



2024 - 2025 ANNUAL REPORT

headwatershealth.ca



Melodie Mason
Board Chair



Kim Delahunt
President and CEO

A MESSAGE FROM

Our Board Chair and President & CEO

For generations, this hospital has stood as a trusted pillar of care, growing alongside the community to meet its evolving needs. Founded by a visionary group of women who recognized the importance of local healthcare, we have continued to adapt—ensuring that quality, patient-centred care remains at the heart of everything we do.

As the community expands, so does our commitment to delivering exceptional care close to home for the residents of Dufferin-Caledon. In October 2024, we proudly opened our renovated dialysis unit, increasing our capacity to care for kidney patients. We also began planning and construction for the first MRI in Dufferin-Caledon which will be operational later in 2025. With the ability to perform approximately 8,000 scans annually, this addition will greatly reduce wait times for our community members. These renovations and expansions would not be possible without the deep generosity of our donors in the community who continue to support our hospital. We are incredibly grateful to our community, our foundation, and the Ministry of Health for their support of these critical projects.

Over the past year, we completed the second year of our 2023–2028 Clinical Priority Plan, continuing to respond to the needs of our growing community. We have already achieved several key goals, including increasing the number of students and medical residents at the hospital and initiating discussions with the Ministry of Health to support much needed future renovations and expansions. We also created more partnerships to support care for the patients who walk through our doors to continue to reduce health inequities.

Our greatest strength continues to be our people. Dedicated staff, volunteers, and healthcare professionals foster an environment where expertise and compassion go hand in hand. Through focused efforts on recruitment, retention, and recognition, we prioritize a strong, supportive workplace culture. Our partnerships with municipal and provincial stakeholders further strengthen our ability to attract top talent to our hospital.

As we look to the future, we remain deeply committed to advancing healthcare in Dufferin-Caledon. With the continued support of our community, partners, and dedicated team, we are confident in our ability to meet the challenges ahead and to provide excellent care, close to home.

Melodie Mason
Board Chair

Kim Delahunt
President and Chief Executive Officer



Bill Duron
Board Chair



K.C. Carruthers
Chief Executive Officer

A MESSAGE FROM

Our Foundation Board Chair and Foundation CEO

With immense gratitude and pride, we reflect on the incredible progress made this past year. The 2024/25 fiscal year marks a defining moment in the history of Headwaters Health Care Centre and its Foundation, thanks to the extraordinary success of the Smart Headwaters campaign.

This ambitious effort aimed to raise \$18 million for advanced diagnostic and health care technology—and we're thrilled to share that we surpassed this goal. Over 6,000 generous donors united to make this vision a reality, showcasing the strength and generosity of our community.

Thanks to your support, our region now has its first-ever MRI machine, along with a new CT Scanner, Digital Mammography equipment, Surgical C-Arm, Ultrasound machines, and Bone Densitometry unit. We've also launched a Health Data Centre and invested in Nursing Education to support our care teams in a rapidly evolving environment.

These advancements are more than just equipment or technology. They are lifelines. They represent reduced wait times, more accurate diagnoses, timely interventions, and ultimately, better outcomes for patients. They are a promise fulfilled to every family, senior, child, and individual who calls this community home.

We extend heartfelt thanks to our Foundation Board, campaign volunteers, community ambassadors, and every donor. Your commitment has transformed care in our region. Special thanks to local businesses, service clubs, and families whose support reflects a shared belief in strong, local health care—please know that your contributions have directly impacted the quality of care in our region. Your commitment has transformed lives.

As we look to the future, we carry with us the momentum of this historic year and the knowledge that we can achieve remarkable things—together. We remain committed to investing in innovations that improve patient care, and to building a health care system that is compassionate, modern, and prepared for the needs of tomorrow.

On behalf of all of us at the Headwaters Health Care Foundation, thank you. Your generosity has made Smart Headwaters a brilliant success—and a legacy that will serve this community for generations to come.

