today because community members came together to realize their vision for better local health care.

Over a century later, we continue to build on this trail-blazing legacy with a new purpose and strategy focused on the concept of ‘One Community, Caring Together’. As we launch our new Strategic Plan, we are imagining the future of Headwaters with our community, setting the foundation for another 100 years of health care close to home.

In 2018, we launched our Imagine Headwaters campaign to inform our new strategy, we talked with hundreds of community members, patients, families, caregivers, partner organizations, staff and physicians, hospital volunteers, and many others and we were

struck by the enormous sense of pride in our hospital. We see the future of Headwaters, like its founding organizations, as defined by the community we serve.

We know that Headwaters Health Care Centre plays a strong and central role in Dufferin-Caledon and the surrounding communities. Through the consultations that were part of our strategic planning process, local citizens told us that Headwaters needed to be nurtured, not only for now but for future generations. We also saw how, despite limited financial resources, the staff and physicians of Headwaters have a ‘can-do’ attitude inspired by our patients and the community we serve. The evidence for our connection to our community and pride in Headwaters is all around us - here are just a few examples:

- Headwaters has hundreds of citizen volunteers and auxiliary who help our hospital become a more caring environment. This includes over 30 spiritual care chaplains who volunteer their time for patients, families and staff who need support. Our Friendship Gardens volunteers helped us achieve a special mention for the hospital gardens as part of the Town of Orangeville’s Communities in Bloom 2018 Award.



P-0021: Picture Postcard, Lord Dufferin Hospital, Orangeville, 1949  
Courtesy of Museum of Dufferin



P-0413: Postcard, Shelburne District Hospital, Shelburne, ca. 1960  
Courtesy of Museum of Dufferin

## Delivering health care close to home for over 100 years

- Senior physicians including Dr. David Scott chose Headwaters as their home and dedicated their careers to serving our patients. The same spirit continues in our current physicians, many of whom live locally and work hard to integrate health care across our community.
- Our Foundation and our community have worked together to make our hospital better. Although our region has a relatively small population, we raised \$16 Million for a campaign to develop the Ambulatory Care Centre and modernize our Operating Room program, reflecting our community’s commitment to improving local health care. Our Foundation is committed to raising the bar on the annual \$2 Million it raises to support our programs and services.
- Headwaters has a very close relationship with our municipal partners – we share responsibilities for emergency preparedness and more broadly for improving the connection between local health care and community services.
- Dufferin County Paramedic Services is a critical hospital partner which works closely with our emergency department and provides paramedicine

support to help people stay well at home. Our collaborative model is unique in Ontario.

- Headwaters is committed to supporting the next generation of health care professionals. We have a number of partnerships with post-secondary schools and offer learning opportunities and practical experiences to future nurses, physicians, lab technicians and others.
- Our emergency department is consistently among the top 10 best-performing hospitals in Ontario for wait times and patient experience, due to the commitment and dedication of our caring staff, physicians and volunteers.

Generations of local citizens have been part of our history as patients, employees, physicians, volunteers and donors. Our hospital is more than bricks and mortar, we are a health hub for our community - where parents welcome their new babies, where our loved ones receive end of life care, and where people from all walks of life receive a wide range of acute health care services close to where they live, work and play. As we launch this new strategic plan, we are imagining the future of Headwaters with our community, setting the foundation for another 100 years of health care close to home.



P-2548: Photograph, Hospital Physicians, Orangeville, 1972  
Courtesy, Museum of Dufferin



Headwaters Health Care Centre, Orangeville, 2019



# HEADWATERS: MEETING LOCAL HEALTH CARE NEEDS

Given that our strategic plan is about evolving health care in partnership with our community, it is important for us to understand our population and how it is changing. Our region is growing quickly. Between 2011 and 2016 our population increased 6.8 per cent to just over 74,000 people, which is a much higher growth rate than the provincial average growth rate of 4.6 per cent. Notably, in 2017 Shelburne was the second fastest growing town in Canada<sup>1</sup>, with a growth rate of 39 per cent over the previous five years; Caledon had a growth rate of almost 12 per cent during the same period. Given that almost 30 per cent of our current population is between the ages of 45 and 64, we will experience further pressure on health care services over the next few years as our population ages. Our rising population and changing demographics mean we must plan for appropriate levels of health care services to meet local needs as well as address the needs of people from surrounding areas who access our services.

