



Public Message

January 22, 2022

There is no doubt this is one of the most challenging times we will ever face in our careers in health care and in our lifetime.

It has been a long and difficult road, yet we are starting to see glimmers of hopefulness on the horizon with the easing of public health restrictions over the next few months.

As of January 22, 2022, 4.8% of our 925 staff, physicians and midwives are off sick or are at home self-isolating due to COVID-19. Even with these individuals off work, the hospital has been maintaining sufficient staffing levels.

The Province issued Directive #2 on January 5th requiring all hospitals to ramp down all non-emergency surgeries and procedures and non-urgent diagnostic imaging and ambulatory clinic activity. As a result, we have been able to redeploy those staff to areas of the hospital with the highest need. Our needs change, often on a daily basis.

Nursing staff from our Ambulatory Care Clinics and Operating Rooms for instance, are now providing nursing care on our inpatient units. Staff who normally work in our Medical Device Reprocessing Department have been redeployed to support dietary and environmental services, as well as patient portering and wayfinding needs.

We also regularly issue shift broadcasts to our staff which offer additional shifts if they are able to accommodate to help us with various needs.

Daily staffing meetings with our leaders help plan daily and future needs. Shifts that are proposed to staff, are discussed in advance as much as possible, so they know where they will be working during their upcoming shift.

Unit managers are providing redeployed staff with a buddy to ensure there is support on the units, and there are ongoing huddles with managers to make sure everything is running well.

Overall, our goal is to ensure our patients are provided with safe, quality care and that staff are supported.

Everyone continues to work together, and they continue to show resilience and strength. I am proud of our team at Headwaters.

Kim Delahunt, President & CEO



Public Message

January 24, 2022

I am compelled today to issue further clarification of the January 22nd statement about false claims that continue to be shared in the media as a result of 'tips' and interviews by the Service Employees International Union (SEIU).

To be clear: ***Only trained health care professionals provide patient care*** at Headwaters Health Care Centre, regardless of external or internal circumstances. Some non-clinical staff may perform duties outside of their usual scope of work occasionally when necessary but rest assured that these do not include caring for patients.

In response to a baseless claim made by the SEIU, at no time have non-clinical staff been asked to, nor have they carried out any patient care duties. As a result of Directive #2 issued by the Province on January 5th, requiring all hospitals to ramp down all non-emergency surgeries and procedures and other non-urgent diagnostic imaging and ambulatory clinic activity, we have been able to redeploy clinical staff from the areas impacted by the directive to areas of the hospital with the highest need for additional patient care support.

We are very disappointed that SEIU has created a false narrative at the expense of the hospital and our hard-working staff, who have given everything they have over the past 22 months in the service of their community.

We at Headwaters are proud of our reputation as an exemplary place for residents in Dufferin-Caledon to seek health care, and we are dismayed to have to defend ourselves against flagrant lies. In challenging times we count on our professional colleagues to work with us and rise to meet the occasion; our staff continue to go above and beyond, and we continue to be humbled by the courage, perseverance and resilience they have all shown.

Unfortunately, inaccurate information in the media as a result of SEIU's claim has consequences. We are aware of at least one patient who needed to be transferred by ambulance to our emergency department who expressed hesitation about that because they "didn't want to be cared for by kitchen staff". It is dangerous for patients who need emergency care not to seek that at Headwaters as a result of blatant misinformation.

To be clear, we value the integral role our nutrition services staff and all our staff bring to their jobs as part of the team. But once again, only clinical staff are involved in caring for patients. And we will continue to lean on our whole team, as we have done since the beginning of this pandemic, to see us through. We are incredibly grateful to our dedicated staff members who volunteer to take additional shifts to provide coverage to areas where staffing levels have been affected as a result of COVID-19.

The union's claims are baseless. We want to assure the public that Headwaters is a place they can continue to rely on for safe and compassionate care.

Thank you.

Kim Delahunt, President & CEO



Public Message

Headwaters to begin gradual resumption of paused diagnostic and ambulatory services as of February 7, 2022

Headwaters Health Care Centre is preparing to gradually resume diagnostic imaging, cancer screening and scheduled ambulatory care clinics beginning on February 7, 2022.

Following direction from the province, all non-emergent surgeries and procedures as well as all non-urgent diagnostic imaging and ambulatory clinical activity was paused to preserve health human resources and bed capacity starting on January 7. We have now assessed our readiness and have developed a safe and gradual plan to begin ramping up our services in accordance with the government's revised Directive #2 issued on February 1.

The initial focus of our re-opening activities will be on our Ambulatory Care Clinics, which include minor procedures and our Diabetes Education Centre. For a full list of what is open and closed at this time [please visit our website](#).

At this time the province is keeping in place the pause to non-emergent and non-urgent surgeries. We continue to ensure that our hospital has adequate and appropriate staffing levels to meet the needs of our community. In addition, we remain ready to support other hospitals in the province that continue to be hard hit by the pandemic and accept any patient transfers necessary.

Your patience and understanding as we navigate our gradual resumption of services is greatly appreciated. We know that any time a health appointment, procedure or surgery is delayed there are impacts, and we are working with the province to minimize any caused by the recent pause in service to the best of our abilities.

As we see another turning point in the pandemic, we are encouraged by the efforts of the community to minimize spread and severity through vaccinations and other measures. Please know that we are here to serve you and will continue to do so safely and effectively.

Thank you,

Kim Delahunt, President & CEO, Dr. Peter Cino, Chief of Staff and Vice President, Medical Affairs and Anna-Marie Sutherland, Vice President Patient Experience and Health Integration and Chief Nursing Executive