

**2025-2026**

# **ANNUAL REPORT**

*One Community, Caring Together to Provide Excellent Care, Close to Home*





# A MESSAGE FROM

## *Our Board Chair and President & CEO*

Headwaters Health Care Centre continues to be a trusted cornerstone of care for our community, evolving alongside Dufferin-Caledon while remaining firmly rooted in our purpose of providing excellent care, close to home. The past year was marked by meaningful progress and collective achievement, made possible through the dedication of our teams and the ongoing support of our community and partners.

A defining milestone in 2025–26 was the launch of MRI services at Headwaters, with the opening of the Morningview Foundation MRI Suite. As the first MRI in Dufferin Caledon, this transformational addition allows patients to access advanced diagnostic imaging close to home, improving timely diagnosis, reducing travel and wait times, and enhancing the overall patient experience. This important achievement reflects years of planning and collaboration, and we are deeply grateful to our Foundation, community donors, and the Ministry of Health for their support in bringing MRI services to our region.

We were also proud to establish our inaugural academic partnership with Toronto Metropolitan University (TMU), welcoming medical learners who contribute meaningfully to patient care while gaining valuable hands-on experience. This new relationship reflects our commitment to education, mentorship, and building a strong future health care workforce.

Throughout the year, strong performance was achieved across our strategic priorities. Guided by our Clinical Priority Plan, teams advanced improvements across acute and ambulatory programs while continuing to strengthen infrastructure, technology, and internal systems that enhance care delivery today and build a solid foundation for the future.

Responsible fiscal stewardship remained a focus. Through disciplined benchmarking and planning, nearly \$5 million in budget reductions or savings were identified over two years, including \$2.5 million for the upcoming fiscal year. Our vision is to support long-term sustainability while maintaining a strong focus on quality and safety.

Above all, our success is driven by our people. Staff, physicians, volunteers, and student learners demonstrated extraordinary commitment and compassion throughout the year. Through our People Strategy, continued focus on recruitment, development, recognition, well-being, and psychological health and safety helped foster a culture grounded in teamwork, respect, accountability, and kindness.

None of this progress would be possible without the generosity and partnership of our community, Foundation, and care partners. As we look ahead to 2026–27, we do so with pride in what has been accomplished and confidence in what lies ahead, remaining committed to delivering exceptional, compassionate care that is close to home, today and into the future.

*Melodie Mason*  
Board Chair

*Kim Delahunt*  
President and Chief Executive Officer



# A MESSAGE FROM

*Our Foundation Board Chair and Foundation CEO*

We reflect on the 2025/26 fiscal year with deep gratitude, while looking forward with a sense of strong momentum. The past year was a time of remarkable achievement, celebration and setting the stage for the next chapter of care at Headwaters Health Care Centre.

In June 2025, we proudly applauded the conclusion of the Smart Headwaters campaign, a historic effort that will stand as a defining moment for our hospital and community. What began as an ambitious vision for an \$18 million fundraising campaign, became a resounding success, made possible by thousands of donors who believed in the importance of exceptional local health care. Together, we delivered advanced diagnostic technology, strengthened clinical education, and transformed access to care across our region with the first MRI in Dufferin-Caledon.

This past year we also continued to build momentum. Our signature events raised record amounts, Giving Tuesday reached new heights of support, and our community once again demonstrated its unwavering commitment to exceptional care close to home. Support came from every corner of our community; local businesses, families, grateful patients, volunteers, and first-time donors, each contribution helping fund essential equipment.

Because of you, Headwaters Health Care Centre is well positioned to meet both today's needs and tomorrow's challenges. Your generosity is already advancing one of the most significant projects in the hospital's history: the expansion and renovation of the Emergency Department, along with critical upgrades to Diagnostic Imaging and the Laboratory. These investments will improve patient flow, strengthen infection prevention, create the hospital's first dedicated space for mental health emergencies, and support faster, more accurate diagnoses.

