

The Town of Shelburne

Aug. 23, 2021



STRATEGIC DIRECTIONS

GETTING EVEN BETTER

- Relentlessly driving even higher levels of quality across our teams
- Investing in the continuous development and recognition of our people
- Continuously improving our facility and driving operational excellence

NOTHING ABOUT YOU, WITHOUT YOU

- Partnering with patients and families on what's most important to them
- Empowering individuals and teams to have more control over their work and work life
- Continuing to build the future of our hospital with our community

INTEGRATED CARE, CLOSE TO HOME

- Partnering to advance integrated systems of care in our community
- Improving the health of our community with our partners

SUPPORTS

MAKING EVERY DOLLAR COUNT FOR OUR PATIENTS & COMMUNITY

INNOVATION, RESEARCH & TECHNOLOGY

OUR VALUES

KINDNESS



PASSION



COURAGE



TEAMWORK



OUR PURPOSE

**ONE
COMMUNITY,
CARING
TOGETHER**



Shelburne

COVID-19 Operations

- Staffing and operating the COVID-19 Assessment Centre
- Extra cleaning and disinfecting
- Additional lab testing
- Patient transfers from other hospitals
- Staff redeployment
- Personal Protective Equipment sourcing and distribution



COVID-19 Accomplishments

- Over 89,000 COVID-19 Assessment Centre Visits
- Over 5,000 internal COVID-19 tests
- Opened 20 additional beds + staffing resources to support pandemic-related needs
- Staff vaccination clinic with Public Health
- New screening protocols
- Ramp down/up x3
- 100% PPE during pandemic
- COVID financial tracker
- Assessment Centre + booking system
- Enhanced communication
- Hired 180 new staff in new roles



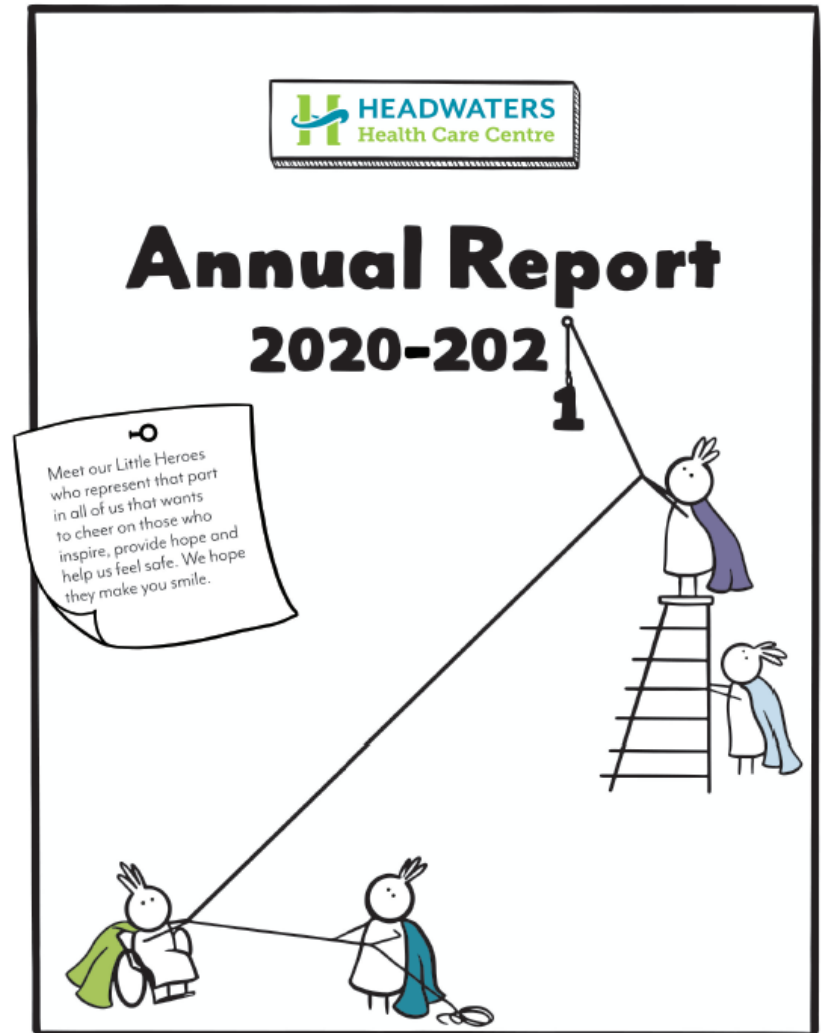
Progress over the past year - Community Connections

- Enhanced engagement with partners
- Expansion of Community Paramedic Program
 - Palliative Care support
 - Vaccinations
 - GTA IMS patient transfers
- 24-hour support coverage for youth under 18
- Regional PPE hub
- Hills of Headwaters Collaborative Ontario Health Team
 - Community Wellness Council firmly established
 - Caregiver ID Program implemented



Progress over the past year - Community Connections Continued

Annual Report created together with volunteer patient family advisors, volunteer graphic designer and printed courtesy of a local printer.



Progress over the past year - Our People

- Successful transition to a virtual environment
- Recruitment
- Employee Screening App
- Standardized recruitment, scheduling and onboarding of new team members
- Began lunch and learn sessions on relevant topics
- Built on our recognition activities



Hospital Foundation & Volunteers

- Record year for fundraising with the Foundation raising over \$5 Million
- TeleCheck
- Seconds Count Thrift Shop
- Friendship Gardens
- Patient Family Advisors
- Spiritual Care
- Board of Directors



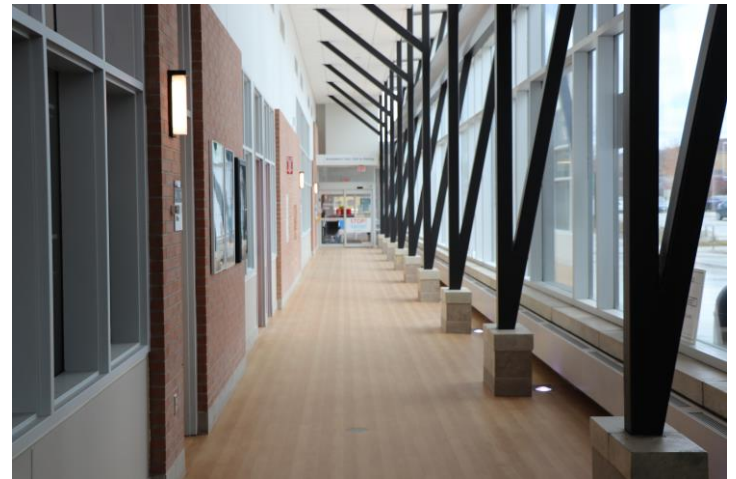
Progress over the past year - Quality

- Accreditation preparation with Accreditation Canada
- Patient lifts installed
- Maintenance order system
- Emergency Management System Trauma bypass and palliative care program implemented
- Just-in-Time supply cart
- **Meditech Expanse** – Health Information System implementation – one patient, one record



Progress over the past year - Facility

- Building improvement plan
- Recognition signage
- Main Entrance redevelopment
- Ambulatory Care Hallway & Diagnostic Imaging Waiting Room
- Renovations due to spring flooding and aging infrastructure
- Roof repairs
- Emergency Dept. – behind the scenes renovations
- HEPA filters on nursing units
- New Intranet launched
- Wayfinding strategy developed



Caring for our community



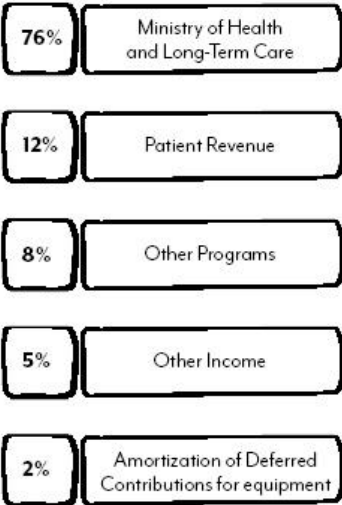
Making every dollar count

We have developed an audited report on our financial activities and position over the past fiscal year as part of our commitment to being open, transparent and accountable to our community.

