



HEADWATERS
Health Care Centre

Community Connections



2017–2018

Report to the Community

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Chief of Obstetrics and Gynecology

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

(Front page photo) This team of staff represents the variety of people and professions that care for our patients, both in front of and behind the scenes.

Left to right: Paul DePrinse (Deputy Chief, Dufferin County Paramedic Services), Tom Reid (Chief, Dufferin County Paramedic Services), Kelly Sawyer (Housekeeping), Sarah Thompson (Emergency), Dr. Shola Anjola (Obstetrics), Arlene Smith (Laboratory Services), Mike Carter (Hospital Auxiliary Volunteer), Danielle Morton (Medical Device Reprocessing Department (MDRD)), Thomas Hunt (MDRD), Chris Wood (MDRD), Mason Ward (Security Services), Matt Watson (Security Services), Nicole Warren (Headwaters Health Care Foundation) and Linda Kett (Human Resources).



WORKING HAND IN HAND

MESSAGE FROM THE PRESIDENT & CEO AND BOARD CHAIR

Community connections are at the heart of everything we do at Headwaters Health Care Centre. This is important for us because community means our families, our neighbours, our children's teachers and the people we know at our local gas stations and grocery stores. The fact that they may also be a colleague, patient, hospital volunteer or donor means it isn't unusual for any of us who work here to have very few degrees of separation from a patient; or be patients ourselves at some point. That close connection is why our culture is unique.

2017-18 was an extraordinary year! Thanks to the support of our community and government, we completed the first major expansion of the hospital in over twenty years. We enhanced many of our programs and services and launched new ones to serve our community. Thanks also to all those whose donations to Headwaters Health Care Foundation supported the expansion of our hospital and the purchase of much needed medical equipment. We are truly thankful.

In the spring of 2018 we launched our **Imagine Headwaters: Planning Our Hospital's Future Together** campaign with a

goal to listen to and reconnect with the people and communities we serve. We have been at community markets, community events, colleges and municipal meetings. We heard repeatedly the stories of care, compassion and professionalism of our clinical professionals, staff and volunteers.

People also shared opportunities to build and strengthen our services into the future. We are grateful to everyone who has given us feedback and encourage others to do so, either in person or online through our survey www.imagineheadwaters.com.

What has been clear to us is the importance of providing hospital and outpatient care close to home. You will see this with Dave Woods' story on the next page.

We are excited about what is ahead! When it comes down to it, not only do we serve the people in our communities we are the people in those communities. Working hand in hand, there is no doubt we will continue to provide the best care in the best way possible. We are sincerely thankful to our community, staff, physicians, volunteers and partners for their continued confidence and support in our amazing community hospital.

With a genuine focus on dignity and compassion, we see the person in the patient at Headwaters and are proud to be part of this community.

Stacey Daub
President and Chief Executive Officer

Louise Kindree
Chair, Board of Directors



The OR team performs the surgery that keeps Dave alive. Thanks to generous donors, Headwaters Health Care Centre has the equipment to ensure operations like this can take place.

DAVE'S STORY

IT TAKES A COMMUNITY...

Dave Woods is lucky to be alive. This isn't an exaggeration, but a completely true statement with a compelling story of teamwork, innovation, perseverance, and a collective will to save a patient's life.

After falling last October, Dave knew something was wrong so made his way to Headwaters' Emergency Department where he collapsed in the triage area. A quick assessment by emergency physician Dr. Reta French determined Dave had a massive and potentially fatal rupture in his aorta called an abdominal aortic aneurysm. Dr. Grace Wang, Chief of Surgery was immediately called to the operating room and Dr. Varun Kapila, a vascular surgeon based in Brampton was called for a consultation on this incredibly life threatening situation. While all of that was taking place, numerous staff from a variety of professions and hospital departments were working hard to keep Dave alive.