Our community scan<sup>2</sup> also raised other important factors that were relevant to our planning process. For example, with respect to overall health and health care service use:

- Compared to the rest of Ontario, we had among the shortest lengths of stay in acute care hospital beds and among the lowest admission rates for inpatient rehabilitation in 2016/17. We also have among the lowest per capita home care funding in the province. These factors place additional pressure on our hospital. Headwaters needs to serve more patients and provide more services in part because other types of care are less available in our local region as compared other parts of the province.
- Ten per cent of the residents in Dufferin-Caledon are considered complex patients, with four or more chronic conditions.
- Our community has one of the highest proportions of adults who are working. The average time people

commute for work is at least 60 minutes. The fact that people live and work in different regions will impact where and when they access health care services.

- Sixty-three per cent of Dufferin-Caledon residents combined, live in a rural area.
- Approximately 19 per cent of our inpatients and 18 per cent of our emergency department visits were from people who live outside of our local area.
- We are seeing growing rates of poverty; 17 per cent of children under the age of six in Dufferin-Caledon are living under the low-income measure. Poverty negatively affects people's health and makes it harder for them to access healthy food, medications, housing and other supports they need.

Over time, Headwaters has responded to changes in local health care needs by expanding the number and types of services we offer. For example:

- We provide a full range of services from delivering babies to end of life care that supports local residents for their whole lives.
- Given our population growth, we have evolved our obstetrical program to support almost 1,000 babies born here each year. We also added midwifery care, a breast-feeding clinic and our Baby Friendly Initiative to offer more care options for new mothers.
- We re-established urology services as well as improved access to specialty care and preventative services such as breast screening.
- Our new Ambulatory Care Centre provides support for outpatients to receive ongoing care and treatments efficiently and easily. We now offer orthopaedics, plastics and more day surgeries, with space to further expand our ambulatory services based on community needs.

- Our chemotherapy medication preparation room is part of our expanded local cancer support program offered in partnership with oncologists from William Osler Health System.
- We expanded our telemedicine consultation services, such as cardiac rehabilitation, enabling more people to access support and information at home rather than having to travel to the hospital.

Over the next few years, given how our local population is changing, Headwaters will need to include additional services and supports as part of our strategy, including:

- Ensuring sufficient paediatric services to support the number of new families moving into our region as well as expanding our emergency department;
- Improving our mental health services, particularly for young adults;
- Strengthening our partnerships with local family practices to provide better care to residents, particularly in those areas of our community that are

experiencing faster population growth;

- Continuing to expand our surgical program to provide more opportunities for our patients to have surgery and recover close to their homes and families; as well as expand our local cancer services including assessment, follow-up, chemotherapy and surgery;
- Redeveloping our Hemodialysis unit and increasing care for chronic kidney disease;
- Increasing our use of digital health and telemedicine to provide patients and families with greater access to their care team and options for virtual support;
- Recognizing the growing diversity of our communities by enhancing our cultural competency and better supporting patients who experience language barriers in accessing care; and,
- Expanding our Patient and Family Advisor program as well as other ways to partner with the people who use our services, so that we can design and deliver better care.



5 <sup>1</sup> <https://www.theglobeandmail.com/news/toronto/toronto-driven-growth-fuels-boom-in-sleepy-shelburne/article34205376/>  
<sup>2</sup> Source of demographic and health care statistical information: 2016 Canada Census, Central West Local Health Integration Network (CW LHIN) and Public Health Ontario



# DEVELOPING OUR STRATEGY

We launched our *Imagine Headwaters* campaign in 2018 and built our new strategy through a few key steps:

1

We conducted a comprehensive review of what is happening around us - assessing health system changes and trends, and reviewing best practices in health care delivery to understand how these factors will impact Headwaters today and in the future;

