



2024 – 2029
STRATEGIC PLAN

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



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

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

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



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

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

OUR FUNDAMENTALS: **Diversity, Equity & Inclusion** • **Safe & Healthy Environment** • **Technology & Innovation**

CHARTING OUR COURSE

Message from our President and CEO and Board Chair

As a medium-sized hospital, accredited with exemplary standing, it is imperative for us to take a comprehensive look at how we will continue to meet the needs of our growing community while facing health human resource and funding challenges, using our resources responsibly.

Our Strategic Plan was co-designed over months through extensive engagement and planning, with input from nearly 3,000 stakeholders, including staff, physicians, volunteers, patients and families, partner organizations, and the public. Our strategy is informed by first-hand insights and perspectives.

Our continued vision, **One Community, Caring Together** and purpose to **Provide Excellent Care, Close to Home**, anchor us as a health care hub, collaborating with physicians, community agencies, governments, and educational institutions at all levels.

Our strategic directions to **Empower Our People; Get Even Better; Deliver Patient Centred Quality Care** and **Connect Through Partnerships** will shape every action, fostering positive evolution and innovation in our work.

Guided by our renewed values – **Kindness, Accountability, Respect** and **Teamwork** –

we commit to meeting the growing and changing needs of our community.

Collaboration with physicians, staff, community partners, educational institutions, and the people we serve is integral. Upholding **diversity, equity, and inclusion, ensuring a safe and healthy environment, and embracing technology and innovation** position us to meet current and future care demands.

Thank you for your essential contribution in shaping our renewed strategic plan.

This strategic plan embodies our values and commitment to our patients and their families, to our staff, our physicians, our volunteers, our partners, and the local communities that we serve.

Warm regards,



Kim Delahunt
President & CEO, Headwaters Health Care Centre



Hugh O'Brodovich
Board Chair, Headwaters Health Care Centre

OUR VALUES

Our values are more than just words, they define and connect us. Our values will enable us to meet our full potential and will guide us in how we work, how we behave and how we relate to our patients, families and to one another. Our values are how we show our commitment to our vision and purpose.

Kindness



- We show compassion, care and empathy
- We encourage each other
- We care for one another
- We see the person in every patient

Respect



- We understand interactions start with listening
- We are open, honest and act with integrity
- We treat all individuals with dignity
- We embrace diversity of people, opinions and perspectives

Accountability



- We take personal responsibility for our actions and decisions
- We learn from our mistakes
- We set clear expectations for ourselves and each other
- We are transparent

Teamwork



- We inspire each other to be the best we can be
- We come together to solve problems and celebrate success
- We appreciate each other's abilities and use the strength of us all
- We are better together

OUR FUNDAMENTALS

Our fundamentals are our commitment to basic principles that we want Headwaters' to be known for and what we expect to provide for our patients, families, and one another. They are important principles upon which our strategic plan can depend.

Diversity, Equity & Inclusion

Everyone has the right to be treated fairly and respectfully. We embrace and respect the needs of all individuals and listen to and consider the voices of others.

Safe & Healthy Environment

Cultivating a safe and healthy workplace, from the physical to the psychosocial elements, is an essential responsibility and commitment that we all pledge.

Technology & Innovation

We will leverage technology and innovation through research, data and analytics, leading practice protocols, user experience and information integration leading to better outcomes.

OUR STRATEGIC DIRECTIONS

Our Strategic Directions reflect the reality of delivering health care in an ever-evolving environment. They are the foundation to achieving success over the next five years.

Empower Our People

Our team is invaluable. Empowering and investing in the development, well-being, safety, and support of our people is paramount to ensure a high performing and sustainable workplace environment that delivers the best care for our patients and communities.

- 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

Continually improving systems, processes and our facility is fundamental to achieving our commitments, delivering a consistent patient experience, and ensuring operational excellence. We have a responsibility to ensure our performance meets the needs of our patients and community.

- 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

Pursuing continuous quality improvement is fundamental to achieving our commitments and delivering excellent patient care and experiences. Through a relentless focus on quality and safety, we will deliver quality care to be proud of.

- Listen to patients, families and caregivers 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

Ongoing success and innovation includes collaboration and support from and with system partners. Together, we can achieve more to support delivery of the best care to our communities.

- 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

By 2029 we will:

- Be a workplace of choice for proud healthcare professionals and supporting staff
- Set and achieve job vacancy and retention rate targets that meet or exceed industry benchmarks
- Be implementing multi-year recruitment, education and retention plans
- Be working towards training targets set to ensure psychological health and safety within the workplace
- Ensure our teams more strongly reflect the community we serve
- Complete a stage 1.2 and begin a stage 1.3 Ministry of Health proposal supporting renovations and expansions to our hospital
- Be using enhanced clinical tools that are improving safety and efficiency of clinical operations with targeted adoption rates
- Achieve initial targets supporting a reduction in plant emissions as part of ongoing environmental sustainability measures
- Support an optimized health information system that includes use by community partners
- Be using 20% more virtual applications and digital platforms
- Reach top 75th percentile in Ontario Qualtrics patient satisfaction measures
- Increase patient safety culture survey rates by 10% compared to 2024
- Achieve outcomes identified in our five year clinical priority plan
- Reach a 25 member strong Patient Family Advisory Partnership, embedding members in all key organizational initiatives or program developments
- Have developed measures and demonstrate progress in care as part of our DEI fundamental commitment
- Have an increase in the number of students and medical residents at the hospital
- Reduce re-admission rates for our senior population through seamless care with our Ontario Health Team partners
- Have expanded our partnerships for access to more health and social care
- Have more timely information and data to support enhanced communications with our patients and their healthcare team

We acknowledge that our hospital resides within the traditional territory and ancestral lands of the Tionontati, Attawandaron, Haudenosaunee, and Anishinaabe peoples. We also acknowledge that various municipalities within the County of Dufferin reside within the treaty lands named under the Haldimand Deed of 1784 and two of the Williams Treaties of 1818: Treaty 18: the Nottawasaga Purchase, and Treaty 19: the Ajetance Treaty. We also acknowledge the land which forms the Town of Caledon is also part of the traditional Territory of the Huron-Wendat and Haudenosaunee Peoples, and the Anishnabek of the Williams Treaties. This land is part of the Treaty Lands and Territory of the Mississaugas of the Credit First Nation.



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