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

2024 - 2025 HIGHLIGHTS



Dialysis Unit Renovation

In October 2024, we proudly celebrated the grand opening of our renovated Hemodialysis Unit—a significant milestone in our ongoing commitment to delivering high-quality healthcare close to home. This transformation was made possible through the generous support of our community and the success of the Headwaters Health Care Foundation's Smart Headwaters campaign. The unit now features nine stations with expanded capacity, enabling us to treat up to 72 patients annually.



MRI Groundbreaking

Thanks to the generosity of our community and the funds raised through the Headwaters Health Care Foundation's Smart Headwaters campaign, patients will soon be able to access MRI scans right here at Headwaters—close to home. Operational funding for the MRI has been provided by the Ministry of Health. The first scans are expected to begin in the fall, with an anticipated capacity of approximately 8,000 scans per year.



Surgical Wait Times

Headwaters has significantly reduced surgical wait times for our community placing us among the top-ranked hospitals in the province for surgical wait times. Timely access to surgery is essential for improving patient outcomes, helping to prevent complications and reduce pain. It also allows patients to return to their daily lives and responsibilities more quickly, enhancing their overall quality of life.



Culturally-Sensitive Care

TeleCheck is a Headwaters program designed to support adults aged 55 and older as they transition from hospital discharge to independent living at home. This award-winning, free, and confidential telephone check-in service offers personalized support, connecting clients with vital community health services or simply providing a friendly social connection. In partnership with Polycultural Immigrant & Community Services, TeleCheck now offers calls in a variety of languages, ensuring more inclusive and accessible support.

2024 - 2025 HIGHLIGHTS



Medical School Partnership

Headwaters has a rich history of supporting physician and clinician training, with longstanding affiliations with organizations such as the Rural Ontario Medical Program (ROMP), Humber College, Georgian College, George Brown College. Our new partnership with TMU's School of Medicine opens up new avenues for physician recruitment, leading-edge research, and enhanced collaboration within the Dufferin and Caledon communities.



Expansion Approvals

The Ontario government is investing in Headwaters Health Care Centre's emergency and diagnostic imaging departments through renovations and expansions. These upgrades will improve accessibility and connect more people to timely care. Originally built to handle 23,000 annual visits, the emergency department saw almost 35,000 visits last year. This investment will help improve patient flow, reduce wait times, optimize space, and enhance the experience for patients and families.

Next Steps

Headwaters is actively embracing change, working diligently to enhance efficiency and strategically planning to meet the evolving needs of our community well into the future. Our focus remains on strengthening the hospital's financial and operational stability, improving and maintaining the quality of care and access to services, and continuing to harness the power of innovation and technology.

With significant demographic shifts underway—including rapid growth among seniors and an expanding population in our catchment area—investing in our future has never been more critical. Our top redevelopment priorities will focus on the following departments: Emergency, Diagnostic Imaging, Obstetrics, Complex Continuing Care, Pharmacy, and Medical Device Reprocessing.

