



HEADWATERS
Health Care Centre

2016-17

Report to the Community

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President and Chief Executive Officer

Donna Clark
Vice President, Patient Services and Chief Nursing Executive

Monique Porlier
Vice President, Corporate Services

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

Joan Burdette
Executive Director, Headwaters Health Care Foundation

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Chief of Emergency Medicine

Jeff McKinnon, M.D., FRCPC
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Dan Mozeg, M.D., FRCPC
Chief of Diagnostic Imaging

Mercedes Rodriguez, M.D., CCFP
Chief of Family Practice

Jude Umeh, M.D., FRCSC
Chief of Obstetrics and Gynecology

Grace Wang, M.D., FRCSC
Chief of Surgery



WHO WE ARE

In 1907, a group of local women recognized the need for a hospital to provide health care services closer to home. They formed the Lord Dufferin Chapter of the IODE, raised \$4,000 and five years later in 1912, the first hospital opened in Orangeville, ready to care for the town's 1,000 residents. 105 years later, Headwaters Health Care Centre now serves an area of more than 135,000 residents, but our vision and commitment remain the same as it did over a century ago: provide our patients and the community with exceptional care, close to home.

Our 2016-17 Report to the Community captures the highlights from the past year and offers a glimpse at the extraordinary future we will build in partnership with our community. We invite you to celebrate our accomplishments of the last year and join us in beginning to reimagine the future of Headwaters.



OUR MISSION, VISION AND VALUES

OUR VISION: **Exceptional Experience Every Time**

OUR MISSION: **To provide high quality and compassionate care, in collaboration with our partners, to optimize the health of our community**

OUR VALUES: **Care Care Care**

We are committed to caring in a sensitive, respectful and supportive way for those we serve and those we work with.

Ask Seek Explore

We promote a culture of learning and innovation to effectively meet the evolving needs of our patients, staff and community.

Build Bridges

We work collaboratively within our organization and with our external partners to ensure we provide the best possible standards of health care services.





2016-17: AN EVOLUTIONARY YEAR

A Message from Headwaters' Leadership

The end of the fiscal year signals a time to reflect on all we've accomplished, and to celebrate our successes. It is also a time to reflect on our challenges, and to become inspired by opportunities and the possibility of what can be.

2016-17 was a year of great achievement for Headwaters, but it was also a year marked by challenges, transition and the tides of change. Years like this can be incredibly challenging for an organization, but they can also be very pivotal. At Headwaters, 2016-17 was exactly this kind of year: it forced us to think outside of the box and to face our challenges head on. It enabled and cultivated an environment of innovation and creativity in preparation for our future, and it challenged us to muster our core strengths, working together as a team to accomplish some incredible goals.

Some of our biggest goals over the last year included the ground breaking of our Redevelopment Project. Now, one year later, we are approaching the completion of the expansion, preparing to care for our patients in the new space. While rolling out this complex project and navigating people and process changes, the Headwaters team also worked hard and pulled out all the stops to showcase how amazing our hospital is, ultimately achieving Accreditation with Exemplary Standing.

Without even realizing it, perhaps our biggest accomplishment of the year was shifting our focus back to us as an organization and the community we serve, while beginning to reimagine the future of Headwaters: who we are, who we could be, where we are, where we want to go, and how we can serve our community even better. Because of this, our 2016-17 Report to the Community will not only share with you our highlights from the past year, but also a look at the incredible aspirations, hopes and dreams people have for the hospital's future; a future that begins now.



Stacey Daub

Stacey Daub

*President and
Chief Executive Officer*



Louise Kindree

Louise Kindree

Chair, Board of Directors



STRIVING FOR INNOVATION: HIGH-QUALITY CARE, CLOSE TO HOME

A Message from Headwaters' Clinical Leadership

2016-17 has been a stepping stone year for the Headwaters clinical team. In 2015-16, we charted our clinical course with the development of our three-year 2016-2019 Clinical Priorities Plan (CPP) – a strategy that takes an integrated approach to delivering accessible, high-quality clinical programs and services, and exceptional care experiences for our patients. Over the course of the year, we began implementing our plan, while making headway on our commitments for the years ahead. These commitments include reviewing and strengthening patient services, while collaborating with our various partners to create a seamless journey for patients along the continuum of care.

Focused on these clearly-defined priorities, and nearing completion of the first phase of our redevelopment project, over the last year we've been diligently planning and preparing to move and expand critical services like Ambulatory Care and Surgical Services. With patient volumes on the rise, a changing population, and a rapidly-increasing community, Headwaters' growth couldn't come at a better time.