It was impossible to move Dave to Brampton at that critical time, so Dr. Kapila made his way to Orangeville with the help of paramedics. When Dr. Kapila arrived, he joined the health care team at Headwaters to perform Dave's life-saving surgery.

Almost 100% of people who lose vital signs following a ruptured abdominal aortic aneurysm do not survive. There were many breathtaking moments along the way, but thanks to quick thinking, professional skill, and most of all team work, Dave is smiling brightly today.

This short summary doesn't do justice to the full scope of Dave's story, so please take a few minutes to watch the video created by the Headwaters Health Care Foundation to learn more about Dave and the incredible team that saved his life:

www.hhcfoundation.com (Click on the YouTube channel in top right corner)



Dave Woods with two of the doctors involved in saving his life after suffering an aortic aneurysm. Left to right: Dr. Varun Kapila (Chief of Vascular Surgery at William Osler Health System), Dave Woods, Dr. Peter Cino (Chief of Anaesthesia at Headwaters)



A MESSAGE FROM HEADWATERS HEALTH CARE FOUNDATION

What a remarkable year it has been! In September we welcomed the first patients into the beautiful new Eva Heiny Ambulatory Care Wing at Headwaters Health Care Centre. It was the ultimate culmination of the \$16 million **Commitment to Care Campaign**, and a tangible symbol of the great generosity of our community. When we began the capital campaign in 2011, it was by far the largest fundraising effort in the Foundation's history, and launched a new era of community-wide engagement and philanthropy with our hospital.

You, our exceptional donors, answered that call with generosity and financial support, and continue to do so today. Although words can never truly express our gratitude for your philanthropy, we are proud to report that through your support the Foundation was able to provide \$4,200,986.21 for urgently needed medical equipment, redevelopment costs, and programs to serve our community.

Thank you to everyone who joined us for a special event, or hosted one in the community; mailed in a donation or made one on-line in response to a letter or newsletter; the grateful patients who made a gift to say thank you for excellent care; remembered or celebrated a loved one with a donation; made a transformative gift that took our breath away; enrolled in a payroll deduction, joined the staff lottery; committed to a monthly donation; or arranged a future bequest.

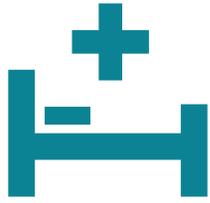
The simple message of "it takes a village" is as appropriate and significant as ever. As we continue to move forward, we remain grateful for the opportunity to work together with you, our strongest supporters, to ensure the highest quality of care and services for all of us at our community hospital.

Kirk Brannon
Chair, Board of Directors

Joan Burdette, CFRE
Executive Director

Front Row, Left to right: Shawn Long, Elaine Capes, Bill Duron, Sarah Mailhot, Christopher Stewart and Catherine Matzig. Back Row, left to right: Nicole Warren, Ed Upenieks, Catherine Campbell, Stacey Daub, Kirk Brannon, Joan Burdette, Nicole Hand, Susan McCutcheon, Ray Conroy and Jennifer Sharp. Missing from photo: Ted Buckett, Krista Collinson, Tim Peters