Ultimately, these achievements are about people. They mean shorter waits, quicker answers, safer care, and better outcomes for the individuals and families who rely on Headwaters every day. In Ontario, hospital equipment is largely funded by the community, and your support ensures our care teams have the tools they need to deliver exceptional care close to home.

We extend our sincere thanks to our Foundation Board, hospital leadership, donors, volunteers, and community partners. Together, we have accomplished something extraordinary, and we move forward with confidence in what we can continue to achieve, together.

Bill Duron  
Board Chair

K.C. Carruthers  
Chief Executive Officer



**OUR VISION:**  
**ONE COMMUNITY, CARING TOGETHER**

**OUR PURPOSE:**  
**PROVIDE EXCELLENT CARE, CLOSE TO HOME**

## **OUR FUNDAMENTALS**

Diversity, Equity, and Inclusion  
Safe & Healthy Environment  
Technology & Innovation

### **Empower Our People**

- Attract, retain, and recognize our people
- Focus on an engaged, inclusive, safe and healthy workplace
- Enable teams to deliver high quality care with tools and resources

### **Get Even Better**

- Use timely, evidence and data-based analysis to support decision making and enhance equitable access to care
- Advance digital health opportunities
- Continue to build for the future of our facility

### **Deliver Patient Centred Quality Care**

- Listen to patients and families to support what's most important to them
- Build a safe, quality driven, continuous improvement culture following best practice guidelines
- Ensure population health measures inform our approach to decisions
- Promote health equity, ensuring inclusion and diversity are respected and achieved

### **Connect Through Partnerships**

- Lead and pursue meaningful partnerships that extend our capability to support seamless, equitable and timely access to care
- Strengthen our academic partnerships
- Grow opportunities for training and development
- Use technology to enhance efficiency, safety and care

# 2025 - 2026 HIGHLIGHTS



## Morningview MRI Unveiling

In October 2025, we proudly celebrated the grand opening of the first MRI Suite in Dufferin-Caledon, marking a significant step forward in our ongoing commitment to delivering patient care close to home. This investment enhances diagnostic capabilities, reduces wait times, and improves access for our growing community, with capacity to complete up to 8,000 scans each year. It was made possible through the success of the Headwaters Health Care Foundation's Smart Headwaters campaign, donors, partners, staff and the support of the provincial government.



## MEDITECH Expanse 2.2

Project planning and preparedness activities in support of the May launch of MEDITECH Expanse 2.2 alongside our CARE4 partners were successfully completed, marking an important step forward in advancing care at Headwaters. This upgrade is designed to improve patient care, enhance clinical efficiency, and introduce more user-friendly tools for staff across the organization. This milestone reflects months of planning and collaboration, and we thank our teams and regional partners for their dedication in bringing this transformation to life. This positions us well for the next phase of digital transformation at Headwaters.



## Plant Upgrades

We successfully completed a major plant upgrade at Headwaters, modernizing key systems that support the hospital every day. This work improved energy efficiency, reduced operating costs, and lowered our environmental impact, while helping maintain a safe and comfortable environment for patients and staff.

# 2025 - 2026 HIGHLIGHTS

## Your Voice Survey



We launched the Your Voice – Staff and Physician Survey to better understand the experiences of our team and strengthen our workplace culture. With over 70% participation across the organization, staff and physicians shared valuable, anonymous feedback to help shape priorities and guide meaningful action. This work reflects our shared commitment to listening, learning, and continuously improving the experience of working at Headwaters.

## New Parking Lot

Construction of a new staff parking lot at Headwaters is well on its way to completion. The new staff parking lot will better support our growing team and improve day-to-day access to the hospital. Designed with dedicated staff spaces, modern features, and improved traffic flow, this new lot helps ease congestion across our site and enhances the experience for both staff and patients.

## Next Steps

As we move into the next fiscal year, our focus will be on advancing key priorities that support long-term sustainability, patient care, and staff experience. This includes detailed planning to align activities with approved budgets, alongside strong change management and ongoing communication across the organization to support transparency and coordination.

