Waypoint Centre for Mental Health Care
CENTRE de SOINS de SANTÉ MENTALE

MISSION

We are a Catholic hospital committed to providing excellence in specialized mental health and addictions services grounded in research and education and guided by faith-based values.

VISION

As an inspired organization, we will change lives by leading the advancement and delivery of compassionate care.

VALUES

CARING
We will treat every person with compassionate sensitivity.

RESPECT
We will recognize the inherent worth of every person and treat them with courtesy.

INNOVATION
We will be creative and discover and apply new knowledge.

ACCOUNTABILITY
We will be ethical, transparent and responsible for our actions and results.

2014-2015 Board of Directors

Betty Valentine, Chair
Roger Robitaille, Vice-Chair
Catharine Bayles
Dr. Edward Connors
Fred Flood
John McCullough
Tracey Rynard
Doris Shirriff
Alison Vallance
Tony Vipond

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500 Church Street Penetanguishene ON L9M 1G3
500, rue Church Penetanguishene (On) L9M 1G3
www.waypointcentre.ca
As we reflect on the last year it’s important to begin with words of sincere gratitude. On May 5, 2015 patients and staff in the high secure area of the hospital came together for the one year anniversary of the final patient move into the new Atrium building. As we celebrated together, it was also recognition of the resilience of our staff and patients who spent much of the year dealing with the many challenges that operating in a new, much larger, technology focused environment could bring.

Across Waypoint clinical teams were also involved in the ongoing implementation of Waypoint’s 2012 to 2017 Clinical Services Plan. An integrated concurrent disorders program was launched in the regional forensic program, a broad group of staff and stakeholders from across the hospital participated in a review of our outpatient and community outreach services, and thanks to several partners including support from government new options for additional supported patient housing were made available.

We are deeply grateful for the growing support for Waypoint’s fundraising program. Thanks to wonderful sponsors, partners and donors we surpassed the goal set for the year and held our second sold out fundraising dinner this year featuring Olympian and mental health spokesperson Clara Hughes. We hear and see our community becoming more understanding of mental health, Waypoint and the people we serve. This also is a testament to the high quality treatment and care our expert staff provide.

Our annual report is a time to show gratitude to all who give of themselves to improve the lives of our neighbours, family members, colleagues and friends on their mental health and addiction journey. Thank you for caring and please enjoy our 2015 Annual Report.
People We Serve

We will collaborate with our patients in the provision of expert services that foster healing and inspire hope.

Engaging patients as partners

Waypoint’s commitment to ensuring the views of our patients and clients are heard through the annual Client Experience Survey was recognized twice in the last year. The Canadian Patient Safety Institute gave the hospital Honorary Mention for the framework involving peer supporters supporting patients and clients in filling out the survey. In April 2015, Accreditation Canada confirmed the framework met the criteria to become an Accreditation Canada Leading Practice. All Ontario hospitals are mandated to survey patients. Waypoint takes a further step and includes patients in the whole survey cycle; from survey to data review and the development of action plans to address the results. Congratulations to everyone involved!
**Increasing advocacy and community understanding**

Advocacy is a focus in Waypoint’s refreshed 2014 Strategic Plan. Leaders and staff have been working to reduce stigma through interactive, open dialogue with new staff, board members and volunteers as well as at community and service club presentations. The hospital partnered with Simcoe.com on a monthly column; posts regularly on our website, Facebook and Twitter; and hosted highly successful events such as An Evening with Clara Hughes and the Oak Ridge documentary showings. Waypoint is now offering the Mental Health Commission of Canada’s Mental Health First Aid program to continue these efforts.