2

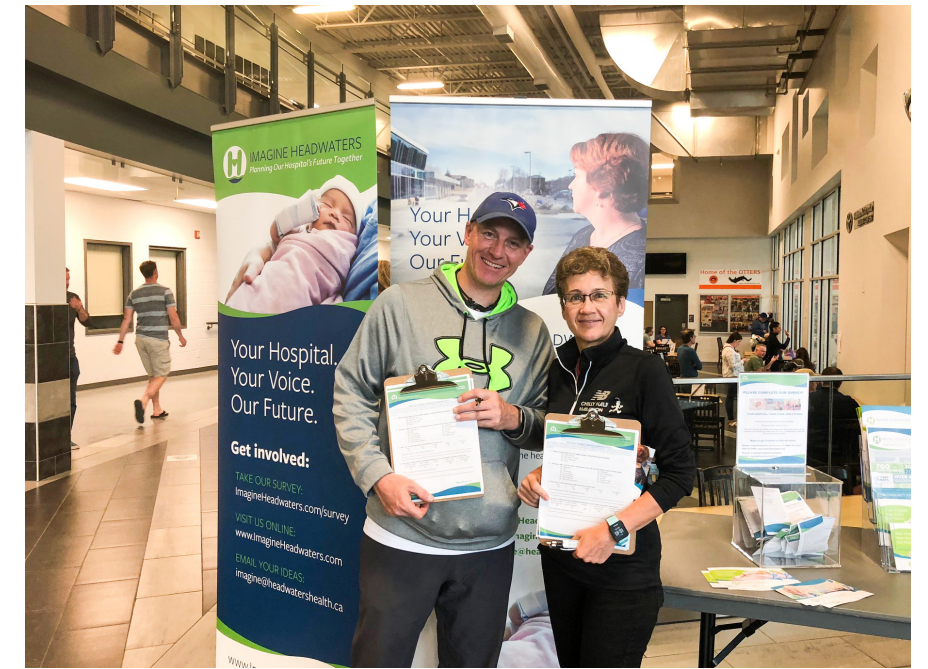
We sought advice from many different people - from patients and families, staff, physicians, volunteers as well as from health care leaders and our many partner organizations. We asked about their views on our hospital, their experiences with our care, the values that are important to them, and how this should shape our future;

3

We reviewed reports and information - including census and population data for our local area to understand how our region will change over the next few years; and,

4

We identified our strengths as an organization as well as our biggest opportunities and challenges – to study where our improvement efforts could have the greatest impact for patients, families, caregivers and our whole community.



In the community, gathering feedback to shape our strategic plan



# HEALTH SYSTEM TRENDS

As part of the strategic planning process we conducted a review of emerging issues that will influence how Headwaters supports our patients and our community, today and in the future. The following is a summary of key issues that will affect our patients' experience and how we deliver services over the next several years.

- Patients have increasing expectations of us, they want a better overall experience for themselves and their family caregivers, with services that are oriented to them and greater choice in how they access and receive care;
- There is a new policy agenda at the provincial level, with a shift to local health care providers having greater accountability for improving health care, more emphasis on cost-effective ways to deliver care, and changes in how the health system is structured;
- There is increasing recognition of the importance of shifting resources to support better overall population health, helping people to be more active in maintaining their own wellness, as well as support for healthy aging;
- There is increasing recognition of the role of family caregivers as important members of the health care team and acknowledgement that they have needs that are separate and distinct from the loved ones they care for;

- Around the globe, health care systems are shifting towards more integrated models of delivery for health and social care
- The use of technical innovations in health care is expanding with breakthroughs in digital technology, artificial intelligence, personalized medicine and robotics that improve care outcomes;
- The role of hospitals is changing, with hospitals supporting patients as part of a continuum of care and having services that extend into the community;
- And finally, health care is being delivered closer to home, with greater expectations that health care will support people where they are, in their own homes and in their communities.



The Hub allows staff to document at the bedside and provides health education, information and entertainment to patients and families.



# CONSULTING WITH OUR COMMUNITY

One of the most important steps in our planning process was asking questions of our community such as: How do they feel about care at Headwaters?; What do we do well?; Where could we improve?; as well as a host of other questions designed to help us better understand different perspectives on our organization from the people we serve, our staff and physicians, volunteers, and partners.

Headwaters recognizes that we are both a crucial health support and an important employer in our community and therefore local citizens are critical to our strategy and future planning. We reached out to our community for advice and feedback over the course of several months through our Imagine Headwaters surveys, website links, community events, meetings and focus groups. We had widespread participation with over 3,000 contributors, including over 1,500 citizens who responded to our survey. We spoke with hundreds of people through community engagement events, and we met with multiple delegations from local municipalities and townships.