A major priority will be progressing the Emergency Department expansion and lab relocation project, with Phase II moving into detailed design and pre-construction. We will also continue to build on recent infrastructure investments by finalizing the Building Automation System and plant upgrades, ensuring our facilities remain efficient, reliable, and prepared for future growth.

Guided by insights from the Your Voice – Staff and Physician Survey, we will prioritize initiatives that strengthen staff well-being, psychological safety, and engagement. Ongoing performance monitoring, leadership oversight, and targeted investments across clinical services will support our continued commitment to delivering safe, high-quality care for our community.

Together, these priorities position us to continue building a strong, responsive, and sustainable future for our patients, families, team, volunteers and community.



# BY THE NUMBERS

Statistical data about Headwaters for the year ending March 31, 2026.

Emergency Department Visits:

**34,722**

Day Surgeries:

**5,496**

Inpatient Surgeries:

**984**

Dialysis Visits:

**4,514**

Telehealth Visits:

**118**

Outpatient Visits:

**22,661**

Babies Delivered:

**1,139**

Physicians and  
midwives:

**193**

Medical students:

**52**

Staff:

**849**

Volunteers:

**248**

Beds:

**86**

Oncology  
Consultations:

**1,601**

Chemotherapy  
Treatments

**1,517**

Lab Tests  
(excluding DI)

**424,569**

Diagnostic Imaging  
(DI) Tests

**74,561**

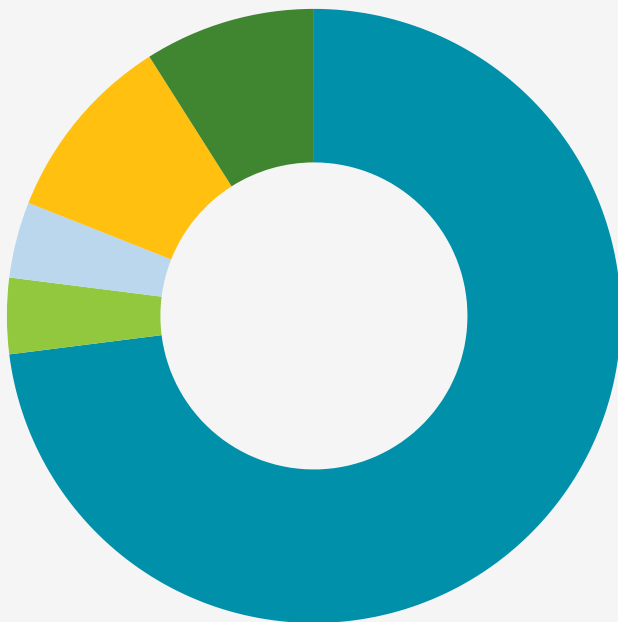
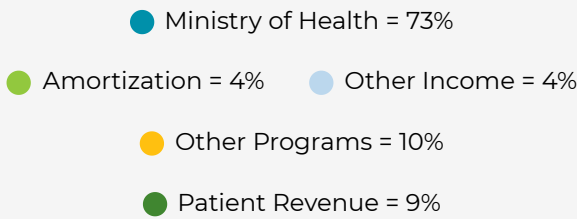
# FINANCIALS

As part of our commitment to maximizing every dollar for our patients and community, the following summarizes Headwaters' financial results for the fiscal year ending March 31, 2026. Headwaters ended the fiscal year in a strong financial position, with a surplus of \$1.6 million. This positive result reflects careful financial management and a continued focus on using resources wisely to support patient care and meet the needs of our growing community.