**Electronic health record will improve patient experience**

Waypoint’s journey towards collecting patient information only once and easily at the source, and providing access to information quickly where and when it is needed, gained momentum as implementation of an electronic health record gets closer to reality. Patient Journey Modelling was completed to assess how the hospital is currently managing patient records and data. Waypoint engaged Deloitte to gauge the readiness of staff for implementation of a full electronic record with 281 responses. The survey helped inform evidence-based, standardized workflows and processes, and will support the development of the electronic health record to enhance the ideal patient experience at Waypoint.
**IMPROVING ACCESS TO MENTAL HEALTH AND ADDICTION SERVICES**

Waypoint’s 2012 Clinical Services Plan identified substance abuse as a concurrent problem for many patients with serious mental illness. Substance use disorders introduce additional complications to the treatment of mental illness, prolonging, and in some cases preventing recovery. In response to this overwhelming need, Waypoint expanded on the work of Dr. Shari McKee on the Georgianwood Program to implement an Integrated Concurrent Disorders Program for patients and clients more broadly across the hospital. One of the more unique elements of this program, funded in part through a grant from Bell Canada, is furthering evidence-based practice. It is also customizable for different mental health care programs and providers. Patient outcomes and satisfaction will be regularly evaluated to ensure this program is meeting the intended need in a region with some of the highest addiction rates in the province.

A review of Waypoint’s Outpatient and Community Service Teams began in the fall of 2014 to develop recommendations to achieve the vision of a unified model of outpatient services. Various working groups of leaders, staff and partners were established to determine a comprehensive, accessible, effective, efficient, and sustainable model, as well as one that is integrated within a regional system of care. The working groups reviewed the collaborative care model, assessment and triage, senior’s outreach, housing and medication. The new model, which will begin implementation in the fall of 2015, is client-centric, needs-based and collaborative. It enhances the patient experience in terms of recovery focus and access at the primary and secondary care levels.
IMPROVING QUALITY AND SAFETY OF CARE

With a goal to avoid adverse drug events, the hospital has continued efforts to increase medication reconciliation for patients. The process compiles an accurate and complete medication history at transitions of care, and helps reduce the chance a medication will be missed, duplicated or ordered incorrectly. Accreditation Canada requires all healthcare organizations to have a plan to complete medication reconciliation on all patients by the year 2018.

On May 5, 2015, the hospital celebrated the one-year anniversary of the patients’ move into the high secure area of the new Atrium building. While challenges with technology and the much larger space exist, each patient unit now offers more private, spacious rooms, two living rooms, space for therapeutic programming and a care desk encouraging interaction and dialogue. Waypoint’s regional forensic mental health patients celebrated their move into the new building in April and with the new environment and individual patient rooms the program has seen a significant reduction in the use of seclusion.

Working with community partners, Waypoint was able to reduce the number of days patients who are in our hospital requiring an alternate level of care to 4.3 days, surpassing the goal of 5 days. Waypoint patients are typically waiting for either a long-term care bed or supervised/assisted living arrangement. Continued efforts with the Ministry of Health and Long-Term Care and community partners resulted in opening two transitional rehabilitation housing programs for forensic mental health patients.
People Who Serve

We will promote a safe, positive and innovative workplace where staff and volunteers are engaged and individual and collective achievements are celebrated.

Recognizing service and excellence

In 2014, our Annual Long Service awards celebrated a combined 1,520 years of service from 55 employees who reached 25, 30 and 35 years at Waypoint. We also said farewell to 20 retirees who contributed countless more years. It is the service dedication of these employees, along with their peers, that has helped forge the legacy of the last 111 years of our hospital.

That legacy continued at the annual Celebration of Excellence where quality service and the embodiment of our values were celebrated. A total of 102 employees were nominated by their peers for numerous accomplishments and making our values come to life, with awards presented to 22 recipients. All the nominees and recipients deserve congratulations for their willingness to make Waypoint a better place to receive care and a better place to work.
Our Volunteers

The first year of Waypoint’s Gift Shop, operated by the Waypoint Volunteer Association and supported by Volunteer Resources, was a huge success; with over $20,000 in sales that go directly back to patient activities. From boat trips, to baseball games to wood working equipment, our patients are being provided with experiences and opportunities that would not be possible without these contributions.

Waypoint is also fortunate to have over 80 volunteers who donate 3500 hours annually offering a warm smile and friendship in a variety of programs. Our volunteers are amazing and not only does their involvement benefit all Waypoint patients, clients and staff; they give Waypoint the opportunity to shape future health care workers.