We've also invested in our medical staff – creating and strengthening our relationships with community care providers and family physicians, and have honed in on

new areas of focus such as finding solutions to better care for the growing number of mental health patients, and maintaining and improving our Emergency Department operations and wait times.

Through the culmination of the past year's planning, partnerships, and projects, our community will have greater access to innovative care, closer to home, now and in the years to come.



Dr. Somaiah Ahmed

*Chief of Staff and
Vice President,
Medical Affairs*



Donna Clark

*Vice President,
Patient Services and
Chief Nursing Executive*



A MESSAGE FROM HEADWATERS HEALTH CARE FOUNDATION

Thanks to the generosity of our donors during the 2016-17 fiscal year, Headwaters Health Care Foundation was pleased to grant \$2,918,023 to Headwaters Health Care Centre. These funds supported the new Ambulatory Care expansion as well as priority equipment needs throughout the hospital.

On behalf of the Foundation Board of Directors and staff, we would like to thank each individual, business, service club, community group and foundation who made a gift.

Because the government does not fund medical equipment for hospitals, we rely on the loyal financial support of our community members who contribute in a multitude of ways.

Thoughtful donations arrive at the Foundation every day from grateful patients, supportive readers of our newsletter Heads Up to Your Health and patrons of our signature events including the Gala in May, Golf Classic in July and Tour de Headwaters cycling event in September.

Still more donations are made through corporate sponsorships and individual gifts via numerous wonderful

and unique community events. Over the past year, we saw an increase in the number of these events, demonstrating how many people in our community understand the value of quality, local health care. We are also thrilled that donations from our Hospital Family continue to rise.

Thank you. Your gifts ensure Headwaters Health Care Centre is even better equipped to serve you.