As of March 31, 2020, the hospital reported a deficit of (\$716,629). In March 2020, the hospital incurred \$700,000 of operating expenses in relation to our response to the pandemic, which resulted in the reported deficit. Due to the uncertainties at the time, the hospital was not able to recognize any Ministry funding to offset those costs. In the current fiscal year, the hospital was funded for the 2019/20 costs and recognized \$700,000 in additional revenues; the timing delay has resulted in the operating surplus for 2020/21.

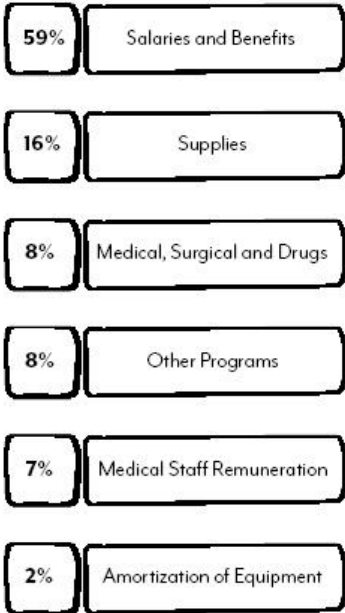
Revenues \$84.4 Million

Revenues increased by \$7.5M or 9.7% from the year prior. Special one-time investments, rebates and other revenue contributed to the majority of the increase in Ministry of Health and Long-Term Care funding.



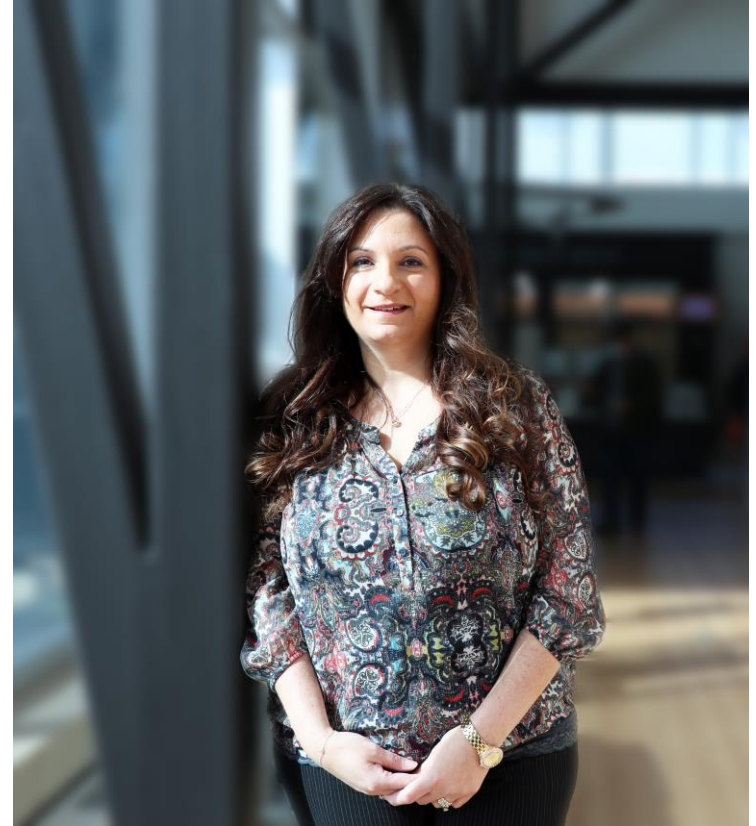
Expenses \$83.7 Million

Total expenses increased by \$6.0M or 7.7%, relating mostly to annual inflation, increased drug costs and one-time investments.



What's on the Horizon

- Post pandemic recovery plans
- Refocus and rebuild clinical programs under a new Vice President, Patient Experience, Health Integration & Chief Nursing and Health Disciplines Executive
- Build on our partnership with other hospitals – to provide a seamless integration of information



What's on the Horizon – Continued

- Resume looking at Hospital Improvement Plan opportunities
- Revisit Emergency Department Renovations
- Accreditation preparation
- Recruiting for our team in all areas

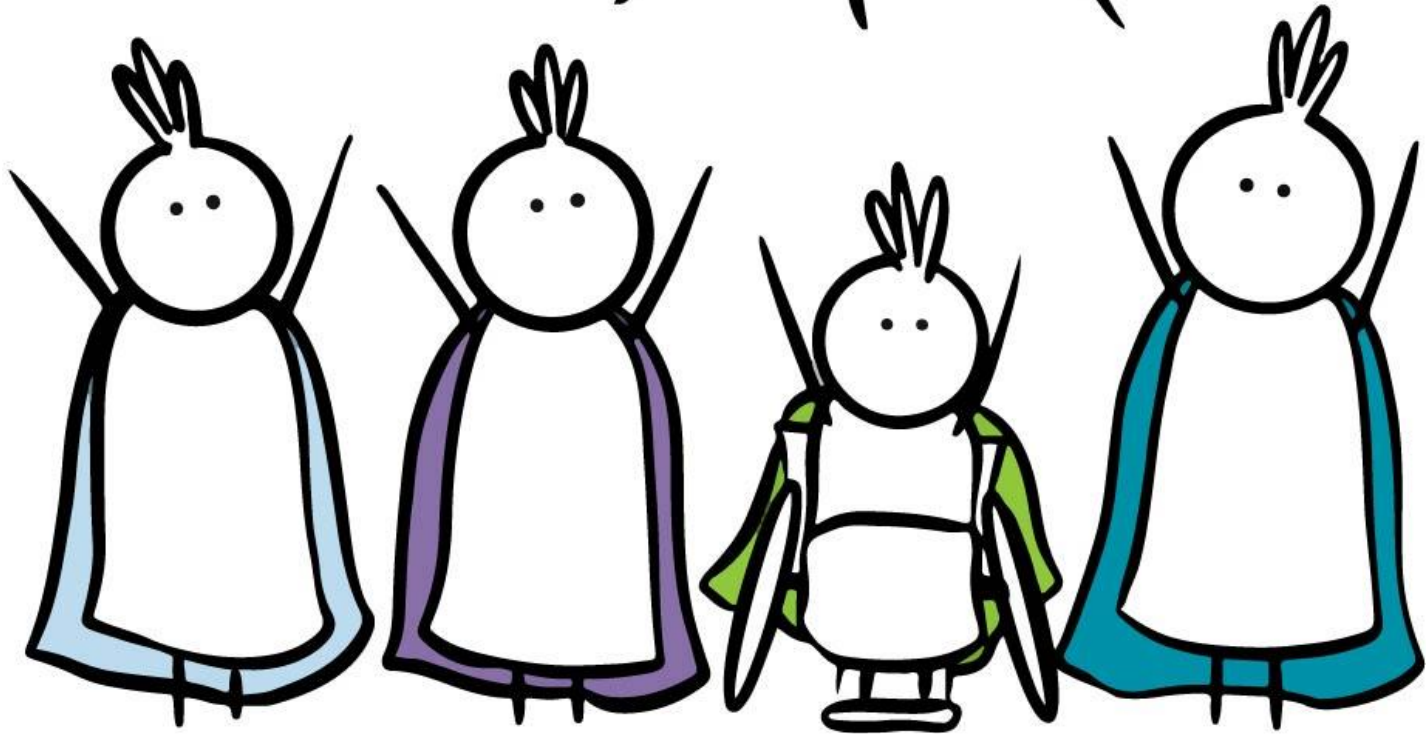


Wellington-Dufferin-Guelph Public Health Dr. David Scott Award Winner



Our communities are full of heroes.

THANK YOU!



Be part of health care in your community ...