Our Board

To prepare for the future, the Board held a retreat in October to reflect on the Strategic Plan and the current environment, and to develop goals for the coming year. Among them are enhancing patient and family engagement, preparing for Accreditation, developing an organizational ethics framework and engaging the community.

We also said goodbye to two Board members last year, Kathy Finney and Dr. Trevor Young, who left to concentrate on his newest appointment as the Dean of the Faculty of Medicine at the University of Toronto. We thank them both for their contribution and dedication to Waypoint and for their role in advancing understanding and improving lives.

Our Physicians

We are fortunate to have a dedicated group of physicians providing quality, compassionate care. Physicians have increased their participation in research and provide medical leadership support to all of our programs.
Our staff volunteers

Volunteers offer their time selflessly to give back to our hospital in a variety of ways. They are all true heroes, but staff who volunteer at their own organization show a commitment and dedication like no other. While staff have been giving back to Waypoint for many years, this last year has seen our special event volunteer ranks grow exponentially. With over 40 volunteers giving their time at our fundraising and awareness events, we are humbled and proud to call them our own.

Enhancing employee engagement

Abundant opportunities were available last year to engage with staff and stakeholders and for them to help plan for and provide feedback in everything from hospital operations, the electronic health record, patient safety and the therapeutic climate. In January a short survey to check the “pulse” of the organization was conducted. Despite many challenges being faced in the new building, the overall engagement score of 61.3, was not statistically different from 63.9 per cent the previous year. Hospital leaders felt hopeful this was a sign efforts to address challenges through engagement and discussion were being recognized positively by staff. While the sample size for the physician pulse survey was small, those that did respond were positive, with 81.3 per cent of respondents feeling proud to tell others they are part of Waypoint.

Expanding our caring culture to support our staff

Work began on adopting the National Standard of Canada for Psychological Health and Safety in the Workplace by seeking staff input, evaluating existing employee support services and developing a Waypoint program framework. These efforts are an important step in enhancing support for the well-being of our staff. The standard is a voluntary set of guidelines, tools and resources focused on promoting employees’ psychological health and preventing psychological harm due to workplace factors. Two awareness campaigns with a variety of activities were also launched, one focused on anti-bullying and the other on depression.
Promoting a healthy and safe work environment

Therapeutic Interventions training continued in 2014/15 with almost 1200 employees receiving training according to their role. This included initial foundational training and regularly scheduled refreshers to maintain certification, allowing us to meet established Ministry of Labour standards for health and safety. Additional support for clinicians on verbal de-escalation was also introduced.

In addition to mandatory training such as fire safety, workplace violence prevention and emergency first response, we also offer other training such as essentials of coaching, communication and conflict resolution. All new staff also participate in general orientation, giving them the foundation needed to be part of the Waypoint team.

Efforts to improve health and safety, as well as workplace wellness, employee engagement, communication, and patient outcomes were recognized last year with a platinum-level Quality Healthcare Workplace Award, the highest level achievable. The award recognizes our efforts today and confirms our future plans will continue to improve our workplace, which in turn improves patient care.

Flu immunization rates rose by 10 per cent earning Waypoint an honourable mention at the 2014/15 Simcoe Muskoka Influenza Immunization Challenge recognition event. The 10 per cent increase also gave Waypoint first-place in the Healthy Hospital Challenge between CAMH, Ontario Shores, the Royal and Waypoint resulting in the other hospital CEOs sporting Waypoint T-shirts for a day.

Developing our leaders

Engaging staff and building our team to meet the needs of today and the future is the foundation of the new leadership development framework. The Canadian College of Health Leaders LEADS leadership framework of Leading Self, Engaging Others, Achieving Results, Developing Coalitions and Systems Transformation is inclusive, evolving, ongoing, vital and strategic. The program includes career development open houses and training on coaching, communication, and the five LEADS domains.
## Financial Highlights (for the year ended March 31, 2015)