## What we heard:

- Patients and caregivers talked to us about their widespread experience of compassionate care and pride in the hospital, as well as the need for improved integration of care, better access to essential services, more options for care, and upgrades to our facilities.
- Staff, physicians and volunteers talked about how they can become stronger partners in day-to-day decisions and in shaping the future of Headwaters. They also identified opportunities to improve our ability to attract and retain staff across our teams as well as the need to provide resources to support clinicians in specific areas.
- Partners and health care leaders talked about the opportunities Headwaters has to be bold and innovative, to co-design care with patients, families and caregivers, and to help lead change in health care.





As outlined in the following graphic, a few themes emerged from the community feedback. These themes of compassionate care, community pride, the need for improved integration of care and access to essential services, as well as improving our facilities to meet the needs of our community, became important considerations for our emerging strategy.

# FEEDBACK: KEY THEMES

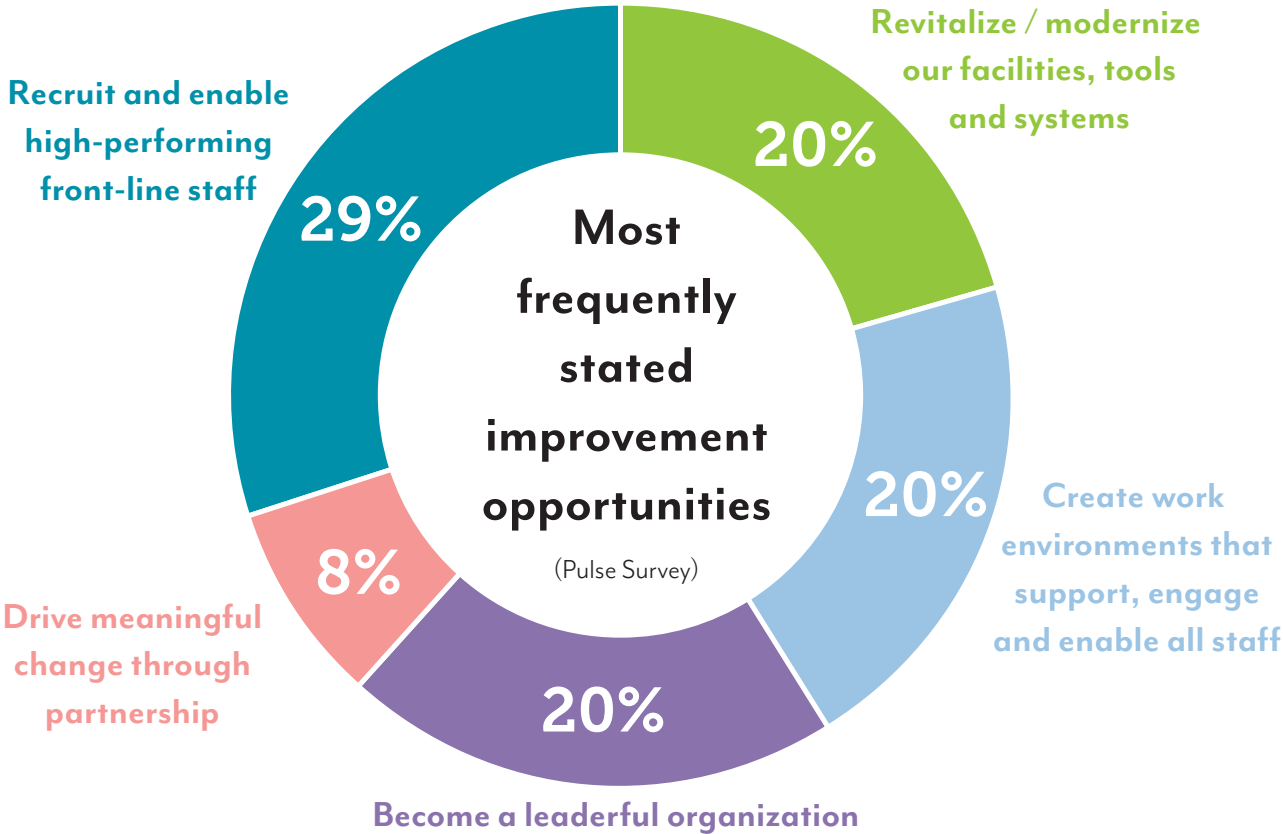


Our community consultations further confirmed that Headwaters will need our strategy to address what our community is asking of us, by:

- Engaging with our community even more as we plan for the future and implement changes to care and services, for example linking with youth in our community to improve mental health services to meet their needs;
- Empowering our patients and our community to participate more fully in decisions about their own care, including learning from caregivers about what they need from us so they can feel more secure about caring for their loved ones in the community;
- Providing more control and choice to patients for how their care is delivered, such as enabling patients to book appointments on-line and improving the range of care options in the community;
- Addressing priorities for services that our community needs such as access to diagnostic services, paediatric care, mental health support, and cancer care;
- Upgrading our facilities, ensuring that services are easier to access and patients and family members receive care in a welcoming and comfortable setting;
- Being more innovative and nimble in customizing care to meet the needs of our different patient populations, including using technology to better communicate with family doctors and our patients in the community.