- Join our team
- Join our Patient Family Advisory Partnership
- Volunteer with us at the hospital, in the Friendship Gardens or in the community
- Participate with us at community events
- Donate to Headwaters Health Care Foundation at **hhcfoundation.com**



For more information:

Connect with us anytime by email at **info@headwatershealth.ca**, online at **headwatershealth.ca** or on social media at **@headwatershcc**

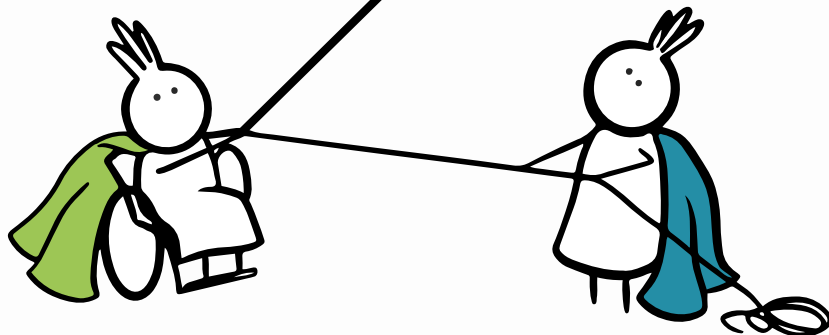
We are a partner in the Hills of Headwaters Collaborative, the Dufferin-Caledon Ontario Health Team. Learn more at **hillsofheadwaterscollaborative.ca**



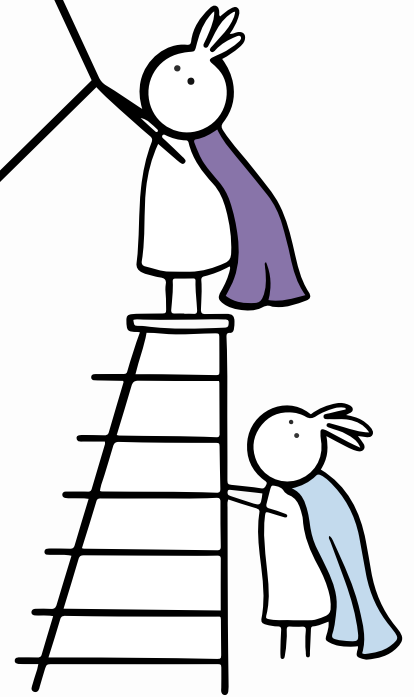
Annual Report 2020-2021



Meet our Little Heroes who represent that part in all of us that wants to cheer on those who inspire, provide hope and help us feel safe. We hope they make you smile.



1



Who We Are

About us



Our purpose

- 'One Community, Caring Together'

Our strategic directions

The strategic directions were developed from our extensive planning and engagement process and provide the framework for all of our decision-making.

Getting even better

- Relentlessly driving even higher levels of quality across our teams
- Investing in the continuous development and recognition of our people
- Continuously improving our facility and driving operational excellence

Nothing about you, without you

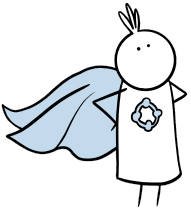
- Partnering with patients and families on what's most important to them
- Empowering individuals and teams to have more control over their work and work life
- Continuing to build the future of our hospital with our community



Dufferin County Paramedic Service join the Wellington-Dufferin-Guelph COVID-19 vaccine rollout team.



Dufferin County helps answer phones at our offsite COVID-19 Call Centre.



Integrated care, close to home

- Partnering to advance integrated systems of care in our community
- Improving the health of our community with our partners

Supports

These are what enable us to achieve our outcomes and ensure that our services will be there for the people who need us, now and in the future.

- Making every dollar count for our patients and community
- Innovation, research and technology

Our values



More than words, our values are what define and connect us. They determine how we work, how we behave, and how we relate to our partners, families and caregivers as well as each other.

- Teamwork
- Kindness
- Passion
- Courage

We would like to thank all our community partners who have supported our COVID-19 response – these images are of just a few. Thank you for helping our purpose of One Community, Caring Together come to life.



Mayor of Orangeville, Sandy Brown, admiring signs with artwork from children in our community expressing their gratitude and support.



The Dufferin-Caledon COVID-19 Cold & Flu Clinic team care for patients.

A message from our Board Chair and President & CEO, Headwaters Health Care Centre



(Left to right) Lori Ker, Board Chair; Kim Delahunt, President & CEO; Dr. Peter Cino, Chief of Staff & Vice President, Medical Affairs; Cathy van Leipsig, Vice President, Corporate Services & CFO; Anna-Marie Sutherland, Vice President, Patient Experience, Health Integration, Chief Nursing and Health Disciplines Executive.

Over the past year, COVID-19 has been massively disruptive to our traditional Hospital activities, touching every part of our operational and financial footings. It has played a role in every decision, action, and response at Headwaters since early 2020 and continues to do so as we work to minimize disruption to non-COVID related hospital services. We have rapidly assembled a new branch of operations to manage pandemic services that includes staffing and operating a very busy COVID-19 Assessment Centre, ensuring extra cleaning and disinfecting processes are occurring, supporting additional lab testing that

is required, participating in the Greater Toronto Area Incident Management System supporting patient transfers from other hospitals, staff re-deployment to local long-term care facilities when needed, managing Personal Protective Equipment (PPE) sourcing and distribution for our community, adjusting to rapidly changing new guidelines to ensure patient and staff safety and increasing our communication efforts to disseminate vital information. We have done all of this while delivering on our strategic plan with digital health system upgrades, accreditation preparation, and Ontario Health Team implementation with our

community partners. Throughout the past year, we have had to make some exceedingly difficult choices and yet our staff has heroically risen to challenge after challenge and our community has bolstered us with its steadfast support.

Our shared purpose of One Community, Caring Together has never been more tested nor more realized than during this pandemic. Whether it was the team in the COVID-19 Assessment Centre seeing hundreds of people a day under the sweltering summer sun or quick acting staff rushing to the aid of a woman who gave birth in our parking lot, one thing is clear – Headwaters Health Care Centre is full of heroes: staff, nurses, physicians, health care workers, patients, and volunteers alike.


We are extremely grateful for the tremendous support from the community in these unprecedented times. When we put out a call for personal protective equipment and other resources, the outpouring of support was extraordinary. Whether it was in the form of masks and gowns or meals or vehicle parades and supportive messages and signs or artwork from local school children, and the very generous donations to the Headwaters Hospital Foundation, everything bolstered our work and sustained our spirits.


While we justifiably had to delay some planned facilities improvement projects, we were able to successfully complete construction in our main lobby and front entrance, and upgrade and repair our

ventilation system and roof. Ensuring our building is safe and well prepared, enables us to focus on our care of patients and provide a positive environment for our Headwaters team.

Throughout it all, we dearly missed our volunteers. The extraordinary value of their immense support was made abundantly clear in their absence. We are incredibly grateful for their dedication to our hospital and for finding new ways of offering support, including a limited resumption of spiritual care chaplain visits and with the assembly of this Annual Report. The Annual Report's Editorial Team is comprised of volunteers from our community and the graphic design and printing were also generously donated. Thank you very much for your contributions.

As we continue to navigate the lasting impacts of COVID-19, and begin the work of post-pandemic planning, Headwaters staff continue to be guided by our values of kindness, courage, passion, and teamwork. The following pages demonstrate the tremendous progress made this past year, grounded in our shared purpose of One Community, Caring Together. We are exceedingly proud to serve this amazing community and lead alongside the amazingly resilient and formidable team at Headwaters.

 Lori Ker,
Board Chair
Headwaters Health Care Centre

 Kim Delahunt,
President & CEO
Headwaters Health Care Centre

A message from our Board Chair & CEO, Headwaters Health Care Foundation



*(Left to right) Tim Peters, Board Chair
and Dora Boylen-Pabst, CEO.*

Spring is here! And with it comes the start of a new fiscal year for Headwaters Health Care Foundation. But, before we can start off our 2021/2022 activities, a reflection on the past year is important. 2020, while challenging, came with some great learnings, and allowed this community to come together in unprecedented ways; and to make an unprecedented difference.

Together we saw the arrival and surge of COVID-19, and this community stepped up to protect each other, and our frontline. The world is a different place courtesy of COVID-19, but what better place to be than here, in Dufferin County and Caledon, with the vistas of the Hills of Headwaters to enjoy each day, the fresh air, the community, and the benefit of excellent healthcare close to home at Headwaters Health Care Centre.

2020/2021 was a record year for fundraising at Headwaters and we at Headwaters Health Care

Foundation are thankful to you, our donors and volunteers, for your continued support of, and commitment to, ensuring health care is available here, when we, our colleagues or our loved ones need it the most.