### General Operations

#### Expenses

<table>
<thead>
<tr>
<th>Item</th>
<th>2015</th>
<th>%</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries, wages and benefits</td>
<td>$96,196,772</td>
<td>76.07%</td>
<td>$96,669,641</td>
</tr>
<tr>
<td>Municipal Taxes</td>
<td>23,400</td>
<td></td>
<td>23,400</td>
</tr>
<tr>
<td>Transitional Expenses</td>
<td>7,115</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional care supplies and expenses</td>
<td>1,330,522</td>
<td>1.05%</td>
<td>1,362,807</td>
</tr>
<tr>
<td>Administration and physical operating expenses</td>
<td>26,777,737</td>
<td>21.18%</td>
<td>16,855,445</td>
</tr>
<tr>
<td>Amortization and loss on disposal of equipment</td>
<td>2,128,163</td>
<td>1.68%</td>
<td>1,180,879</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$126,456,594</td>
<td>99.98%</td>
<td>$116,099,287</td>
</tr>
</tbody>
</table>

#### Revenue

<table>
<thead>
<tr>
<th>Item</th>
<th>2015</th>
<th>%</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Health and Long-Term Care</td>
<td>$111,386,924</td>
<td>86.71%</td>
<td>$106,749,024</td>
</tr>
<tr>
<td>Recoveries</td>
<td>1,695,678</td>
<td>1.32%</td>
<td>2,044,520</td>
</tr>
<tr>
<td>Special Program Funding</td>
<td>23,400</td>
<td></td>
<td>520,113</td>
</tr>
<tr>
<td>Donations</td>
<td>38,263</td>
<td></td>
<td>86,444</td>
</tr>
<tr>
<td>Deferred contributions - Transitional</td>
<td>7,115</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Revenue</td>
<td>15,320,858</td>
<td>11.93%</td>
<td>6,208,502</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$128,465,123</td>
<td>99.95%</td>
<td>$115,615,718</td>
</tr>
</tbody>
</table>

#### Surplus (deficit) from general operations

<table>
<thead>
<tr>
<th>Amount</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2,008,529</td>
<td></td>
<td>($483,569)</td>
</tr>
</tbody>
</table>

#### Other income

<table>
<thead>
<tr>
<th>Item</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred contributions - Redevelopment</td>
<td>3,623,978</td>
<td>245,978</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$3,623,978</td>
<td></td>
</tr>
</tbody>
</table>

#### Other expenses

<table>
<thead>
<tr>
<th>Item</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amortization of Capital</td>
<td>3,927,448</td>
<td>426,413</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$3,927,448</td>
<td></td>
</tr>
</tbody>
</table>

#### Excess (deficiency) of revenue over expenses

<table>
<thead>
<tr>
<th>Amount</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,705,059</td>
<td></td>
<td>($664,004)</td>
</tr>
</tbody>
</table>

### Summary of financial position

<table>
<thead>
<tr>
<th>Category</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current operating assets</td>
<td>$35,544,449</td>
<td>$44,580,098</td>
</tr>
<tr>
<td>Restricted assets</td>
<td>23,365,400</td>
<td>27,604,627</td>
</tr>
<tr>
<td>Property, plant and equipment (amortized cost)</td>
<td>301,976,851</td>
<td>291,347,656</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$360,886,700</td>
<td>$363,532,381</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>$22,536,563</td>
<td>$24,866,895</td>
</tr>
<tr>
<td>Long-term liabilities</td>
<td>302,534,901</td>
<td>304,558,061</td>
</tr>
<tr>
<td>Net assets</td>
<td>35,815,236</td>
<td>34,107,425</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$360,886,700</td>
<td>$363,532,381</td>
</tr>
</tbody>
</table>
Thank you to Waypoint’s Founding Donors for your dedication, compassion and generosity. Your support will help us move forward with our commitment to creating a compassionate, innovative and welcoming environment for the people who need our mental health services in hospital and in the community.