Christopher Stewart

Chair, Board of Directors



Joan Burdette, CFRE

Executive Director

HEADWATERS BY THE NUMBERS



INPATIENT
VISITS
5,649



OUTPATIENT
VISITS
17,676



EMERGENCY
VISITS
43,161



LAB
TESTS
963,112



DIAGNOSTIC
IMAGING TESTS
89,172



DAY
SURGERIES
4,388



DIALYSIS
VISITS
4,239



ONCOLOGY
VISITS
1,996



TELEMEDICINE
VISITS
1,659



INPATIENT
SURGERIES
1,007



BABIES
DELIVERED
797



HEART ATTACKS
TREATED
215

875 PATIENTS PROVIDED FEEDBACK ON THEIR CARE
90% Patient satisfaction rate



NUMBER OF
VOLUNTEER HOURS
38,901



NUMBER OF
STAFF
705



NUMBER OF
PHYSICIANS
150



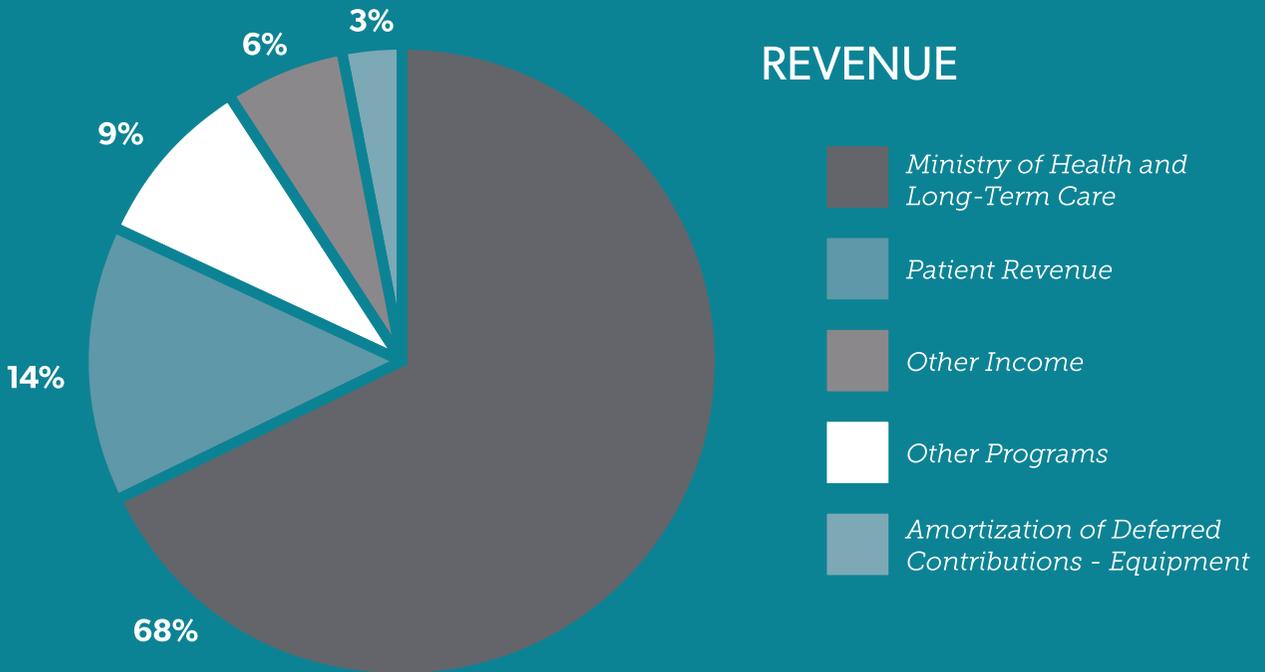
NUMBER OF MEDICAL
STUDENTS/RESIDENTS
41

FINANCIAL OVERVIEW 2016-17

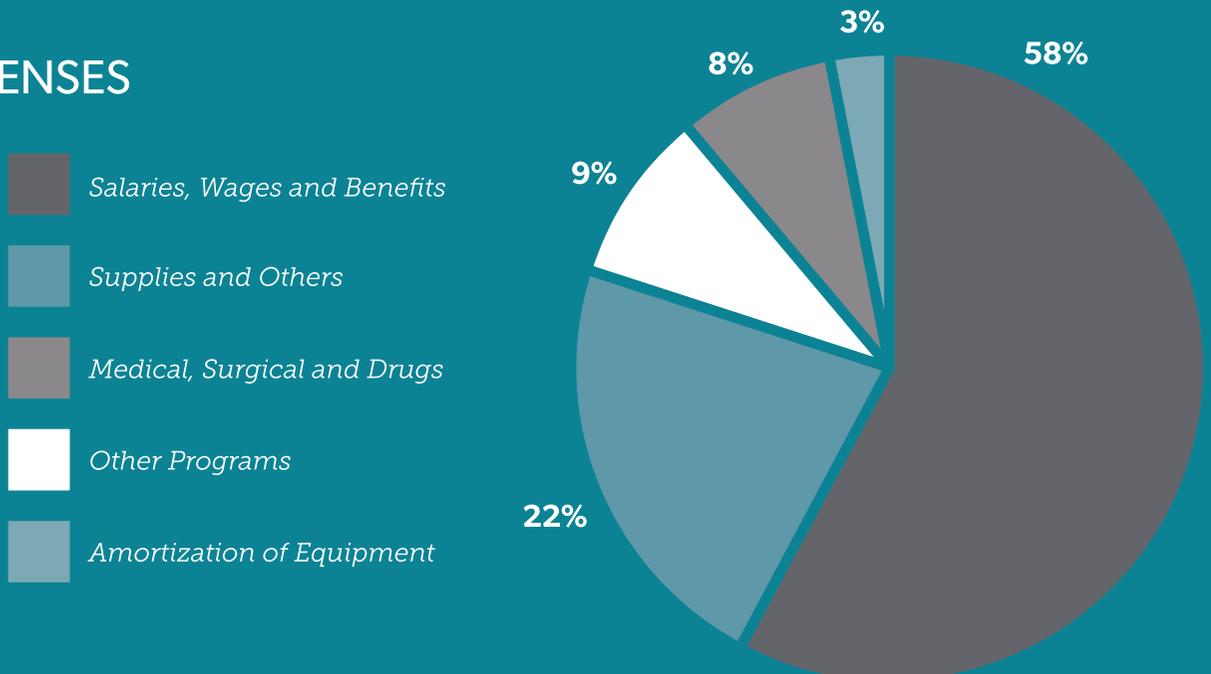
Despite uncertainty of funding in the first six months of the year, Headwaters is pleased to report the organization ended the year with a surplus of \$8,000. Revenues increased over the prior year by \$646,000, due to a mid-year funding adjustment by the Ministry of Health and Long Term Care. Total expenses increased by \$676,000 mostly as a result of inflationary costs associated with wages, salaries and benefits. The breakdown of revenue and expenses remains unchanged from the prior year.