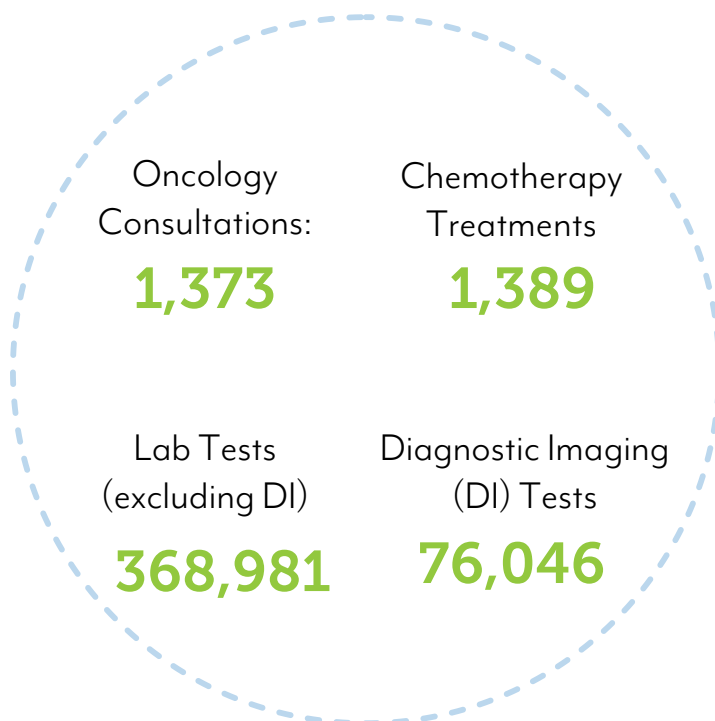
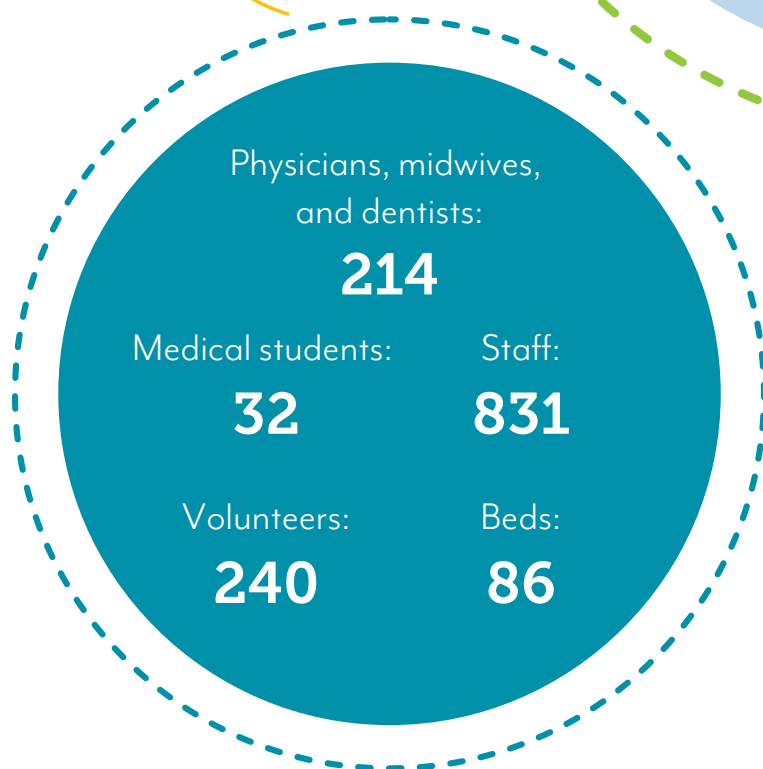
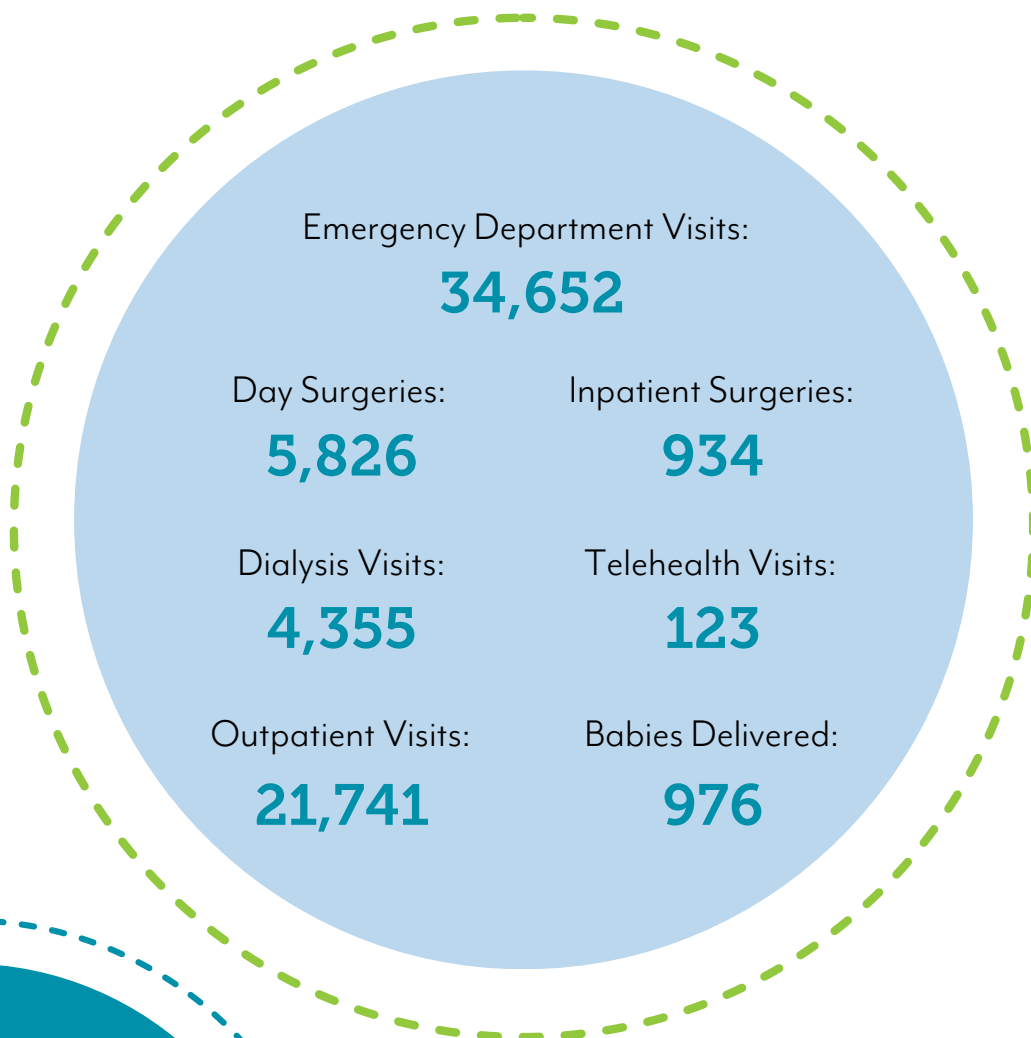
Over the next 10 years, we are proposing an expansion of 239,000 square feet, growing to 333,000 square feet over a 20-year period. This growth is expected to result in a doubling of our full-time workforce within the next two decades.