The needs of our hospital have not dissipated however, and the slow return to “normal” requires an influx of new and replacement equipment, not to mention some significant infrastructure upgrades. We at the Foundation, with your continued support, are ready! In June, November and February we will host community-wide, online 50/50 draws. The Tour de Headwaters is taking place on September 18th, our annual golf tournament is sold out, and we have launched a Diagnostic Imaging Campaign to raise \$3.5M for state-of-the-art Diagnostic Imaging equipment to better serve our community. These efforts will include the purchase of 4 new Ultrasound machines, a completely upgraded X-Ray room and a Bone Density machine among other urgent needs.

As we head into this new fiscal year, one filled with so much hope and promise, we want to encourage you to continue to think about our hospital. We still need you now more than ever, and we thank you for your continued commitment to One Community, Caring Together.



Tim Peters,
Board Chair
Headwaters Health Care Foundation



Dora Boylen-Pabst,
CEO
Headwaters Health Care Foundation

A message from our volunteers

At Headwaters, we are privileged to have several groups of volunteers who devote their time and talents to support the work of our hospital. In their words, we look back at the past year.

Headwaters Health Care Auxiliary

What a difference a year makes! Our volunteers have been away from the hospital since March 2020 due to the pandemic. Like most people, we thought our absence would only be for a month or two. Little did we know it would be for much longer. We were unable to fundraise this year but there is a bright light through our Seconds Count Thrift Shop, who even after having to open and close multiple times, was able to raise \$246,500 for much needed hospital equipment. We are ready to come back stronger than ever to support the hospital and do what we do best – assist staff and patients.



*Mike Carter, Interim President,
Headwaters Health Care Auxiliary.*

Friendship Gardens



I think we can all agree that 2020 was a memorable year which affected all of us in different ways. For the Friendship Gardens team, it was a year of discovery; finding new ways to work safely together and ensure our Gardens were maintained. We continued work with Credit Valley Conservation to plant several hundred native pollinators and repaired damage from gypsy moths. We also launched a new app, created by the University of Waterloo, which includes a map of the entire Gardens with photos and videos. You can now enjoy the view anywhere and at any time. We loved the waves and virtual hugs we received through the windows and can't wait to see patients and staff outside again.



*(Left to Right) Tandy, Friendship Gardens volunteer with Lynn
Sinclair-Smith, Coordinator.*

Patient Family Advisory Partnership

As Patient Family Advisors, we are bringing our experience of going through the hospital health care system to others to help empower them and their families. We bring this experience to the hospital staff, so that we can help bring the patient perspective to all aspects of the hospital. During COVID-19 we have been able to share our insights on opening of entrances, screening, communications and much more. We felt part of the pandemic response at the hospital.



Annie Gordon, Co-Chair, Patient Family Advisory Partnership.

TeleCheck

We are delighted to be the newest addition to the Headwaters family. It's a privilege for us to provide a service that offers scheduled, social and safety check-in calls to adults 55+ living independently in our community. We have a dedicated staff and 45+ loyal and caring volunteers that made over 70,000 calls last



Diane Cowen, Manager, TeleCheck.

year. Our service operates every day of the year and is free of charge. During COVID-19, our amazing team quickly adapted in many ways, taking on extra shifts and working remotely to ensure our members remained socially connected and had a quick link to resources, if required. We are grateful for the warm welcome and proud to make a difference in the lives of older adults who wish to remain living at home.

Spiritual Care

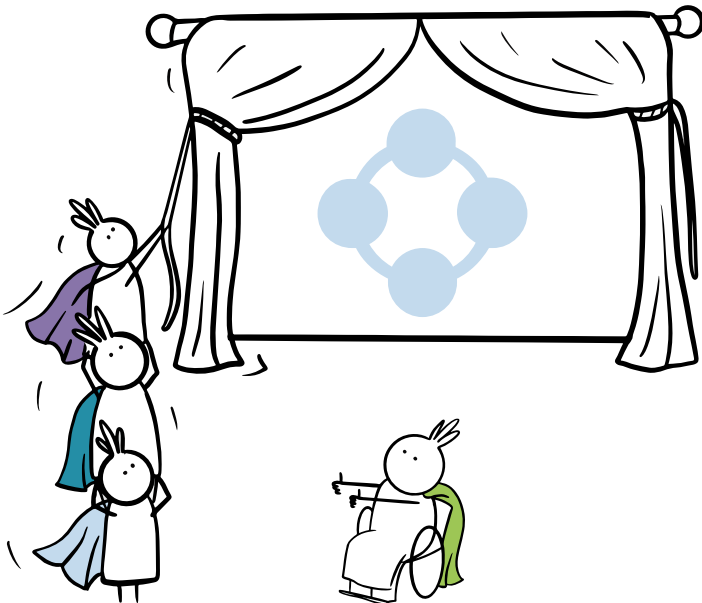
Our spirit is integral to our well-being and our spirituality is rooted in the desire to find meaning, purpose and hope in our life. The Spiritual Care Chaplains compassionately address the spiritual and emotional needs of patients, caregivers, physicians, staff and volunteers. With 26 dedicated Spiritual Care Chaplains providing a supportive presence, as the Coordinator I feel blessed to have these special volunteers as part of our team; their absence, due to COVID-19 restrictions, was certainly felt. We had to pivot in order to respond to the pandemic and one way we did that was through the launch of an e-card program to support patients, allowing family and friends to connect through messages delivered by our Spiritual Care Team and Leadership. We also successfully piloted the return of our Chaplains on one of our inpatient units. I look forward to expanding this pilot and the new opportunities that will arise for our team in the coming months.



Diane Lawson, Spiritual Care Program Coordinator.

Living our values

Teamwork



Natalie, Operating Room Charge Nurse, was completing paperwork when she heard an overhead page that propelled her into action.

After calling the Obstetrics Unit, Natalie discovered that a patient with a prolapsed umbilical cord was being rushed up to the Operating Room with her care team – she was already en route in the elevator.

A cord prolapse is when an unborn baby's umbilical cord slips through the cervix after a mother's water breaks and before the baby descends into the birth canal. During delivery, the prolapsed cord can become compressed by the baby's body cutting off the lifeline from the mother.

Dr. Umeh, obstetrician, had identified the problem right away and mobilized the team.

"This is something that happens maybe once a year – if that. In my two years at Headwaters, it was my first one," recalled Natalie.

Natalie rounded up the available operating room nurses and the anesthetist, who began setting up for an emergency C-Section.

As the patient came into the operating room, the obstetrical nurse was holding the baby's head off the umbilical cord, so it did not cut off the blood supply to the baby.

It was a matter of minutes from the time Natalie called the Obstetrics Unit to when the patient was in the Operating Room, asleep and ready for surgery.

It was a very high-pressure situation for everyone. The team had six minutes from the moment the patient was put to sleep to get the baby out before causing

potential risk to the baby from the general anesthetic.

"I just remember the patient clinging to my arm, scared and worried. All I could do was reassure her that it would all be ok," recalled Natalie.

Once the patient was asleep Dr. Umeh performed the C-Section and successfully delivered the baby with great care.

"We all know each other and work really well together. We are so in tune with one another that each team member knew exactly what to do. This whole experience has been a really good reminder to always be ready for anything. You just never know what's going to come through those doors," said Natalie.

Our team works seamlessly to support the whole person, across every area of care; ensuring all needs

are met. Thanks to the swift action and collaboration of our Obstetrical and Operating Room departments, mom and baby recovered safely in hospital and were then discharged home.



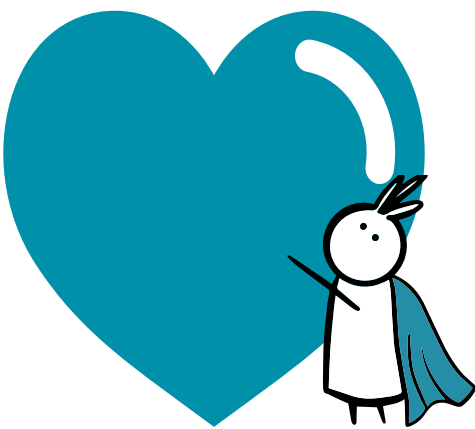
"I was recently a patient in Day Surgery, and I could not be more impressed with the staff. Every single nurse I was in contact with did everything to make me feel comfortable and safe. I went to sleep with a nurse right beside me reassuring me and woke up to a nurse doing the same. What an incredible group of people!"