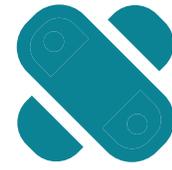
HEADWATERS BY THE NUMBERS



INPATIENT VISITS
5,831



EMERGENCY VISITS
43,811



OUTPATIENT VISITS
21,526



BABIES DELIVERED
860



LAB TESTS
859,841



DIALYSIS VISITS
3,785



INPATIENT SURGERIES
831



ONCOLOGY VISITS
2,036



DAY SURGERIES
4,548



CHEMOTHERAPY TREATMENTS
1,023



DIAGNOSTIC IMAGING TESTS
67,492



TELEMEDICINE VISITS
1,588



PHYSICIANS
149



VOLUNTEER HOURS
46,949



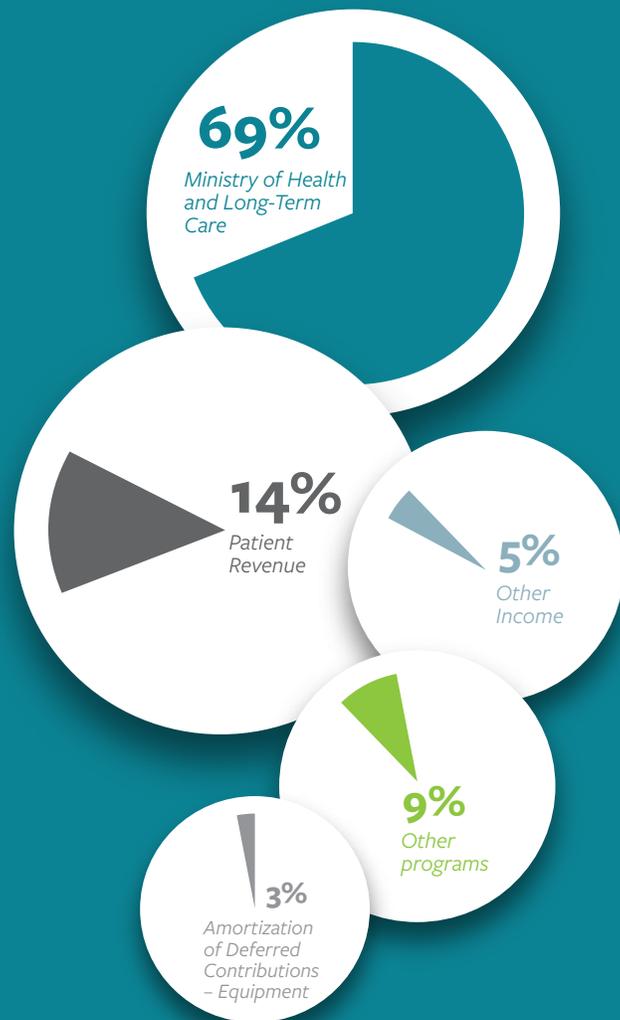
MEDICAL STUDENTS
45

FINANCIAL OVERVIEW 2017/18

The operating result for the year ending March 31, 2018 is a deficit of \$218,000 (before building amortization expenses and related deferred capital contributions). Ongoing advocacy for an equitable funding model for medium-sized hospitals is a priority. Funding has been eroded through the existing model which is problematic across Ontario. The Dufferin County and Caledon communities continue to grow, which is expected to put even more of a strain on Headwaters' resources in the future.