104.1 The Dock and KICX 106
Abel, Tatjana
Abma, Hetty
Abma, Sandy
Allen, Wendy
Anderson, David and Charlene
Anderson, David and Wendy
Archer, Bob and Joan Lawton
Barbara Nixon and Associates
Barbaree, Howard and Linda
Barrett-Hamilton, John and Bonnie
BDO Canada
Bell Canada
Bell, Tanya
Bergstrom, Brant and Leah
Bersenas Jacobsen Chouest
Thomson Blackburn LLP
Bisschop, Sean and Stacy McMillian
Blackburn, Janice
Blackwell, Sandra Lee
Blanchard, Tim and Annemarie
Brabant
Brillinger, Brian and Lisa Wilson-Brillinger
Brown, Cathy
Brown, John and Debbie Torrance
Brown, Spencer and Judy Payne
Butt, Mohammad Omar
Byrick, Bill and Joanne
Cameron, Evan and Ruth
Canadian Federation of University Women, Orlilla Chapter
Canadian Tire
Cannon Design
Carroll, Father Bernie
Carruthers, Linda
Catharine Bayles, RBC Dominion Securities Inc.
Central Taxi
Cerio, John
Chart, Ted and Pamela
Chasmer, Jen
Chassé, Laura, Sébastien and Emma
Chefurka Consulting International
Chow, Alan
Clera’s Creations
Coca-Cola Canada
Coleman, Lionel and Carol
Constellation Brands
Costello, Patricia
Coulson, Sherri
County of Simcoe
Covenant Brethren in Christ Church
Craddock, Nicole
Creedon, Mark
Cruise, Valerie
CUPE Local 1600
Dagenais, June
D’Aoust, Gabriel and Pauline
Braabant
Dare, Paul
Dawe, Ian
Dawson, Betty Ann
DeBruyne, Phil and Susan Robillard
Desroches, Rob and Susan
Downey, Dan and Norah
Duboeuf, Anita
Duboeuf, Paul and Betty Coyne-Duboeuf
Duncan-Randal, Deborah
Dunlop, Garfield and Jane
Dunlop, Marianne
Dusome, Dave and Claire
Edwards, Kate
EllisDon
Ennis, Hunter and Laurene
Farhadhan, Michael and Kelly
Farquhar, Don and Bonnie
Breadner
Fellowship Club of St Pauls
Fengate Capital Management
Ferguson, William and Lynda
Finney, Kathy
First Class Energy Consultants,
2190127 Ontario Inc.
Fisher, Brad and Zoe Hilton
Fleming, Russ and Pat
Flood, Peter and Holly Archer
Floyd, Paul and Cathy
Forget, Michelle
Forstyth, Jeff
Fournier, Jason
Fresh by Leanne
Froth Café
Full Line Electronics
G4S Secure Solutions
Gadoury, Kathy
Gagné, Lise
Gagnon, Heather
Georgian Kitchen Centre Inc.
Gignac, Marie
Gillespie, Andrea
Ginn, Katy
Gonzalez, Estella
Gordon, Carol
Green, Jessica
Grounded Coffee Co.
H.S. St. Amant and Sons Inc.
Haig, Ruth
Hall, Sharon
Harris, Caroline
Harris, Bob and Bev
Harris, Natalie
Hicks Morley
Hilderley, Laurene
Hillier, Sara
Honeywell
Huronia Community Foundation
Integrated Team Solutions (ITS)
Jeanne Mance Foundation Hotel Dieu
Jeffery, Kurt and Kristi Lalonde
Johnstone, Maureen
Jones, Brian
Kabosos, Dimitri
Karagianis, Jamie and Robin
Hein
Keighley-Clarke, Tracey
Kelly, Sharon
Kettle, Bill and Hazel
KONE
Kytayko, George and Cathy
Lafraamboise, Donald and Marianne
Lam, Michael Kim Kuan
Lambie, Lyle and Carol
Lee, Sherry
Leonard, Arthur
Leonard, Devon
Leroux, Teena
Levitt, James and Karen
Lim Family
Limestone Technologies
Lindholm, Valerie
Lister, John
Lunnie Family
Maaco
MacVittie, Janice
Manzo, Ben
Maxwell, Tara
MC Sushi
Mcausland, David and Anne
McClore, Doug and Marlene
McCullough, John and Phyllis
Mckay, Gordon and Cathy
McLean, Barbara
McMahon, Terry and Carole
McNeil, Larry and Corinne
Mental Health Commission of Canada
Mercer, Catherine
Miles, Charlotte
Millar, Ray and Jane
Miller Thomson LLP
Miller, Jeff
Mink Insurance
Moran, Carey
Morris, Kevin
Morton, Robert
Munro, Apryl
Murphy, Anne
Murudumbay, Carlos
Ness, Wayne and Heather
Noguchi, Kenneth
North, Angela
Novakowski, Braden and Laurin
Archer
Novitsky, Kate
Omar, Jen
Parker, Grace
Patel, Ann
Patients of the Sans Souci Program
Patton Family
Pearce, Glen
Pearce, Tonya
Persaud, Stephine
Peter, Bryan and Nancy
Pilon, Brian and Nancy
Pincente, Mercedes
Popenitsch, Manfred
Pursuits
Quesnelle, Becky
Quesnelle, Gayle
RBC Royal Bank
Reid, Jonathon and Janet Harris
Robinson, Mike
Robitaille, Glenn and Debi
Robitaille, Roger and Betty
Rockwood Psychological Services
Rodnick, John
Rotary Club of Barrie-Kempenfelt
Rotary Club of Penetanguishene
Ruston Distributors
Rynard, Tracey
S. Charlebois Haulage and Excavating Ltd.
San Souci Team Members
Sartori, Heinz
Sartori, Herta
Schandlen, David and Elizabeth
Shave, Maureen
Shirriff, Peter and Doris
Sill, Karen
Silver Birch Contracting
Smith, Adam and Alison Vallance
Smith, Robin and Lorraine
Sommer, Jeff
Spiker, Terry and Joy
Springer, Rolf and Cathy Bayles
St. Amant, Sue
Stanton, Bruce and Heather
Stewart, Kathleen
Stubbins, Peter
Sysco Canada
Taylor, Kelly
Taylor, Rachel
TD Bank Group
The Snack Shack
Thomas, Judith
Thompson, Jamie
Thor Wealth Management Group, TD Wealth
Tobin, Kirsty
Tolefe, Bridget
Town of Penetanguishene
Tran, Michelle
United Way
Valentine, Betty
Van Berkel Construction Ltd
Wagg, Ian and Anila Mathai
Wang, Wei
Waypoint Volunteer Association
Weber, Reinhart and Alexander
Webster Family
Webster, Benjamin
Webster, David and Doris
Webster, Yelda
Wendat Staff
Wessner, Alois
Weyman, Ty
White, Joyce
Wilcox, George
Withers, Margaret
Wolfe, Stephanie
Youngblut, Margaret
Yu, Godfrey
Zavitz, Ashley
Zavitz, Meghan
Zurawski, Christine
Zwicker, Lena