- Community Member



Members of our Operating Room and Obstetrical teams who had only a matter of minutes to save a mother and unborn baby in distress.

Kindness



When Coreen, along with her family, knew her father James was failing and that his end of life was near, they felt it would be better if he died peacefully at home.

This was during the early days of the COVID-19 pandemic where much remained unknown about the virus and no one would be able to enter the home. Coreen and her family felt abandoned and very alone.

“I kept my father as comfortable as possible at home, but he started to refuse to swallow his medication and show signs of stress,” recalled Coreen.

The family made the difficult decision to call the ambulance and have James brought to Headwaters, knowing that they might not be allowed to see him and be with him as he passed.

Coreen and her daughter were surprised and overwhelmed by the support they were met with at the hospital. They were screened for COVID-19 at the entrance and brought to her father’s bedside.

“It was clear that my father was passing away and that the only thing to do at this point was keep him comfortable,” recalled Coreen.

The physician made arrangements for James to be admitted to an inpatient unit so he could be away from all the noise and other people who came in for care.

“We were so thankful and felt so blessed by the treatment we received by the emergency room staff that day.”

“We stayed overnight on an inpatient unit and every nurse on call did their utmost to make our stay as pleasant as possible under the circumstance. They looked after my father with grace,” recalled Coreen.

Even though this was all happening during a pandemic, Coreen and her daughter felt safe and protected because of all the infection prevention



protocols in place.

“Being exhausted and in a deep grief we couldn’t help but remark to each other on our way home about just how incredible we had been treated,” recalled Coreen.

James passed away peacefully, with his family at his side, thanks to the kindness and compassion of each hero working at the hospital during his stay.

Members of our Emergency Department team who provide compassionate care to palliative patients and their families.

Coreen’s favourite photo of her father, James, while being baptized in the Grand River.





*Darlene working at the COVID-19 Assessment
Centre before we transitioned indoors.
- The Art of Storytelling/Photography*

Passion

While working in the drive through COVID-19 Assessment Centre in the summer of 2020, Darlene, Emergency Department charge nurse, met four-year-old Nixie who came in for testing. Along for the journey was her toy doll named Baby Abby.

This was during the busiest days in our COVID-19 Assessment Centre, before a booking system was in place and when patients waited for hours in their vehicles as our teams worked as hard as they could to provide the best possible care.

“The little girl was quite friendly but seemed a little scared,” recalled Darlene.

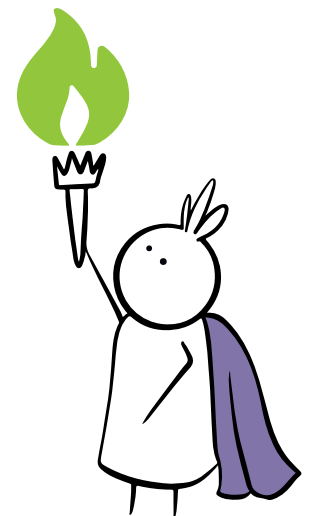
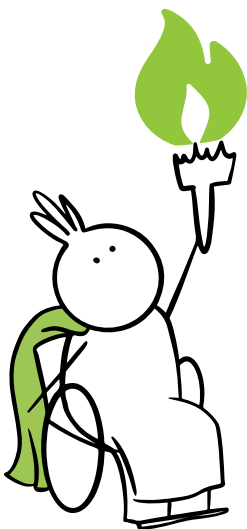
The girl was clinging tightly to the doll and asked if Darlene would test her too. Darlene wanting to provide comfort to the patient, told her not to worry, she would absolutely test her doll.

Darlene then proceeded with swabbing the little girl who took it in stride; Nixie laughed and said the test tickled.

Then, Darlene got an extra swab and tested Baby Abby.

“During an extremely busy and challenging time, it could have been easy for the nurse to overlook Nixie, but she didn’t, and we are grateful,” said Nixie’s mom.

It is small gestures like these, that often provide the greatest impact for those we serve and demonstrate the true passion within each member of our team to care without hesitation.



Courage

Delivering your second child during a pandemic is overwhelming enough, but as Rabia was in active labor on the Obstetrics Unit at Headwaters Health Care Centre, another challenge presented itself.

Niru, Rabia's husband heard a large dropping sound and water began pouring into the room.

"I thought it was the shower in our room or a machine outside," said Niru. "When I walked to the door, the whole ceiling in the hallway was coming down with water. It was everywhere."

Within moments, registered nurses, Tanya and Sherry, were in the room cleaning up the water that had begun to enter underneath the door, ensuring Rabia was safe and explaining that there was a flood on the unit.

Rabia was engrossed in her labour, "I had no idea what was happening. I was just focused on having the baby," said Rabia.

The main pipe in the back hallway to the Obstetrics Unit broke causing water to come into the space from the ceiling.

Environmental Services and Facilities staff moved quickly to clear the water on the unit and fix the pipe while Obstetrics staff cleared the space and ensured that no patients or birth partners were injured.

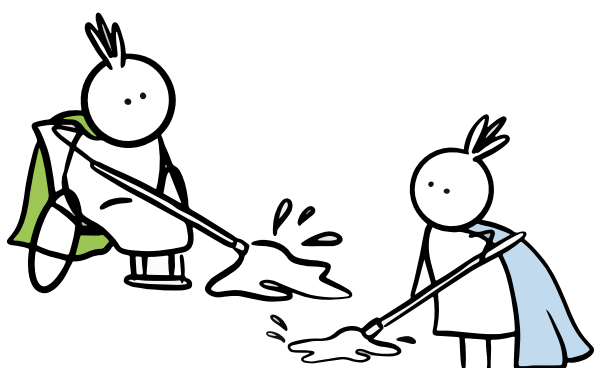
"Staff handled the situation flawlessly," said Niru.

It takes courage to remain calm and act swiftly in the face of a flood, not to mention while in the midst of a pandemic. Rabia delivered a healthy baby boy thanks to the courage of our Headwaters Heroes who continue to rise to every challenge no matter what comes their way.



Rabia and Niru with their new bundle of joy who was born during a flood on our Obstetrics Unit.





Mike, a member of our Facilities team who assisted in the flood.

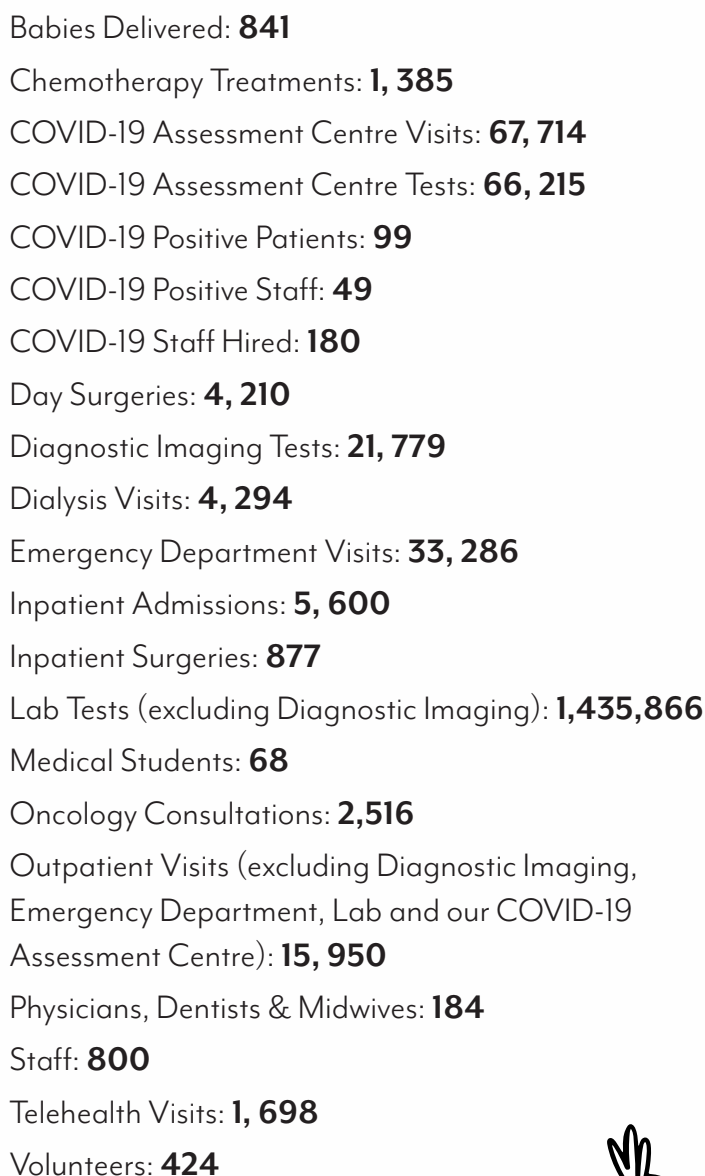


"Staff handled the situation flawlessly."