# INTERNAL ENGAGEMENT

The people who work at Headwaters are our most valuable resource and without them we could not achieve our goals. Employees, physicians, volunteers, and Board members were invited to share their input to the strategy through a survey, focus groups, town halls, consultation meetings and internal events. Our internal stakeholders were asked about Headwaters as a place to work - its strengths, challenges and opportunities as well as how they would describe our hospital's approach to caring for our patients and their families. Our teams identified several improvement opportunities as outlined below.



The feedback identified a common thread about culture and how employees, physicians and volunteers can become stronger partners in day-to-day decisions and in shaping the future of Headwaters. This means that:

- Staff, physicians and volunteers need to be more engaged in decisions that affect how we work and our working environment. This would build upon the feedback mechanisms we already have in place, including town halls, staff committees, and the CEO's communications.

Additional improvement opportunities that were noted by staff and physicians include:

- Improving retention and stability of front-line staff, administration and leadership teams particularly as there is competition for top-level leaders and professional staff; and,
- Increasing the resources available to clinical teams to provide more support, particularly where there are higher workloads or other pressures on staffing levels.



# CONSULTATIONS WITH PARTNERS AND HEALTH CARE LEADERS

Headwaters recognizes that our patients and their families need care and support beyond what we deliver, this includes care from family doctors, specialists, home care organizations, long-term care, retirement homes, other hospitals, and a host of community support and mental health services. As patients’ care needs become more complex, different health and social support services must work together to ensure that people receive appropriate and comprehensive support. This broader partner-based approach to health care is becoming more important as our population ages and individuals live longer with multiple complex and chronic health conditions such as diabetes, cardiac conditions, respiratory illnesses, and cancer.

Through our planning process we asked different partner organizations and Health Care Leaders about their thoughts on Headwaters and our future. The themes that emerged from this included that:

1. We have a great opportunity to be bold and innovative; we are highly regarded and well-positioned to be leaders in local change.

2. We should deepen our understanding of the local population’s health needs and focus on the most important priorities each year.

3. Patient engagement and co-design should be part of the fabric of our organization; we should re-imagine care through the eyes of our patients and their families.
4. We can be an incubator for new models of care (e.g., Mental Health) and work with partners on special programs and services in the community.

5. We can bring leaders and organizations together, facilitate knowledge transfer, create infrastructure supports and extend the care network into the community.

6. We should consider supports for the social determinants of health, integration with community services and regional planning with Public Health.

“Headwaters can be a provincial incubator for new models of care”

# IDENTIFYING THE VALUES THAT GUIDE US

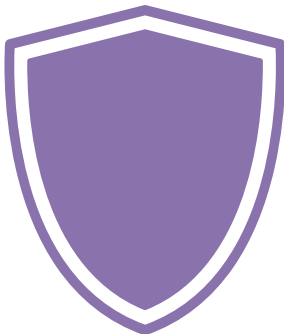
A key question for the people who work at Headwaters was about the most important qualities for being part of the Headwaters team. Key words such as respect, communication and compassion emerged from that feedback and were important underpinnings for our new organizational values.

Throughout our planning process we discussed extensively what makes us who we are as an organization, what patients and families should experience, and what we want to experience from each other as we work side-by-side every day. We heard the same four values repeated, in different ways, across multiple interactions, surveys and consultations.

These values were shared across all our stakeholders and bring to life what it means to be part of the Headwaters team.