We are proud to be planning for an expansion to our hospital that is ready to meet the challenges of tomorrow and continue delivering exceptional care to our community for generations to come



BY THE NUMBERS

Statistical data about Headwaters for the year ending March 31, 2025.



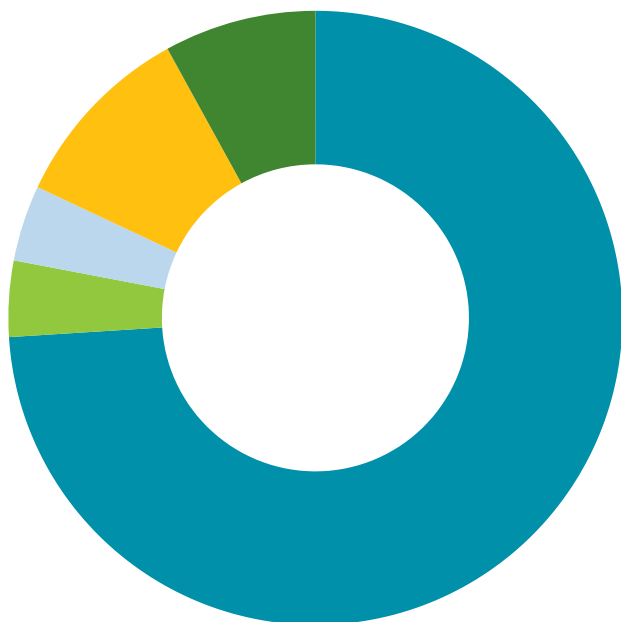
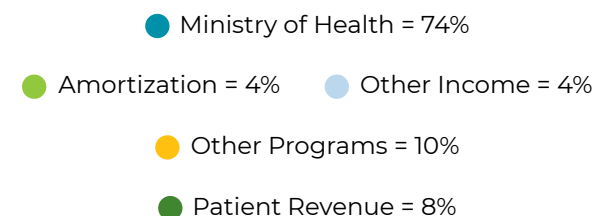