Our Environmental Services and Obstetrical teams who acted swiftly to ensure no patients or birth partners were injured during the flood.

By the numbers

Here is statistical information about Headwaters for the year ending March 31, 2021.



Babies Delivered: **841**

Chemotherapy Treatments: **1, 385**

COVID-19 Assessment Centre Visits: **67, 714**

COVID-19 Assessment Centre Tests: **66, 215**

COVID-19 Positive Patients: **99**

COVID-19 Positive Staff: **49**

COVID-19 Staff Hired: **180**

Day Surgeries: **4, 210**

Diagnostic Imaging Tests: **21, 779**

Dialysis Visits: **4, 294**

Emergency Department Visits: **33, 286**

Inpatient Admissions: **5, 600**

Inpatient Surgeries: **877**

Lab Tests (excluding Diagnostic Imaging): **1,435,866**

Medical Students: **68**

Oncology Consultations: **2,516**

Outpatient Visits (excluding Diagnostic Imaging, Emergency Department, Lab and our COVID-19 Assessment Centre): **15, 950**

Physicians, Dentists & Midwives: **184**

Staff: **800**

Telehealth Visits: **1, 698**

Volunteers: **424**





Benjamin, enjoying bath time at home, fully recovered from surgery to help with his breathing.



"I am so thankful to the most wonderful staff in the Obstetrics Department. Thank you so much for being so amazing. You guys are our heroes. In these challenging times, wearing masks all day as you attend to and care for birthing moms, you are still so kind, gentle and supportive. Never for a moment did you look tired or frustrated. Always on your feet, always there."

- Community Member

Baby Benjamin's outpatient visit

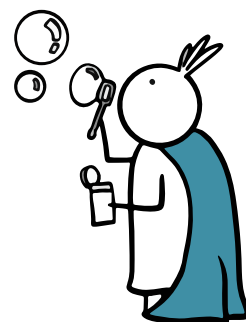
One of 15, 950 outpatients we saw this year was baby Benjamin whose standard check-up took him and his family from our local community to downtown Toronto for surgery at SickKids.

At Benjamin's first newborn visit, our new pediatrician, Dr. Rebecca Woolnough, noticed an irregularity with his breathing. She explained that the x-ray she requested came back normal but didn't answer her concerns. Rather than dismiss it as something Benjamin would eventually grow out of, Dr. Woolnough insisted that he be seen by the team at SickKids for further testing.

The pediatrician immediately made the referral while Benjamin's parents brought him to Toronto and checked into a hotel along with their three-year-old daughter. The pandemic restrictions forced the couple to manage the care separately and relay notes to one another at their daily swap outside of the hospital.

The entire team at SickKids were incredible from start to finish in their care. Benjamin received surgery to help with his breathing and was ultimately diagnosed with a condition called Laryngomalacia.

Benjamin is back home with his family thanks Dr. Woolnough's persistence and collaborative approach to care.



Our strategic plan in action

Getting even better

An unprecedented pandemic brings with it a host of equally unprecedented challenges. For Violeta, a patient in desperate need of dialysis treatment, space at our regional treatment centre in Peel Region had become limited. The prospect of not being able to receive timely Dialysis treatment became a growing concern for Violeta.

Headwaters works in collaboration with our regional treatment center to ensure patients in our area receive the care they need. When Violetta's kidney was failing after receiving a transplant, we needed to act fast to support her as well as relieve the pressure on our regional centre. We developed a plan that would ensure Violeta received her Dialysis treatment.

"With the pandemic, my kids are home with me which is hard because my immune system is low, and I can't take them out. The staff at the hospital found an evening spot for me to come for treatment so I could be home with my kids until my husband got home," recalled Violeta.



Violeta, a patient who started dialysis treatment with us during the pandemic.



Several members of our Dialysis team who used their skills and knowledge to ensure Violeta received timely care.

Everyone came together with a common goal; to provide the best possible care for Violeta. The treatment was successful, and Violeta is now a regular Dialysis patient at Headwaters; coming for treatment three times a week.

Since Dialysis requires ongoing care, staff and patients see each other routinely and grow closer with each visit. “It always feels like family at the hospital. It’s the simple things like covering the seat with bedsheets or offering a warm blanket that make the differences. Other facilities don’t think about the little details,” said Violeta.

The challenges our patients and staff have faced during the pandemic are vast; each day, we learn, grow, and adapt together. Patients like Violeta give us the opportunity to get even better at what we do, and we are grateful to be a part of their care journey.



“The challenges our patients and staff have faced during the pandemic are vast; each day, we learn, grow, and adapt together.”

Nothing about you, without you

Activation Therapist, Amy, began working with 83-year-old Joan early in the pandemic and had no idea the impact she would have on Joan's care.

Joan had fainted from the hot summer heat and sustained an injury to her head. She was rushed by ambulance to Headwaters Health Care Centre after having a seizure from the injury.

"It wasn't until weeks later that I realized I couldn't just get in my car and drive home. I had no recollection of the ambulance. I truly thought my car was in the parking lot of the hospital waiting for me," said Joan.

Joan was admitted to an inpatient unit to help with her recovery. There she met fellow patients and staff who she enjoyed chatting with, including, Ajay, Registered Practical Nurse, of whom Joan was particularly fond.

"I knew I needed to keep active, so I began pacing around the unit. The staff were fantastic. I would walk around them all the time, often in their way and they didn't grumble," recalled Joan.

It took a while for Joan to accept her fate of having to stay in hospital for some time. Joan has a strong personality and struggled with the feeling of being incapable.

"It wasn't until I met Amy that I started to feel useful again," recalled Joan.

Amy asked if she would help paint some wooden flags that had been donated by the family of a staff member at the hospital.

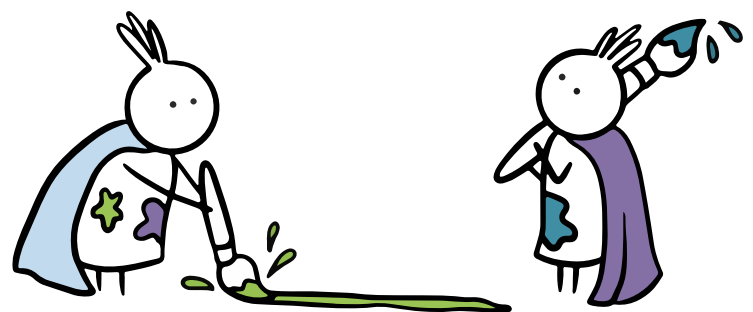
Some patients need more than just the offered physiotherapy and occupational therapy programs. To keep these patients busy, Amy offers craft programs to assist with dexterity and socialization among many other things.

Joan immediately started to feel better; getting stronger and stronger with each painting. She would look forward to her sessions with Amy and would check on the paintings in between those visits to see which ones were dry enough for a second coat.

"Once Amy asked me to try painting, I started to feel more like myself than I had throughout all of it. Amy is a hero, believe me," said Joan.

Since being discharged from the hospital, Joan has moved into the Lord Dufferin Centre, her long-term memory is coming back and she is able to recall things that she hasn't thought of in years.

Joan played a critical role in her own care; she knew she needed to keep busy to heal and just needed some additional support to make that happen. There was nothing about Joan's care without Joan.