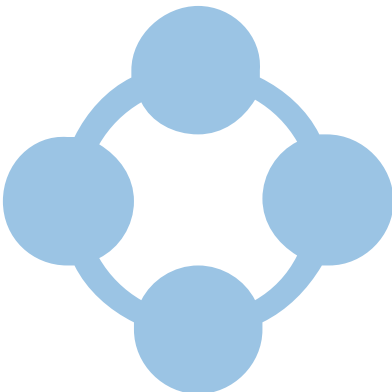
KINDNESS



COURAGE



PASSION



TEAMWORK



# DEFINING OUR STRATEGIC PRIORITIES

By listening to our stakeholders and working through our planning process, we were able to identify the challenges and opportunities that would have the greatest impact on our patients, our community and our future.

## Our key challenges:

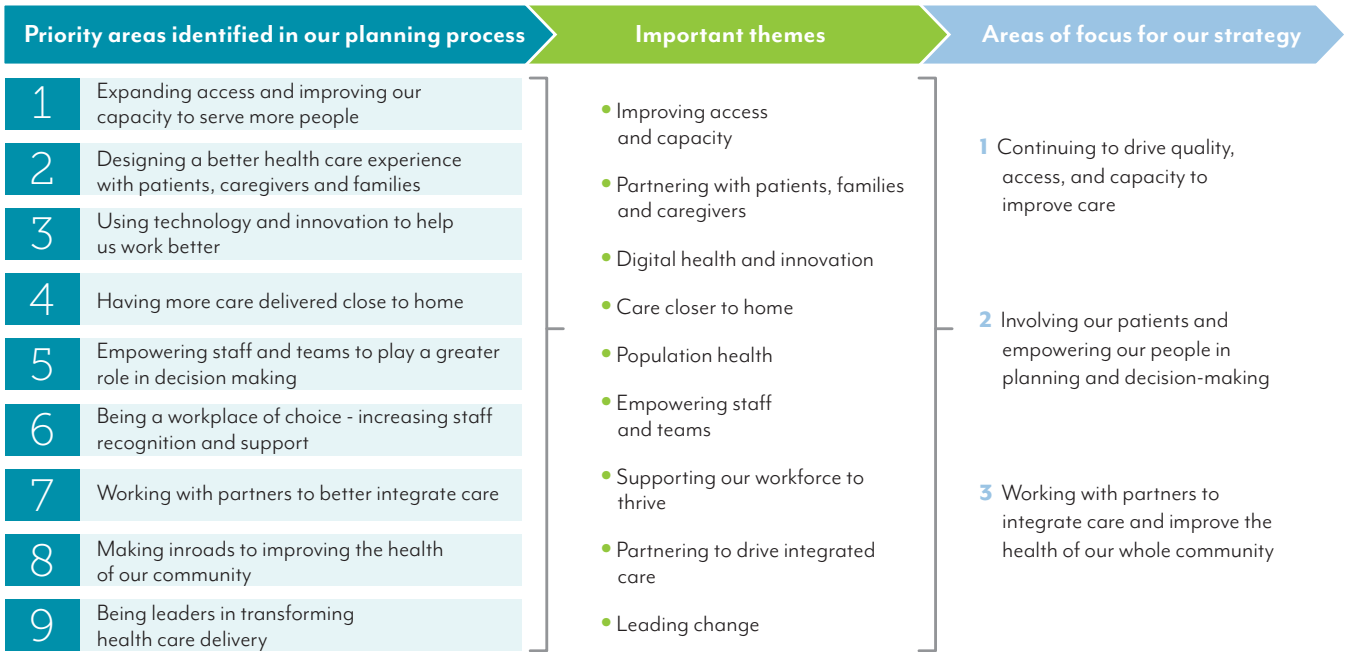
- We need to find more funding and resources. Medium-sized hospital funding needs to be addressed so we can best serve our community.
- We need to continue to be creative and nimble with the resources that we have.
- We are operating at capacity and we need upgrades to our facilities and our infrastructure.
- Some services for our patients are fragmented, and we need to ensure that more comprehensive care is available close to home.



## Our biggest opportunities to make things even better:

- We see a greater role for patients and families in designing and delivering better care.
- We can work with our partners, and build relationships to better integrate care.
- Our staff want and need to be more involved in decisions about day-to-day operations and the future.
- We believe we can do more with innovation, creative solutions, and technology.
- We are proud to work in partnership with our community to build a better future for all of us.

The following chart shows the key priorities that emerged from our planning process and how these helped shape our strategy for the next three years:



The most important areas of focus for our strategy on the right side of the chart above became the basis for the final version of our new strategic plan. We have redefined the areas of focus as the three strategic directions that will ground our work over the next few years.