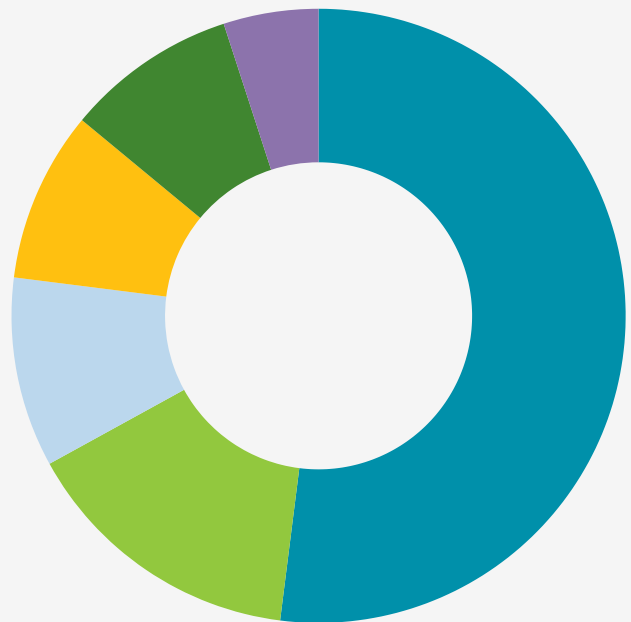
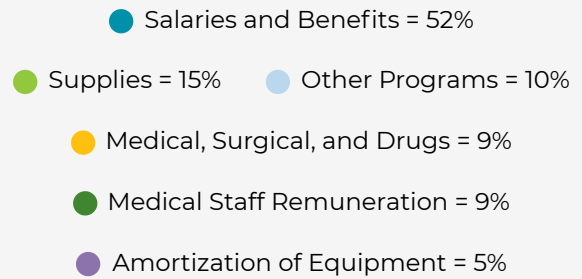
Revenue increased by \$7.2 million to \$120.3 million, mainly due to increased funding and higher inpatient revenue. Expenses rose by \$5.4 million to \$118.7 million, largely because of compensation costs, inflation, and growing demand for care.

This year-end result helps ensure Headwaters can continue delivering essential care today while investing in the services, people, and priorities that will support our patients and community into the future.

## REVENUE



## EXPENSES



Financial statements are available online at: [headwatershealth.ca](https://headwatershealth.ca)

# FROM PATIENT TO PROVIDER

## *A Journey into Lactation Care at Headwaters Health Care Centre*

The sound I remember most is the pump. That mechanical wheeze. Somewhere down the hall, my five-day-old son lay under blue phototherapy lights for jaundice while I sat in another room at Headwaters Health Care Centre, bleeding from a postpartum hemorrhage, hooked to a breast pump, trying to get my body to do the one thing I had been so sure it would do.

I kept thinking the same sentence over and over: I am pumping my soul out right now. Because I was.

At the time, I was already an Emergency Department nurse in Ontario, after years of nursing in emergency rooms in Brazil. I thought I was prepared. I had a birth plan, a feeding plan, and the confidence of someone used to helping others through crisis.

And then I became the patient.

My pregnancy had been high-risk. Despite having uninterrupted skin-to-skin contact with my baby for the first hour (or two) after birth, and exclusively breastfeeding in hospital and at home, my milk did not come in until day five—the same day my husband rushed us to Headwaters after our son’s bilirubin levels came back dangerously high and I passed a clot large enough to scare me.

We both checked into the Emergency Department and soon after, my son was transferred to the nursery with my husband while I remained behind for assessment in a hospital I did not work in. I was not a nurse there; I was just a mother.

Same hospital. Different rooms. He was in the nursery, glowing blue. I was able to see him while waiting for an ultrasound, and stayed in a room down the hall, bleeding, and finally, finally, making milk for a baby I could not hold.

The next morning, with a gentle knock, a lactation consultant came to my bedside with the primary nurse. She helped me position my son, worked through latch difficulties, and calmly adapted when things did not go as planned.

When one feeding method failed, she simply said, “Okay, let’s try something else.”

We tried a supplemental nursing system at the breast, a container and thin, flexible tubing used to feed a baby formula or pumped milk while nursing. It did not work, and she did not sigh. She did not step back. She just said, “Okay, let’s try something else,” and reached for a syringe.