"Joan immediately started to feel better; getting stronger and stronger with each painting."

Amy, Activation Therapist, holding up flags painted by patients as part of their recovery.



Joan, a patient who rediscovered her sense of purpose through activation therapy.

Integrated care close to home

Vulnerable. Palliative. High-needs.

To many, these words read like medical jargon; words that are difficult to apply.

For one of our patients, these words became commonplace in terms of their care. Grappling with late-stage cancer and complications with their oncology, they were due for a new care strategy.

This patient required chemotherapy and inpatient care; simultaneously.

Caring for an inpatient with high-care needs would present a unique set of obstacles for our chemotherapy team. Normally, treatment is provided on an outpatient basis.

After speaking to the patient's family, we learned of the excellent care that had been provided at home before the patient was admitted to hospital. We also learned they were both emotionally and physically exhausted. The family needed to remain close to home in Dufferin-Caledon and we needed a plan to support them.

The primary care physician, our inpatient team, and oncology team came together to develop a strategy. This super-team determined that supporting this patient would take an integrated approach to care. The teams had to stay in constant communication to meet both the inpatient and chemotherapy needs at the same time.

On the day of the chemotherapy treatment, the patient was escorted to the oncology suite. There, they were met by two nurses who would remain by their side for the duration of the treatment. One nurse tended to the inpatient needs while another administered the chemotherapy treatment.

As the treatment was carried out, both nurses and their respective teams monitored the patient closely. When the treatment had ended, the Oncology Nurse provided information to the Charge Nurse on the unit regarding follow-up care.

Collaboration. Comfort. Support.

These are the words we hope to associate with this patient's care going forward and so many of our patients with complicated needs. Through cases like this, we see first-hand that dedicated team collaboration leads to an increase in comfort and support for patients and their families.



"This super-team determined that supporting this patient would take an integrated approach to care."



Several members of our Inpatient and Chemotherapy teams who worked together to support a patient with complex care needs.

Our Supports

Innovation, research,
and technology



Cara, a Community Paramedic who is part of our new Remote Patient Monitoring Program.

When Cara, Community Paramedic, received a call from Dr. Priya Akula to discuss a patient with a complex medical history, she was eager to help.

The patient, Rosalia, had a history of congestive heart failure and Dr. Akula was worried about her respiratory status. Cara was asked to complete a home visit with a full assessment.

When Cara arrived at the patient's home, Rosalia was visibly short of breath and had significant swelling in her lower legs.

"I knew immediately that Rosalia was having a flair up of her congestive heart failure," recalled Cara.

Cara contacted the primary care physician and talked to her over the phone about next steps. A care plan was put in motion and Rosalia became part of the Remote Patient Monitoring Program where Cara provided daily follow-up appointments. Rosalia was able to avoid a trip to the Emergency Department or a possible lengthy hospital admission.

The Hills of Headwaters Collaborative Ontario Health Team, a local partnership of doctors, health, social and municipal agencies launched the Remote Patient



*"Dealing with Community
Paramedics has been wonderful."*

Monitoring Program. The goal is to connect patients with healthcare resources and ensure that patient have their needs met in the comfort of their own home.

"Dealing with Community Paramedics has been wonderful. They are all welcome in my home anytime. I am part of their Remote Patient Monitoring Program as well and it allows me not to worry, that they are keeping an eye on me and my health. Having them come into my home has been very important to me and made it easier in the last year to help deal with my health problems," remarked Rosalia.

The use of innovation, research and technology helped Rosalia get better. Cara continues to keep a close eye on her to this day.

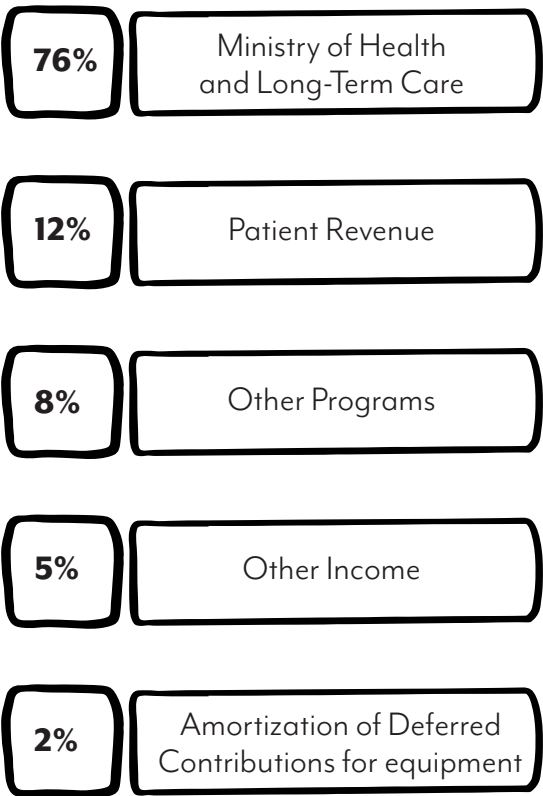
Making every dollar count

We have developed an audited report on our financial activities and position over the past fiscal year as part of our commitment to being open, transparent and accountable to our community.

As of March 31, 2020, the hospital reported a deficit of (\$716,629). In March 2020, the hospital incurred \$700,000 of operating expenses in relation to our response to the pandemic, which resulted in the reported deficit. Due to the uncertainties at the time, the hospital was not able to recognize any Ministry funding to offset those costs. In the current fiscal year, the hospital was funded for the 2019/20 costs and recognized \$700,000 in additional revenues; the timing delay has resulted in the operating surplus for 2020/21.

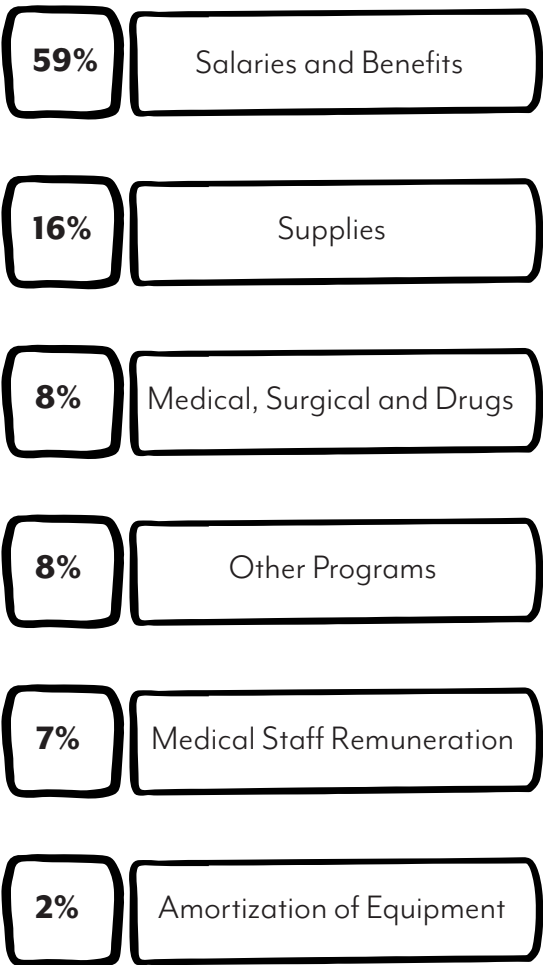
Revenues \$84.4 Million

Revenues increased by \$7.5M or 9.7% from the year prior. Special one-time investments, rebates and other revenue contributed to the majority of the increase in Ministry of Health and Long-Term Care funding.



Expenses \$83.7 Million

Total expenses increased by \$6.0M or 7.7%, relating mostly to annual inflation, increased drug costs and one-time investments.



Financial Statements Online

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

Putting your health care dollars to work

One of the ways we put your donations to work was in critical equipment purchases, which helped patients like Jamie.

When Jamie was working out at Headwaters Racquet Club she noticed an ache in her right breast. She did a self-breast exam and found a small lump.

"I remember thinking to myself; this can't be possible. I am a 38-year-old; I have a healthy lifestyle and I have no family history of breast cancer," recalled Jamie.

Jamie was sent for an ultrasound and mammogram and was scheduled for a biopsy. Two weeks later, she was diagnosed with Stage 1 breast cancer.