(Left to right) Sheila and Ashley, Patient Family Advisors with Sharon, Quality Coordinator



# STRATEGIC PLAN: 2019-2022

Our Strategic Plan for 2019-2022 lays out our framework for our Board of Directors and our entire Headwaters team for the next three years.

It builds on everything we have learned through the different phases of our planning process, including the feedback and advice we received from all our stakeholders.

It also demonstrates our values and commitment to our patients and their families, to our staff, our physicians, our volunteers, our partners, and the local communities where we live and work.

As the provincial government implements changes in our system, including driving more integrated health care and addressing our capacity and fiscal challenges, we see Headwaters taking a leadership role in shaping the future. We envision achieving our bold new directions by working side-by-side with the people who receive care and those who deliver it across our community. Together we will achieve better health care, close to home.



Celebrating the incredible contributions of our team; from Diabetes Education to Paramedic Services and our Friendship Gardens volunteers



## STRATEGIC DIRECTIONS

## GETTING EVEN BETTER

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

# NOTHING ABOUT YOU, WITHOUT YOU

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

## INTEGRATED CARE CLOSE TO HOME

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

## SUPPORTS

## MAKING EVERY DOLLAR COUNT FOR OUR PATIENTS & COMMUNITY

## OUR VALUES

# KINDNESS



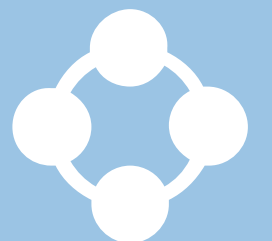
# PASSION



# COURAGE



# TEAMWORK



## INNOVATION, RESEARCH & TECHNOLOGY





# OUR PURPOSE

## One Community, Caring Together

The most common recurring theme throughout our planning process was the strong sense of community pride in our hospital. However, the future of Headwaters is less about what happens within our physical structure and our facilities, and more about working side-by-side with our community and partners to deliver on a plan for more integrated health care, close to home. It also means shifting our focus from health care delivery to include more focus on wellness and supporting people in the community. Our goal is to come together as a hospital and community focused on a singular purpose for a healthier future as ‘One Community, Caring Together’.



Celebrating the renovations to paediatric and family friendly spaces thanks to Smilezone Foundation

# OUR VALUES

Our values are more than words, they are what define and connect us. They determine how we work, how we behave, and how we relate to our patients, their families and caregivers as well as to everyone who is part of the Headwaters community. Our values are how we show that we are ‘One Community, Caring Together’.

### Caring for one another

- We see the *person* in every patient, and welcome all people with compassion, empathy and respect.
- We understand our care starts with listening to what is most important to every patient and caregiver.
- We believe our work starts with valuing and supporting each other.



KINDNESS

### Relentlessly building a better future

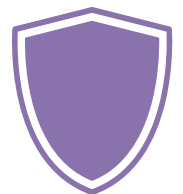
- We take pride in delivering the best possible care to every person, every day.
- We challenge ourselves to be creative and resourceful in finding solutions.
- We reach out beyond our walls to improve the health of our whole community.



PASSION

### Being brave and stepping up

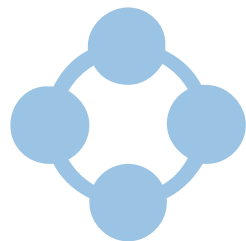
- We do what's right, even when it's hard.
- We are curious and open to new perspectives.
- We speak up, push boundaries, and are not afraid to change.
- We go beyond what's expected.



COURAGE

### Better together

- We commit to working together - patients, families, staff, volunteers, physicians and partners - to deliver the care our community needs.
- We inspire each other to be the best we can be.
- We appreciate each other's abilities and use the strength of all of us to achieve the extraordinary.