She never made me feel like I was failing. In one of the most vulnerable moments of my life, she made me feel capable, supported, and seen. This woman stood beside me like I was already a good mother. Like the only thing standing between me and feeding my son was a little information and a little time, and she had both, and she was going to give them to me.



*Photo: Luciana, RN, Lactation Consultant*

That experience changed me.

I returned to my Emergency Department job ten months later, but I could not stop thinking about the kind of care I had received at Headwaters.

I wish I had known about Lactation Consultants before going through all of the challenges. Back in 2018, I had never heard of that type of support and didn't even know it existed.

My breastfeeding journey continued for three years and eight months, when both of us were "ready" for weaning. My personal experience sparked a desire in me to help mother and babies with breastfeeding.

So, I went back to school in 2021 and completed my Lactation Support Certificate in 2023 at Humber College, with clinical placement in the Mother & Baby Department at Mackenzie Health – Cortellucci Vaughan Hospital, where I was still working in the Emergency until early 2024.

In 2024, I followed Pathway 3 of the International Board of Certified Lactation Consultants (IBCLC) journey and completed 500 hours of clinical lactation training at Mamas Au Lait|Lactation & Wellness, a private practice breastfeeding clinic. The following year, I advanced my RN scope of practice by completing the RN prescribing education, and in September I sat for the International Board Lactation Consultant Examination (IBLCE).

The results confirming that I passed the credential exam were released just before Christmas, and I became a Lactation Consultant IBCLC in effect on January 1, 2026.

Two weeks later, I applied for a position at Headwaters.

Today, I work there as a Lactation Consultant Registered Nurse, supporting families in the Obstetrics Department, Breastfeeding Clinic, and community Latch and Learn program.

It is hard to describe what it feels like to provide care in the same hospital that once cared for me. Some mornings I walk past the room I was in. I stop for a second, just a second, and then I keep going, because somewhere on the other side of a different door, another mother is having her morning.

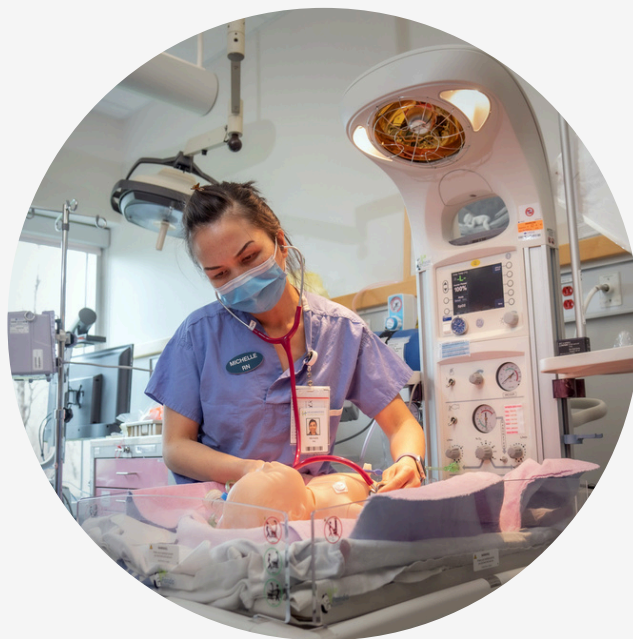
I knock the way she knocked. I go to the bedside. I stand close. I look at the baby, and then I look at the mother, father, and others, and I smile like we have all morning.

And when something does not work, and sometimes it doesn't, I do not sigh. I do not step back.

I just say, "Okay. Let's try something else."

That is what I learned at Headwaters — first as a patient, and now as a provider. Compassionate care in a vulnerable moment can do more than change an outcome.

Sometimes, it changes a life.



“  
In one of the most vulnerable moments of my life,  
she made me feel capable, supported, and seen.  
”

# SEEING THE TEAM BEHIND THE CARE

*A Patient Perspective on the Teamwork Behind Every Visit*



As a community hospital, Headwaters Health Care Centre is part of many residents' lives.