"I didn't really know what to think, I was scared and overwhelmed. I knew that I needed to fight this," recalled Jamie.



(Above) Jamie, a breast cancer survivor who received lifesaving care right here at our community hospital.

(Right) Members of our Diagnostic Imaging team who are eagerly awaiting the arrival of our new mammography machine.

When Dr. Grace Wang, performed a lumpectomy to remove the lump in Jamie's breast, she discovered nine other cancerous spots, making the total tumor size much larger and bumping her into Stage 2 breast cancer.

A treatment plan was set in place for Jamie which included four rounds of chemotherapy.

This year, with the support of generous donors in our community, our Headwaters Health Care Foundation purchased a new mammography machine which includes a specialized 3D breast screening tool that provides early diagnosis. This piece of equipment allows for better screening for dense breasts and reduces false positive rates.

Jamie's breast cancer was detected within the early stages which made it possible for her to get the treatment she needed when she needed it, right here at our community hospital. Jamie is cancer free today.

Our new mammography machine is en route to our hospital and thanks to your generosity other patients, like Jamie, will be able to share the same success story.



What makes us proud

Our COVID-19 response

The Hills of Headwaters Collaborative Ontario Health Team was part of a regional pandemic response. Together with our care partners, we launched a new program to support caregivers in our community, supplied personal protective equipment, developed a Remote Patient Monitoring Program, managed an outpatient Cold and Flu Clinic and supported outbreaks in Long-Term Care.



Kat, a local caregiver supported by our new program, with her son Atlas and his assistant dog, Harris.



"A big thank you to all those who cared for me during my visit to the hospital. Even with COVID-19 and the added stress it has caused I was treated with such care and regard from the moment I entered the hospital to my discharge. Everyone, and I mean everyone, was amazing!"

- Community Member

New Outpatient Pediatric Clinic

We opened our doors to a new outpatient pediatric clinic led by Dr. Rebecca Woolnough, offering rapid access to the full breadth of pediatric medicine for newborns and children; a first for the Dufferin-Caledon community.



Dr. Rebecca Woolnough, our new pediatrician.

Upgrading our aging infrastructure

Thanks to the generous support from donors, upgrades have been completed on the main entrance of the hospital to support wayfinding and access. We have also completed critical repairs to our hospital roof, ventilation system and flooring.



Our main entrance, renovated and open to patients, visitors and staff.

Enhanced vital sign monitors

We introduced 43 new vital sign monitors featuring touchscreen technology which enable our teams to complete monitoring and documentation directly at the patient's bedside.



Members of our Nutrition Services team.

Improved dietary program

Our team launched a new online dietary program to plan and deliver individualized meals that meet each patient's dietary needs. This program helps us provide more thorough meal plans, as well as improve how our diet orders are entered.

Delivering time sensitive drug information

Our Pharmacy team has rolled out a new electronic resources database that delivers time sensitive drug information; supporting each member of the care team in their decision making.



Sarah, Pharmacy Manager, who has spearheaded the implementation of our new database.

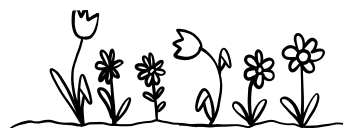


"I would like to thank Headwaters Health Care Centre for their continued sponsoring of the COVID-19 Assessment Centre in Orangeville. It is staffed by an efficient and very friendly team. We as a community are very fortunate."

- Community Member

Virtual tours of our Gardens

The Friendship Gardens, working with University of Waterloo, has launched a new App that allows users to see an overall map of the entire grounds and all 20 gardens including photos and videos. Our community can enjoy the work of our dedicated volunteers from anywhere at any time. The app can be found at www.friendshipgardens.ca.



Award winning physicians

Two of our Family Practice physicians, Dr. Stephen Milone and Dr. Stephanie Milone, were honored by the College of Physicians and Surgeons of Ontario as this year's Community Family Practice Recipients; celebrated for their contributions to the field and investment in mentoring others.

Recognized by Ontario Health (Cancer Care Ontario)

This is the third consecutive year our Oncology team was recognized by Ontario Health (Cancer Care Ontario) for their commitment to ensuring outstanding access to local care, especially during these unprecedented times.

What we are looking forward to

As we plan for the future we know we need to remain flexible to the changing needs of our community, support a continued culture of collaboration and pursue excellence in everything we do.

Completing Accreditation with flying colors

Our Accreditation efforts were postponed due to COVID-19 and we look forward to maintaining our Exemplary standing, the highest level possible from Accreditation Canada.

Replacement of our Health Information System

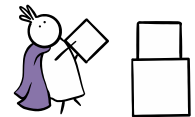
Our partnership with Collingwood General and Marine Hospital, Georgian Bay General Hospital and Royal Victoria Regional Health Centre to provide a seamless integration of information between hospitals was put on pause while our teams managed the pandemic. This pause provided the opportunity to add a patient portal to the system which will enable our patients to be more involved with their own care when the system launches later this year.



Headwaters Heroes from across various areas of care who are working on our Health Information System replacement.

Creating a framework for ongoing success

The Hills of Headwaters Collaborative Ontario Health Team introduced a Transformation Lead who is building an organizational framework for Dufferin-Caledon's Ontario Health Team. This framework will support improved models of care that are patient-centered, efficient and simplified for patients and providers in the region.



Building for the future

As part of our commitment to continue to meet the care needs and improve the experience of those who work and receive care here, we are renovating our hospital. Working with our Patient Family Advisors we are planning for future hospital renovations, upgrades to our parking and ongoing critical roof repairs.

Making every dollar count

We are establishing a Hospital Improvement Plan that will assess opportunities for savings and efficiencies across our hospital; ensuring every dollar we receive is spent in a way that delivers value for our community. We will focus on making smart decisions that safeguard our services for those who need us, now and into the future

Long-term planning with our community

We are creating a Clinical Priorities Plan as a roadmap for the next five-years; outlining how we want our hospital to be based on the needs of our community, patients, families and caregivers.



Our Diabetes Education team - some of whom were redeployed during the pandemic to support the greatest needs of the hospital.

Ongoing emergency planning

Working with our care partners, we are planning for the future and the lasting impacts of this pandemic. We are part of emergency response preparations locally and across our communities. We are also active participants in provincial efforts to support and redirect hospital resources so pressure on the system can be relieved where it is most felt. Our team remains unwavering in its commitment to keep us all safe no matter what comes next.



Diane, Spiritual Care Program coordinator with Alex, Infection Prevention and Control, practitioner and a few of our lay chaplains, who were provided with infection prevention and control training.

Redefining Spiritual Care

We are refreshing our Spiritual Care Program to build on the inclusivity that exists at our hospital and to ensure that it is reflective of everyone who works and receives care here.

Investing in our greatest resource

In alignment with our strategic plan and values, we are developing a People Strategy. This strategy expresses our commitment to creating supports and tools that enable our teams to thrive.



Our indoor COVID-19 Assessment Centre - The Art of Storytelling/Photography.

Meet the team

Editorial

This Annual Report was made in collaboration with a team of dedicated volunteers. These are members of our community who have been personally impacted by our hospital and want to pay tribute to the difference it has made in their lives.

Governance

Our Board of Directors provide oversight in making strategic decisions, ensuring we provide quality care, safeguarding our financial well-being and staying abreast of health care best practices. We also have several committees which consist of senior leaders, directors and community members. They are a group of dedicated and dynamic people who help support Dufferin-Caledon.

Editorial

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Patient Family Advisor

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Community Wellness Council, Hills of
Headwaters Collaborative Ontario
Health Team

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Be part of health care in your community:

Join our team

Join our Patient Family Advisory Partnership

Volunteer with us at the hospital, in the gardens
(friendshipgardens.ca) or in the community

Donate to Headwaters Health Care Foundation at
hhcfoundation.com

For more information:

Connect with us any time by email at
info@headwatershealth.ca

Or visit us online at
www.headwatershealth.ca

We are partners in the Hills of Headwaters Collaborative,
the Dufferin-Caledon Ontario Health Team

Learn more at:
www.hillsofheadwaterscollaborative.ca



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