TEAMWORK



# STRATEGIC DIRECTIONS

## 1: 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

While delivering quality patient care has long been a priority for Headwaters, having quality as part of our strategy means that we will always strive to be better at what we do. This means we will:

- Invest in increased quality and safety in key areas each year of our plan
- Be more efficient and improve safety by investing in technology, data and electronic records that will enable us to have more timely information and communicate better with our patients and their health care team
- Invest in ongoing staff recognition, communication, education and development across all our teams
- Increase our leadership training and new leader development so our leaders can help our teams work more effectively
- Use a continuous improvement mindset to drive operational excellence across the hospital
- Redesign our facilities to make our space more welcoming for patients and families and improve the ability of staff and physicians to deliver care

Celebrating the incredible contributions of our team; from Laboratory Services and Medical Device Reprocessing to Nurses, HHCA volunteers & Environmental Services



## 2: 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

Headwaters relies heavily on three critical groups of partners i) our patients, their families and caregivers, ii) our staff, physicians and volunteers, and iii) our community. 'Nothing about you, without you' means that we will:

- Have patients, families and caregivers involved in the design and delivery of our programs and services
- Deliver care based on asking our patients and families about what is most

important to them

- Develop a more 'leaderful' organization at every level, in which leaders, staff and teams have shared accountability for making improvements and in day-to-day decisions about how we work
- Create a long-term plan with our community for investing in structural improvements and ongoing maintenance so that we can continue to meet local needs

## 3: INTEGRATED CARE CLOSE TO HOME

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

When our patients' health issues become more complex or they need care from multiple sources, Headwaters must work with a system of care providers across the community to meet their needs. This system must be integrated so that all the parts work together to deliver care as effectively as possible. This means that we will:

- Be connected more closely with primary care practices in the community, including having shared access to patient information, so that we can work as a unified patient care team

- Work with partner organizations, including across health care and social services, to deliver more integrated care in our communities. Together we will address critical gaps in services and supports that our citizens need to stay as healthy as possible, for as long as possible
- Do a better job of balancing clinical care with wellness and prevention activities to help improve the overall health of our communities



# SUPPORTING OUR STRATEGY

## Making Every Dollar Count for our Patients & Community

We recognize that we are a public service, funded by Ontarians through taxes and through the generosity of community supporters. Every dollar we receive must be spent in a way that delivers value for patients, our staff, and our community. Having this as part of our strategy means that we will focus on making smart decisions, including thinking about long-term sustainability, launching new sources of revenue, investing in more efficient ways to deliver care, and ensuring that our services will be there for the people who need us, now and in the future.

## Innovation, Research & Technology

Innovation means that we understand that health care is evolving, and we can do more and provide better care by investing in creative solutions for the health care challenges that exist now, and in the years to come. It also means that what patients expect from us is changing and we need to be proactive in how we deliver care by: staying at the forefront of advances in medicine; expanding access to information, cutting-edge research and clinical evidence; communicating and sharing information through digital technology and mobile apps; using customized care pathways to improve patient experience; and, improving efficiency of our operations through automation, artificial intelligence, and increased use of electronic records and databases.



Self service registration kiosk



Telemedicine consultation



# WHAT WILL SUCCESS LOOK LIKE BY 2022?

	From 2019...	to 2022
Partnering with Patients, Families and Caregivers	Patients, families and caregivers as advisors	Patients, families and caregivers working side-by-side with us to co-design care. Caregivers recognized as key members of the health care team
Care Delivery	Care delivered in the hospital and in specific sites in the community	More options for receiving care, close to home and across our community
Collaborative Leadership	Staff, physicians and volunteers providing feedback on improving culture and work conditions	Staff, physicians and volunteers as partners in making decisions and changes that affect their work
Facilities	Space and facilities that make it hard for patients and families to navigate and for our team to deliver care	A long-term plan developed with our community to redesign our space and make it more welcoming and easier to care for patients
Digital Health and Technology	Limited use of technology and electronic records within the hospital. No access to digital information for patients or community physicians	More timely information and better communications with our patients and their health care team, use of virtual applications and digital platforms to improve care
Working with Partners	Working with multiple partners to improve health care delivery to patients in our community	Expanding our partnerships and developing more integrated health and social care to improve the health of our whole community
Funding and Resources	Significant need for more funding and resources to better serve our community	Long-term sustainability, launching new sources of revenue, investing in more efficient ways to deliver care



Sharing in the success of our community



Similar to the effort put into delivering our strategy, achieving our goals depends on the hard work of many people. We need your help to make strategic goals happen!

- **Join our team**
- Become a **Patient Family Advisor**
- **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**

For more information:

Connect with us anytime by email at [info@headwatershealth.ca](mailto:info@headwatershealth.ca)

Or visit us online at: [www.headwatershealth.ca](http://www.headwatershealth.ca)



@HeadwatersHCC

BE PART OF

‘ONE COMMUNITY,

CARING TOGETHER’

