



# 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, and Stacey Daub, President & CEO

# 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.



P-2018: Photograph, Nurses Graduating Class, Lord Dufferin Hospital, 1932 Courtesy of Museum of Dufferin

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



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



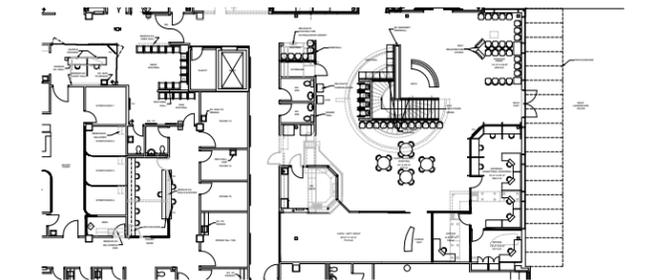
P-0413: Postcard, Shelburne District Hospital, Shelburne, ca. 1960 Courtesy of Museum of Dufferin



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



Headwaters Health Care Centre, Orangeville, 2019



Draft Welcome Centre concept, Headwaters' main lobby future plans

# HEADWATERS: MEETING LOCAL HEALTH CARE NEEDS

## BY THE NUMBERS<sup>1</sup>

**28,539**  
Outpatient  
Visits<sup>2</sup>

**24,196**  
Inpatient  
Admissions

**699**  
Telehealth Visits



**4,105**  
Orthopedic Visits

**3,886**  
Dialysis Visits



**42,088**  
Emergency  
Department  
Visits



**887**  
Inpatient  
Surgeries

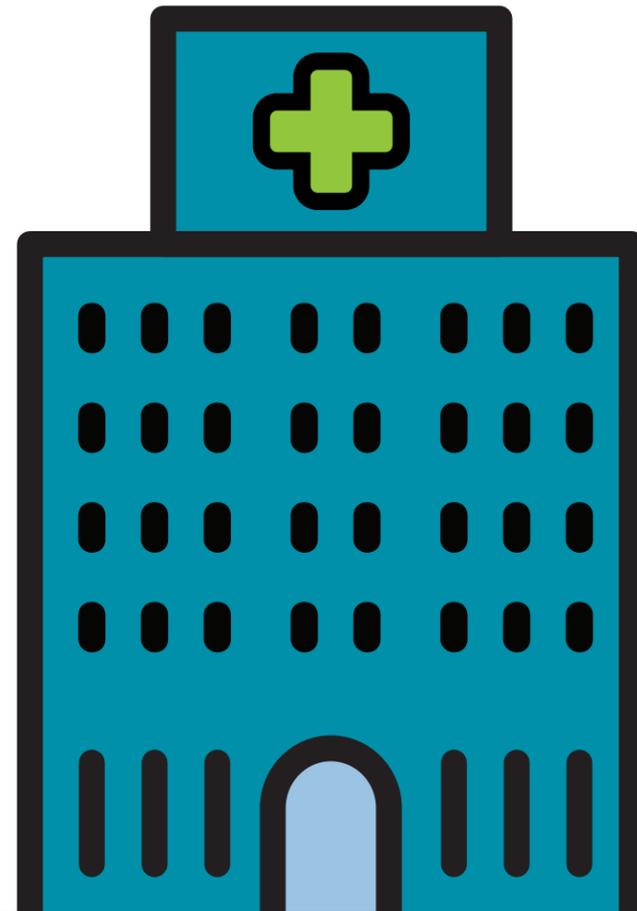
**29,410**  
Diagnostic  
Imaging Tests

**2,319**  
Oncology  
Consultations



**1,244**  
Chemotherapy  
Treatments

**789,064**  
Lab Tests<sup>3</sup>



**4,688**  
Day Surgeries

**800**  
Babies  
Delivered



**THE  
HEADWATERS  
FAMILY**

**158**  
Physicians

**729**  
Staff

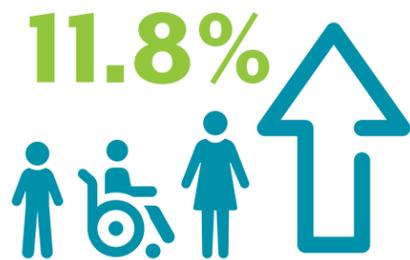
**45**  
Medical Students

**>400**  
Volunteers  
(including Patient  
Family Advisors)

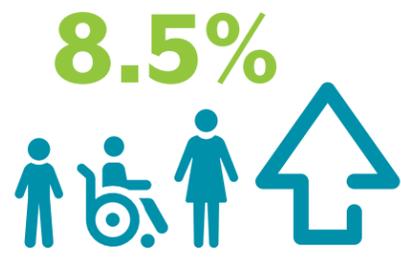
<sup>1</sup>Data from Headwaters for 2018 <sup>2</sup>Excluding Diagnostic Imaging, Emergency Department and Laboratory visits. <sup>3</sup>Excluding Diagnostic Imaging

# OUR CHANGING COMMUNITY

Our region is growing quickly. Our rising population and changing demographics mean we must plan for the levels of health care services our community needs now and into the future.



Between 2011 and 2016 the population of Caledon increased by 11.8 per cent<sup>1</sup>.



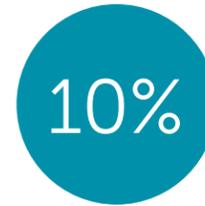
During the same period, Dufferin County had a growth rate of 8.5 per cent.<sup>1</sup>



In 2017, Shelburne was the second fastest growing town in Canada<sup>2</sup>, with a growth rate of 39 per cent from 2011-2016.

<sup>1</sup>Source of demographic and health care statistical information: 2016 Canada Census, Central West Local Health Integration Network and Public Health Ontario

<sup>2</sup>[www.theglobeandmail.com/news/toronto/toronto-driven-growth-fuels-boom-in-sleepy-shelburne/article34205376/](http://www.theglobeandmail.com/news/toronto/toronto-driven-growth-fuels-boom-in-sleepy-shelburne/article34205376/)