**Corporate Performance**

*We will foster a culture of accountability by leveraging best practices and informed decision-making.*

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**Ensuring fiscal sustainability**

A concerted effort is being made by Waypoint’s leaders to support and engage in health system funding reform. President and CEO Carol Lambie is a member of the Ontario Hospital Association Health System Funding Advisory Committee looking at health system funding and Quality Based Procedures. Carol brings the experiences and uniqueness of the province’s mental health hospitals to the table. Efforts also continue in partnership with the Ministry of Health and Long Term Care to finalize the hospital’s Post Construction Operating Funding to ensure the same level of quality services are available in the much larger Atrium Building.

**Fundraising support for patient care improvements**

The hospital’s 2nd annual fundraising dinner, *An Evening with Clara Hughes*, sold out for the second year; with ticket holders adding to the hospital’s over 300 founding donors. The event exceeded expectations, raising more than $35,000 to support patient care. In addition, the hospital surpassed the 2014-2015 fundraising goal of $155,000, raising $173,000 with an additional $100,000 commitment from TD Bank Group, to be distributed over the next four years. The gift from TD will help improve the lives of patients struggling with both mental illness and addiction issues through the new Integrated Concurrent Disorders Program.
Information Systems Strategic Plan

In today’s healthcare environment, hospitals and other healthcare providers are exploring collaboration as a means for more effective, efficient and accessible programs and services. Ontario Shores Centre for Mental Health Sciences and Waypoint have created a formal partnership for the implementation of Meditech, the electronic health record system both hospitals use to support improved patient care and safety, and goals for technology, processes and standardization.