To view our detailed 2016-17 Financial Statement, please visit our website: headwatershealth.ca/financialstatements

REVENUE



EXPENSES





2016-17: A YEAR OF EVOLUTION AND ACHIEVEMENT

ACHIEVING EXCELLENCE THROUGH ACCREDITATION

After years of preparation and a busy week spent with surveyors in October 2016, Headwaters was awarded Accreditation with Exemplary Standing, the highest designation a hospital can achieve. The external peer review included evaluation of all patient areas and administrative functions, in which 98.5 percent of over 1,700 standards and criteria were met. The surveyors were incredibly impressed with the hospital's dedication to living the Accreditation standards, as well as our quality improvement work, dedication to patient engagement and patient safety culture. Accolades were also given for the implementation and use of Health Links, our exceptional and unique approach to ethics, and our Emergency Preparedness work that could serve as a pilot program for hospitals nationwide.

RISING HEADWATERS: BUILDING TOWARDS THE FUTURE OF PATIENT CARE

Following many years of planning, construction officially began on Headwaters' Redevelopment Project in May 2016. The transformative expansion and renovation project signals a significant step forward in increasing access to important health care services for the growing community. The addition of the new 8,700 square foot expansion is the first major redevelopment of the hospital since it opened at its current location in 1997. The new wing will house important services like chemotherapy and oncology, infusion clinics, and minor procedures, and will officially open to patients late summer 2017. Headwaters is also taking on an exciting renovation of 11,800 square feet of existing hospital space to add another operating room, improve reception and expand pre- and post-surgical recovery areas. This second phase of the project will kick-off upon completion of the new wing, and is targeted for completion mid-2018.



CEO RECRUITMENT: THE SEARCH FOR A NEW LEADER

Over the course of 2016-17, the Headwaters leadership team faced a wave of shifts and changes. The turnover in leadership members, coupled with various interim roles, presented some challenges in moving the year's plans and projects forward, but also showcased the strength and resiliency of the team in achieving the year's successes. On the heels of the retirement of the hospital's former President and CEO, and in an effort to refresh and amplify the organization's direction and vision, the Board embarked on a rigorous national search for a new leader. In January 2017, Headwaters Health Care Centre welcomed Stacey Daub as President and CEO. Stacey joined Headwaters from her previous role as Chief Executive Officer of the Toronto Central Community Care Access Centre, where she was known for her inclusive style, engaging patients and staff at all levels in decision-making to build critical partnerships and creating a culture

that galvanizes people and organizations. A key priority for Stacey has been to focus on strengthening ties with staff, physicians, patients, volunteers, donors, the Local Health Integration Network and the hospital's numerous community partners and donors to build a health care system that is strong, patient-centered, sustainable and works for the entire community. In her first 100 days as President and CEO of Headwaters, Stacey launched an organizational assessment project informed by stakeholder input to shape Headwaters' plans for the coming year and beyond. Stacey then shared the results of this assessment and her vision for the future, reigniting the interest, passion and engagement of staff, physicians, volunteers, and the community in collaborating to support and build a rejuvenated vision for the future of Headwaters.



REIMAGINING THE FUTURE OF HEADWATERS: LOOKING FORWARD

Our vision for the future of Headwaters must be a collection of our hopes, dreams, aspirations, and goals that together we form, dream, and work towards. With a new leader at the helm, we are placing a renewed focus on getting back to our roots as an organization and reconnecting with our community. We are also working hard to engage every member of the Headwaters family – from front line staff to physicians, Board members, local health care partners, and the community – in creating this vision.

The commonality of our shared hopes and dreams is strong and unwavering, as is our identity as an organization. We are collegial, connected and have great pride in our history and accomplishments. We are blessed with the amazing support, dedication and commitment of the Foundation and the legions of volunteers who do so much for our organization. We want to continue to make a difference in our community. We have a strong base upon which to build our future, and all share this palpable hunger to do just that.

Like our Redevelopment Project, building begins with a single brick. For us, this first brick is a refreshed set of priorities for 2017-18:

1. Advancing focused clinical quality improvement and service growth
2. Stabilizing and strengthening our core support services,
3. Renewing our support and engagement of people, and
4. Reimagining the future of Headwaters, with our community and care partners.

The road ahead is an exciting one filled possibilities and opportunities, and we are excited about writing the next chapter of the Headwaters story. We invite you to join us on this journey, as we reimagine the future of Headwaters in our community, and work together to create the next generation of health care close to home.



HEADWATERS
Health Care Centre

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