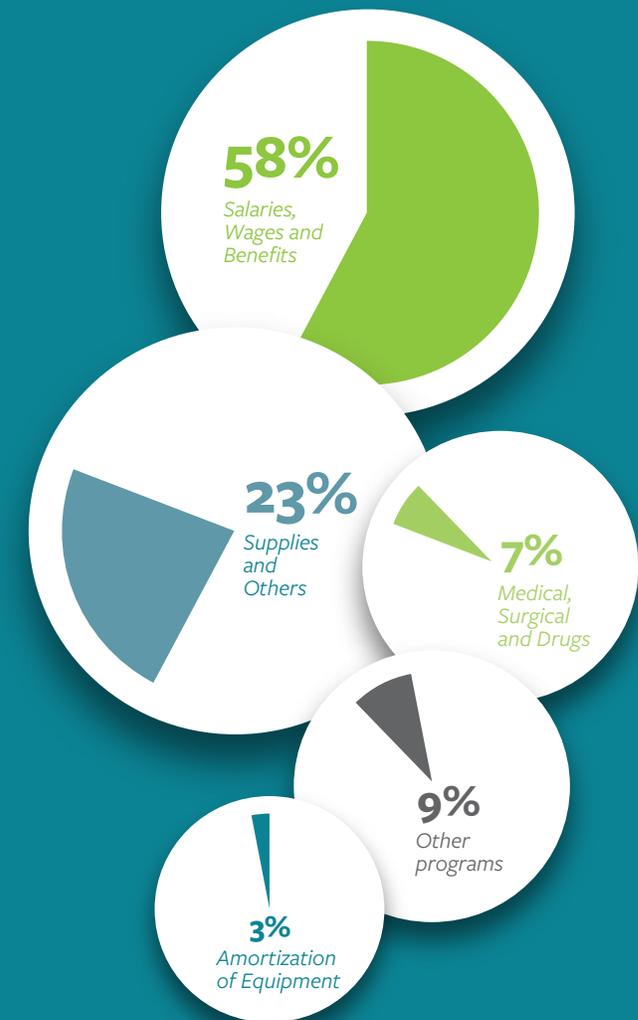
REVENUES \$68.4 MILLION

Revenues increased \$1.9M or 3% from the prior year. Special investments in medium-sized hospitals and mid-year funding adjustments contributed the majority of the increase in Ministry of Health and Long Term Care funding. Other programs showed a modest increase.



EXPENSES \$68.7 MILLION

Total expenses increased by \$2.1M or 3.2%, most of which relates to annual inflationary increases in salaries, wages and benefits. Supplies and other expenses increased due to inflation and facilities repairs.



FINANCIAL STATEMENTS ONLINE

To view our audited financial statements, please visit our website at headwatershealth.ca



Personal Support Worker Sharon enjoys a laugh with her patient Clarence.

CONNECTING THE DOTS

2017-18 IN REVIEW

2017-18 was a time of new beginnings and new energy at Headwaters Health Care Centre. We continued to provide excellent patient care while forging ahead with new initiatives and the reinvigoration of some existing services to help us meet the needs of our community, now and into the future.

Our biggest and most obvious accomplishment was the opening of our Eva Heiny Ambulatory Care Wing. Home to both new and established programs with increased capacity, this area enhances our ability to support individual's needs close to home throughout Dufferin County – Caledon. In particular, the new wing is home to high-demand clinics, services and programs such as dialysis, chemotherapy, minor procedures, orthopaedics, and plastic surgery. Successful community partnerships like the addition of the Ontario Breast Screening Program onsite offer an important service right in our community as well.

We also continued to enhance our patients' experiences at the hospital. Our surgical services space was redeveloped with a new area for patients as they wait for and recover from surgery, and we built a fourth operating room. Another step forward was in our Emergency Department where we tested new ways of reducing waiting times, then introduced Fast Track services where patients needing less medical intervention can be seen quickly. The addition of new physicians and nursing staff in Emergency also improves our ability to provide care to our community.

The number of babies delivered at Headwaters continues to climb, with numbers reaching a new high in 2017-18. By hiring a new obstetrician on staff we are now better poised to ensure expectant mothers are able to give birth close to home.

To bring all of these enhancements full circle, we come back to the reason why we exist – you. The last step we took in 2017-18 (and are continuing through 2018) was to launch our **Imagine Headwaters: Planning our Hospital's Future Together**, campaign. We have been visiting far and wide to consult and communicate with our community stakeholders and citizens, including the hundreds who work and volunteer at Headwaters. Every one of you has a stake in our success, and are critical for our continued role in ensuring we provide the right services at the right levels for our patients and their families now and for many years to come.



HEADWATERS CHANGES TO SERVE YOU BETTER

In addition to the key achievements of the year, these important enhancements and activities were made at Headwaters to ensure we continue providing our community with the best care possible.



Emergency Department Improvements

The Emergency Department reintroduced volunteers to support patients and their families. New models of care were also tested to improve wait times.



New defibrillators added throughout hospital

Thanks to generous donations through our Foundation 13 new machines are now onsite.



Important rooftop air handling units replaced

We will save 10-15% on energy costs annually with this investment in our heating and cooling system.



Diagnostic services enhanced

In 2018, we launched an Ontario Breast Screening Program to enhance our ability to provide high quality breast screening locally.