Cultivating a unified organization

Work continued to unify the organization, a Strategic Plan objective, with the support of a group of leaders adopting The 4 Disciplines of Execution (McChesney, Chris, and Sean Covey 2012) to align their work with the Strategic Plan and develop "wildly important goals". A new organizational structure was also unveiled with a leadership structure that supports implementation of the 2014-2019 Strategic Plan and improved outcomes for our patients. With the retirements of Dr. Brian Jones, Vice-President Provincial Forensic Programs and Janet Harris, Executive Vice-President Clinical Services, the senior leadership team was restructured to include one Vice-President responsible for all clinical programs and the addition of a new Vice-President of Quality and Professional Practice position.

Quality Improvement Plan

Waypoint, like all hospitals, is continuously striving to find new and better ways to serve patients, increase satisfaction and ensure fiscal responsibility. Aligned with the more comprehensive Waypoint Quality, Risk and Safety Plan, the annual Quality Improvement Plan helps document and review current performance and set improvement goals. The hospital exceeded targets on a number of measures including Alternate Level of Care patient days and restraint minimization.
Partnerships

We will be an effective partner, seeking out opportunities to improve care and services, build knowledge and enhance system capacity and sustainability.

Working with our peer hospitals

As part of the next phase of the Ontario government’s Open Minds, Healthy Minds mental health and addiction strategy, Waypoint, CAMH, Ontario Shores and The Royal jointly received $2.75 million to develop the first ever wait times initiative for mental health. Beginning as a pilot within the four speciality hospitals, the initiative will focus on follow up care after discharge, access to cognitive behaviour therapy and timely care for transition aged youth.

The four hospitals also continue to work together to improve the quality of care through the Ontario Mental Health and Addictions Quality Initiative by measuring indicators and publically reporting outcomes on key performance areas including client complexity, client outcomes, client access, client safety, human resources, fiscal responsibility and staff safety.

Working with our local municipalities

Also included in phase 2 of the Open Minds, Healthy Minds strategy is $16 million in funding for supportive housing. Working with the towns of Midland and Penetanguishene and the townships of Tiny and Tay, Waypoint’s housing manager Sharon Lapham is a member of the North Simcoe Housing Working Group. This group is working on new and innovative ways to bring more affordable housing to our communities.
**Working with our LHIN**

Waypoint’s leadership role in regional health system planning continued last year working with partners in the North Simcoe Muskoka Local Health Integration Network (NSM LHIN) on a variety of projects.

The Second Curve Working Group was established last year to review the Care Connections vision, principles and model and develop a high-level action plan for the next phase of the 10-year Care Connections strategy. Second Curve is a healthcare philosophy that believes primary care to be the hub in a customer-driven delivery system. Stakeholders and the Coordinating Councils were engaged to ensure their concerns and objectives were taken into consideration and the work culminated with a refreshed Care Connections Plan to accelerate the future vision and second curve thinking.

In March 2015, the province announced an additional $2 million in mental health and addiction funding. Priorities for the funding arose from the ongoing collaborative work by the Mental Health and Addictions Coordinating Council of the NSM LHIN, chaired by Waypoint President and CEO Carol Lambie. The funding was distributed to five organizations across the region making a difference by increasing direct services, training care providers in new skills, supporting clients and families with case management, and broadening early intervention and crisis prevention programs.

That same funding allowed for the expansion of the North Simcoe Muskoka Walk-in Counselling Clinics. The single-session counselling sessions are now available across the region five days a week thanks to the Canadian Mental Health Associations in Muskoka-Parry Sound and Simcoe County, Catholic Family Services of Simcoe County, CHIGAMIK Community Health Centre, New Path Youth and Family Services of Simcoe County, Waypoint and Wendat Community Programs.