FINANCIALS

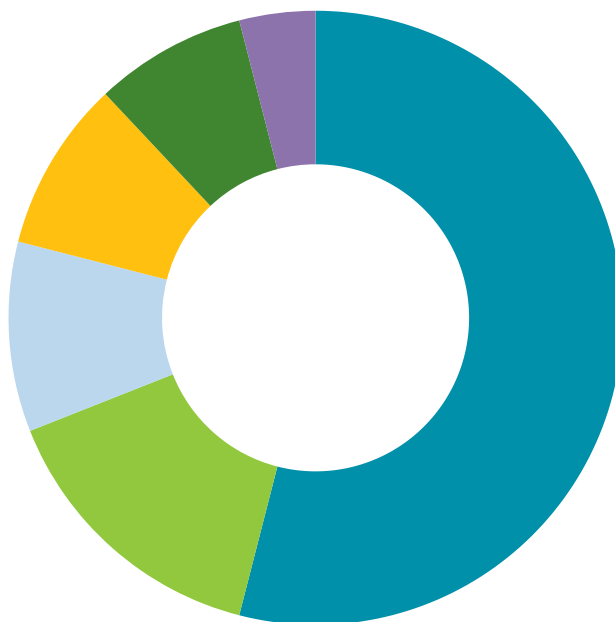
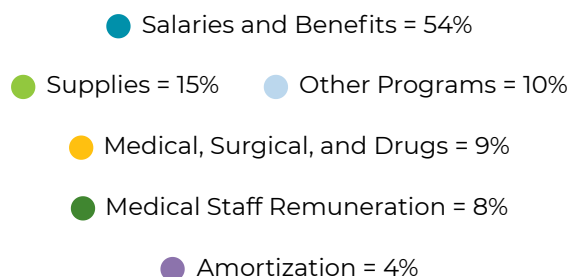
As part of our commitment to maximizing every dollar for our patients and community, the following summarizes Headwaters' financial results for the fiscal year ending March 31, 2025. The hospital closed the year with a modest deficit of \$201,780, as rising salaries and inflationary costs outpaced additional funding received.

Total expenses increased by \$6.4 million, reaching \$113,345,085. This rise was driven by higher medical and surgical supply costs due to increased patient days and surgical volumes, as well as inflationary pressures and recent labour arbitration awards. Meanwhile, revenue grew by \$5.5 million over the previous year, totaling \$113,143,305. Revenue increases are primarily attributed to a recent arbitration award, service enhancements and additional one-time funding initiatives.

REVENUE



EXPENSES



A WARM WELCOME AT HEADWATERS

Caring and Kindness in Action



Photo: Vivianne, a Headwaters' patient.

When 21-month-old Vivianne arrived at Headwaters' emergency department, her fever and ear pain were causing obvious discomfort. Her mother, Stephanie, held her close, hoping for swift relief for her little girl. From the moment they stepped into the hospital, they were met with a team of caring professionals who made all the difference.

At triage, the registration team greeted them with kindness, efficiently gathering the necessary information while ensuring Stephanie felt heard and supported. The transition to the examination room was seamless, and soon, Dr. Alkurdi was by their side, carefully assessing Vivianne's symptoms. His gentle approach put Stephanie at ease, and despite her discomfort, Vivianne remained calm in his reassuring presence.

After a thorough examination, Dr. Alkurdi prescribed amoxicillin, with clear guidance on care and follow-up. But it wasn't just the diagnosis that made an impact—it was the atmosphere of patience, warmth, and understanding that surrounded them. The nursing staff worked with gentle precision, offering comfort to both mother and child, ensuring their time in the hospital felt less overwhelming.

In just three hours, from arrival to discharge, Vivianne was on her way home with a treatment plan in place. Stephanie left not only relieved but truly grateful—touched by the kindness and efficiency of the entire team.

At Headwaters, care goes beyond medicine—it's about human connection, compassion, and ensuring every patient feels safe, seen, and supported.

I had a procedure in Day Surgery on the morning of May 28. I wanted to share how grateful I am for everyone I interacted with. Pat and her colleagues were so kind, attentive and caring. This made me feel less nervous about the procedure. Dr. Jrearz and his team were very kind as well. The procedure went well and quickly.