Virtual ICU established

With the use of technology, Headwaters has partnered with the William Osler Health System to support patients with more complex health needs closer to home.

PLANNING OUR FUTURE TOGETHER

Our desire remains strong to forge ahead with the hopes and dreams we hold for Headwaters. While we plan for the long term future of our hospital through the Imagine Headwaters campaign, our focus in 2018-19 will be to drive patient centred improvements that strengthen and grow our hospital.

2018/19 HIGHLIGHTS INCLUDE:

Continue to Build and Improve our Programs and Services

As the communities in Headwaters' service area continue to grow and change, our goal is to meet those health care needs by enhancing many of our clinical services. The ability to access health services close to home can be life changing for many, which is why we are working hard to expand the cancer services we offer by developing a plan to secure funding to make this a reality. This year we will be relocating our dialysis program so we can renovate their space for the future, we will be enhancing our clinical protocols, and we will be providing a tool for patients to access and review their own care information.

Renewed Facilities and Infrastructure

Our buildings are now twenty years old and improvements are needed to bring them up to the high standards required to continue providing excellent patient care. Funding has been secured to conduct a comprehensive review and develop a ten-year building development plan to meet those standards and respond to the growing needs of our community. Projects planned for the next year include: public rest room renovations, a new fire alarm system, new emergency generators, and select roof replacement.

We are also beginning an upgrade of our information technology systems to support both patient care and administrative computer programs to meet software, storage, and information management needs.

Continued Commitment to Communication and Engagement

The incredibly hard working staff and physicians at Headwaters are focused on providing the best care to patients with professionalism, positive attitudes, and compassion. We are committed to supporting them through enhanced clinical education and support, renewing service recognition and celebrating achievements and improving communication and engagement efforts.

In addition, our community connections remain a top priority. By engaging with the individuals and organizations that we enjoy ongoing relationships with, we will continue to strengthen the symbiotic connections that are so important to ensuring health care services at Headwaters are meeting the needs of our community.





Baby Camilla was born at Headwaters. Our Obstetrical Program is one of Headwaters' fastest growing programs with an over eight per cent increase in births each year.

HELP US HELP YOU

Imagine Headwaters: Planning Our Hospital's Future Together, is a way for us to gain important community and stakeholder input on our future. Through an online survey and numerous connections in the community, we are reaching out to find out what is important to you when it comes to health care close to home.

We have met with and heard from hundreds of individuals. Our community connections won't stop here! We would like to hear from you. To complete our survey or find out where we will be to share our vision and hear yours please go to www.imagineheadwaters.com



IMAGINE HEADWATERS
Planning Our Hospital's Future Together



TAKE THE SURVEY

www.imagineheadwaters.com
and check back often to see the updates on the strategic plan

THANK YOU!



Linda



Nicole



Matt



Mason



Chris



Thomas



Danielle



Mike



Arlene



Shola



Sarah



Kelly



Tom



Paul

LOOKING AT OUR COMMUNITY CONNECTIONS

Featured on our report cover this year, this group of staff from Headwaters Health Care Centre and its partners, exemplifies many of the different professions and departments involved in caring for our patients. Even though they are a diverse group, they have many things in common with each other and with all of you. Most live and play in the communities we serve: raising families, walking their dogs, and visiting their favourite shops and services. Some have been at Headwaters a long time, like Kelly in Housekeeping who is about to retire after 39 years on staff. Others like Security Guard Mason have only a few months on the job, but a long time connection with the hospital having been born in the maternity suite.

Patients and staff alike have strong relationships with Headwaters and each other. There are people like Glenna (seen inside these pages) who travels from her new home an hour and a half away for tests because of her bond with the hospital and surrounding community. There are also people like Paramedics Paul and Tom, who have not only worked together for 34 years but also play hockey on the same team at the local arena. At Headwaters, we care for our community because we are members of the community too; it's not the only reason we are so dedicated, but it is a compelling one.



HEADWATERS
Health Care Centre

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