10 per cent of the residents in Dufferin-Caledon are considered complex patients, with four or more chronic conditions.



Our population is aging; almost 30 per cent of our current population is between the ages of 45 and 64<sup>1</sup>



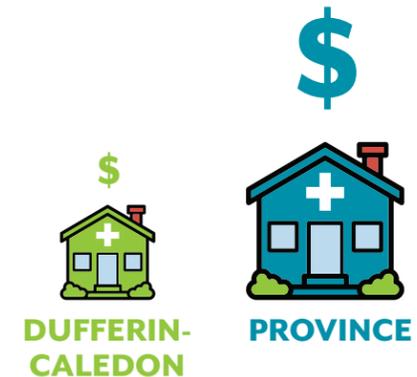
63 per cent of Dufferin-Caledon residents combined live in a rural area



The Emergency Department utilization rate for Dufferin residents was 475 per 1,000 population and 286 per 1,000 for Caledon residents.



We are seeing growing rates of poverty; 17 per cent of children under 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.



We have among the lowest per capita home care funding in Ontario. 4,407 Dufferin-Caledon residents received Home and Community Care services in Fiscal Year 2017.

# 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

There are several key issues that will influence how Headwaters supports our patients and our community, today and in the future.

- Patients have increasing expectations of us; they want a better overall experience for themselves and their family caregivers;
- 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;
- Around the globe, health care systems are shifting towards more integrated models of delivery for health and social care;
- There is increased attention on the needs of the health care workforce, including better supports for individual health care workers such as programs for mental health and wellness, education and professional development, and staff safety;
- 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.



Patient recreation activities on one of our inpatient units.



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.

## 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.



# 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.



(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.



Celebrating the incredible contributions of our team; from Diabetes Education to Dufferin County 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**

**INNOVATION, RESEARCH & TECHNOLOGY**

## OUR VALUES

**KINDNESS**



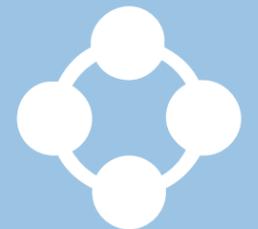
**PASSION**



**COURAGE**



**TEAMWORK**



# 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 walls 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.



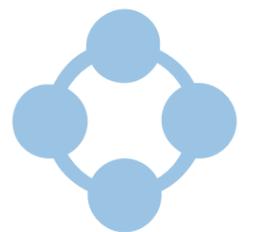
COURAGE

### 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

## 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 and 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, and 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’