~ a Headwaters Patient

We had the most wonderful experience in the headwaters Obstetrics Unit, and particularly wanted to mention the care we received from two of your nurses; Darlene and Tynesha. Our birth experience and our stay while at the hospital wouldn't have been the same without them. They both showed incredibly kind and considerate bedside manner, which made us feel like we were in great hands. They both truly went above and beyond for us, and we couldn't appreciate it more.

~ a Headwaters Patient

A WIFE'S LAST WISH FOR HER HUSBAND

Bringing Holiday Joy to the Hospital That Cared for His Wife

When Jeffrey Dunlop's wife, Carol, suddenly fell ill last January, the couple had no idea she would be diagnosed with an aggressive form of cancer that would take her life just six weeks later. Jeffrey and Carol spent much of their remaining time together in D-Wing at Headwaters, where they became well-known among the staff and other patients. Likely knowing she would never see another Christmas with her loved ones—and recognizing Jeffrey's striking resemblance to Santa with his long white beard and curly mop of white hair—Carol made her husband promise her one last thing. Her wish: for Jeffrey to return to Headwaters, the place that had given her and her family so much comfort in her final weeks and days, to spread some Christmas cheer. Still heartbroken over the loss of his wife, Jeffrey almost didn't fulfill his promise, but his gratitude for the staff at Headwaters, and the encouragement of friends, saw him donning a belly and the big man's suit in memory of Carol.



Photo: Jeffrey Dunlop, Sue Gordon and baby Sanghera.

On December 17, 2024, accompanied by staff, volunteers, and friend Sue Gordon as Mrs. Claus, Santa hit the halls of Headwaters to make his wife's wish come true.

One of the first stops on Santa's tour was D-Wing, where Jeffrey had nothing but praise for the team. "Everybody on that floor—the PSWs, nurses, doctors—everybody was just absolutely wonderful. They're special people," he says. Jeffrey also had kind words to say about the Paramedics who helped transport his wife to Headwaters and did so with kindness and empathy.

Santa spent a joyful afternoon visiting patients in the wings, offering up "ho ho hos" and encouraging words to happily surprised patients, families, and staff. He also headed over to Diagnostic Imaging and the Emergency Department to help bring some welcome smiles and distraction. Everywhere Santa went, laughter followed, a reminder of the joy and hope that the holiday season can bring.

Jeffrey's favorite memory of his time as Santa? It's a tough call, but the Obstetrical Unit was a definite highlight. "Oh, the babies!" he enthuses. New mother Avneet Sanghera and her family were delighted to welcome Santa and his helpers into her room to help celebrate baby's first holiday season. Susan (aka Mrs. Claus) was touched by the fact that young and old alike greeted Santa with smiles. "There was this older woman, and she didn't speak English, so her daughters were translating, and she wished for strength. It doesn't matter how old you are, Christmas is all about love and family," she says.

The spirit of the holiday season, and the values of Headwaters, are clearly all around us at Headwaters, thanks to people like Jeffrey, Susan, and the final wish of a loving wife.

BOARD OF DIRECTORS:

Dr. Paul Babyn, Elected Director
Jennifer Casu-Morin, Vice Chair
Derek Clark, Elected Director
Kim Delahunt, President & Chief Executive Officer
Bill Duron, Foundation Representative
Dr. Shreyas Gandhi, Vice President General Medical Staff
Dr. Marina Heidman, Elected Director
Melodie Mason, Board Chair
Gerry Merkley, Elected Director
Nim Nadarajah, Elected Director
Lloyd Noronha, Elected Director
Dr. Hugh O'Brodovich, Past Board Chair
John Palmer, Elected Director
Craig Reynolds, Elected Director
Dr. Mercedes Rodriguez, Medical Staff President
Jennifer Terry, Elected Director
Dr. Grace Wang, MD, FRCSC, Chief of Staff & Vice President of Medical Affairs



Photo: 2024 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, 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 will be offering MRI services in the near future. 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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HILLS *of*
HEADWATERS
COLLABORATIVE



Ontario Health
Central