Building on the Simcoe Muskoka Service Collaborative, the Transitional Age Youth System of Supports (TAY SoS) Partnership is a community led initiative focused on a comprehensive integrated system of supports for youth and their families. With eighteen member organizations, this collaborative approach to serving young people between the ages of 15 and 24 brings together hospitals, community health care, education, employment, social service, justice and child and youth serving agencies. Co-chaired by Waypoint’s Outpatient Services Director Ruth Cameron, the partnership is supporting education for service providers on the Transition to Independence Process model as well as youth and family engagement, all thanks to an Ontario Trillium Foundation grant.
Research and Academics

We will advance a research strategy to increase integration of research excellence with clinical services and improve clinical care.

Milestones in Waypoint’s Research and Academics (R&A) Strategic Plan launched in 2012 are continuing to be met with resounding success. Building on the 40 year history of internationally recognized research, the Waypoint Research Institute continues to expand research and academic opportunities. Discussions continued with the Northern Ontario School of Medicine and Lakehead University in our efforts to expand formal affiliations with academic institutions. Dialogue also continues to enhance our support for learners from McMaster University.

More involvement by psychiatrists and all disciplines in research

The R&A Strategic Plan focus on the creation of new knowledge and its implementation is being realized through 32 approved research projects now underway supporting Waypoint’s Strategic Plan and Clinical Services Plan. Efforts to involve expertise from across the hospital are paying off, as over 65 per cent of the projects include psychiatrists, psychologists and clinicians as investigators, as well as external partners.
Projects currently underway include the Therapeutic Climate Study, a five year examination of the therapeutic atmosphere that is measuring staff and patients reaction to the formal adoption of the recovery philosophy, training in culturally competent care and restraint minimization efforts. Other projects include implementing the hospital-wide Integrated Concurrent Disorders Program, the Oak Ridge history project and working with colleagues from Ontario Shores to gain a better understanding of how the electronic health record can be used for research.

**Clinical Program Indicators supporting quality improvement**

Thanks to the comprehensive efforts of Dr. Chris Perlman and our clinical program leaders, and support from decision support staff, we are one step closer to understanding service effectiveness at the program level. Using data from the InterRAI-MH, a set of indicators for each Waypoint program has been established with a goal to improve how programs and clinical staff understand, monitor and meet patient needs. This work was presented to the hospital’s senior leadership team and the Ontario Forensic Directors Group (FDG). Waypoint continues to provide leadership to the task force established under the FDG to develop Evidence-Based Practices in Forensic Mental Health.

**Sharing knowledge through conferences and seminars**

June 2014 marked the second annual Waypoint Research Institute Conference with almost 100 attendees congregating at the Midland Cultural Centre for three days of training on Dialectical Behaviour Therapy presented by Dr. Shelley McMain and Dr. Anita Federici. Throughout the year staff and partners also joined together to hear a variety of speakers participating in the Colloquium Series including Dr. David Goldbloom, past Chair of the Mental Health Commission of Canada. As part of our formal affiliation as a teaching hospital and academic research partner, Waypoint was also pleased to host the University of Toronto’s Annual Forensic Research conference in April in Penetanguishene.
Despite challenges in the new Atrium Building the overall patient satisfaction rate from the annual Client Experience Survey grew by two per cent.

Patients responding favourably to “Were your individual needs, preferences and values respected in your treatment?”

Decrease in use of physical restraints in the last two years.

Community presentations helping to dispel stigma.

Employee nominated for a Core Value Award: 102
Core Value Award recipients: 22
5-year Service milestone Awards: 148
Employees with 25 years of service: 31
Employees with 30 years of service: 19
Employees with 35 years of service: 5
Employees who retired: 20
Increase in staff flu immunizations over last year: 10%
Amount Waypoint staff donated to the hospital: $26,875

Fundraising target achieved.

Positive total margin.

Organizations working together on the TAY SoS: 18
Organizations collaborating to offer walk-in counselling services across the region 5 days a week: 8
Community members who visited during Doors Open Huronia: 80

Research peer reviewed publications: 24
Invited peer reviews conducted: 64
New academic appointments: 2
Events and Colloquium Series sessions: 15
Individuals from across the world trained in ODARA 101 between 2013 and 2015: 1,200