Craig McClelland, a 46-year-old Grand Valley resident, is one of those patients. Over the years, his visits have included everything from emergency care and diagnostic imaging to day surgeries, overnight stays and even the COVID-19 vaccination clinic held in the hospital parking lot.

With deep roots in the community and connections to familiar faces who have worked at the hospital, Craig says he has always felt a sense of comfort and trust.

That sense of familiarity became especially important late one Friday evening, when Craig arrived at the Emergency Department experiencing severe abdominal pain and what he described as “a high and scary blood pressure.” As the uncertainty of his symptoms set in, his concern quickly grew into fear, particularly around the possibility of a heart issue.

At first, the experience felt overwhelming. The tests, and the unknowns all added to the stress.

As time passed, his perspective began to shift. Craig found himself observing not just his own care, but the work happening all around him.

What stood out most was how many different people and departments played a role in his care, and how well the team worked together.

“This visit gave me the chance to really see what goes on behind the scenes,” he said. “From where I was sitting, I could watch everyone working together.”

Throughout his visit, Craig's care involved multiple teams. Emergency Department staff assessed his condition and guided him through the process, while diagnostic imaging teams completed X-rays, an ultrasound and a CT scan. Lab staff conducted multiple rounds of bloodwork, and physicians carefully reviewed each result to rule out serious concerns. Registration teams ensured smooth transitions between departments, while housekeeping staff maintained clean, welcoming spaces.

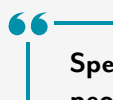
“They left nothing to chance and put the time in on me to eliminate possible issues with testing,” he said.

Spending time in the Emergency Department also gave him a deeper understanding of the coordination required to keep care moving forward.

For Craig, the experience reinforced the trust he has built over a lifetime at Headwaters.

At its core, patient care at Headwaters is a shared effort, where every role contributes to a safe, supportive and compassionate experience for those who walk through its doors.

“I want everyone at Headwaters to be proud, they did an outstanding job,” concluded Craig.



**Spending time in the hospital showed me how many people are involved. It's not just one person. It takes a whole team working together.**



# BOARD OF DIRECTORS:

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Dr. Grace Wang, MD, FRCSC, Chief of Staff & Vice President of Medical Affairs



*Photo: 2025 Board of Directors*

# EXECUTIVE LEADERSHIP TEAM:

Kim Delahunt, President & Chief Executive Officer  
Frances Duiker, Vice President, People & Experience, Chief Human Resources Officer  
Annette Jones, Vice President, Patient Experience, Health Integration and Chief Nursing Executive  
Cathy van Leipsig, Vice President, Corporate Services & Chief Financial Officer  
Dr. Grace Wang, MD, FRCSC, Chief of Staff & Vice President of Medical Affairs



*Photo: Executive Leadership Team  
From L - Frances Duiker, Dr. Grace Wang, Kim Delahunt, Cathy van Leipsig, and Annette Jones.*

# THANK YOU FOR YOUR SUPPORT

Headwaters Health Care Centre is an innovative hospital located in Orangeville, Ont. dedicated to quality patient-centred care together with our community in Dufferin County-Caledon. In addition to providing acute and complex continuing care with a 24/7 Emergency Department, and extensive Ambulatory Care outpatient services, Headwaters is accredited with Exemplary Standing by Accreditation Canada, certified as a Breast Assessment Centre by the Ontario Breast Screening Program, and now offers MRI services as part of a comprehensive diagnostic imaging program. Headwaters is also a proud partner in the Hills of Headwaters Collaborative Ontario Health Team.

## SHARE YOUR FEEDBACK

Your voice matters! At Headwaters Health Care Centre, we are committed to providing the best possible care, and your feedback helps us improve. Whether you are a current or past patient, family member or caregiver, we want to hear from you. Sharing your thoughts ensures that we continue to meet the needs of our patients and community. Thank you for helping us grow and continue improving the patient and family experience!



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