Advancing understanding.
Improving lives.
A WAYPOINT

A waypoint is a navigational reference point to help you find your way on a journey. Waypoint Centre for Mental Health Care is situated on the shores of Georgian Bay, a safe harbour, a guiding light or safe stopping point during a storm. Representing the hospital's role in the journey of treatment and recovery from mental illness.

WAYPOINT CENTRE FOR MENTAL HEALTH CARE

Waypoint Centre for Mental Health Care is our region’s specialty mental health hospital with the province’s only high secure forensic mental health programs. Located on the beautiful shores of Georgian Bay in the Town of Penetanguishene, Waypoint provides an extensive range of both acute and longer term psychiatric inpatient and outpatient services. The hospital is recognized internationally for its research and strives to provide exceptional care to those most needing mental health services.
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**ANNUAL REPORT 2016-2017**

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## OUR BOARD OF DIRECTORS

- Betty Valentine  
  Chair
- Catharine Bayles  
  Vice-Chair
- Christa Wessel  
  Vice-Chair
- Adam Chambers
- Fred Flood
- Susan Plewes
- Roger Robitaille
- Jennifer Rodgers
- Doris Shirriff
- Tony Vipond
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.
Compassion, dedication and perseverance - these qualities shone again this year as Waypoint’s leaders, staff and volunteers exemplified our Mission, Vision and Values in their care and treatment of patients.

Thank you to our staff, volunteers, donors and partners for making good things happen here. In this report you will read about the successful implementation of the electronic health record, a major initiative this year, and how it is being used as a tool for improved quality and patient safety.

Our commitment to quality continued with a focus on Quality Improvement Plan initiatives. While we didn’t meet every target in 2016-17, we saw great progress on falls prevention, the length of time discharged patients wait for follow up appointments, and on restraint minimization. We celebrated success in lowering re-admission rates in the regional acute assessment program to well below target, and ensuring medication reconciliation at discharge. We also revised the infrastructure to support the focus on quality and updated the framework for both the Hospital Wide Quality Risk and Safety committee and the program level quality committees, clarifying roles and accountabilities and utilizing performance metrics. You can find the Quality Improvement Plan on our website.

Patient and staff safety remains a priority. We track and monitor all staff injuries and the severity related to how long staff are off work. Although injuries increased, the length of time people are off work saw a significant reduction. Enhancements to our buildings, procedures, equipment and training are improving safety in our workplace as we maintain a therapeutic patient environment. This focus will continue as we carry out a third-party risk assessment in the 2017-18 fiscal year and continue to engage all levels of staff in looking for further enhancements. Our commitment to psychological health, safety and wellness remains a priority. We are also completing a comprehensive staffing and scheduling review for improvements to support our staff, which will in turn improve quality of care for patients.

Like many hospitals, we made some tough decisions as we looked at our financial constraints. We were fortunate to receive a small funding increase, but challenges from four years of zero increases to our operating revenue brought changes as we introduced paid parking, cut duplication and reduced a small number of staff positions. Thanks to the support of our leaders, unions, financial services and human resource teams, this was done without layoffs or changes to the level of clinical services we provide.

So much of this year required resilience, patience and caring for each other. Our journey together to advance understanding and improve lives continues, and we can’t thank you enough for the support.

Betty Valentine
Board Chair

Carol Lambie
President and CEO
TRANSFORMING PATIENT CARE WITH AN ELECTRONIC HEALTH RECORD

From the beginning, Waypoint’s electronic health record (EHR) vision was to use today’s technology to improve quality and safety for patients and staff through a collaborative and interactive experience. With the journey well underway, the goal to use technology to better support patients is now becoming a reality.

Just weeks after going live in February, patients were seeing a reduction in the need to repeat their clinical history and the elimination of duplicate charting. Admissions were faster, and patients were sharing that this more modern approach was making it easier for staff to record their information. The EHR presents many more opportunities going forward including standardization across programs, capturing the patient voice and goals into their plan of care, and the potential for important research to improve patient care.

This significant clinical transformation was undertaken in partnership with Ontario Shores Centre for Mental Health Sciences. Partnering with a hospital that had already successfully implemented a completely paperless health information system and had won awards for it made sense. The move not only aligned with the Ministry of Health and Long Term Care’s e-health strategy and was an effective and efficient use of resources; it also supported the success of Waypoint’s implementation.

Learning from Ontario Shores and our own recent capital redevelopment, the process was supported along the way with inter-hospital teams, MEDITECH demonstrations, robust change management and training plans, and front-line staff engagement. The phased approach to training and implementation also allowed us to improve the training before moving to the next step.

The commitment of our staff to making this project a success is truly a whole-hospital effort. In addition to the numerous staff who sat on committees addressing various components of the project, a group of more than 70 staff volunteers became an EHR advisory group to support each other and their colleagues through the change process. These efforts by all accounts were welcomed and valued.
SPECIAL THANKS FROM A PATIENT’S MOTHER

As a caregiver, hearing thank you from a patient provides the opportunity for a deeper level of connection – one that benefits both the patient and the caregiver. Often it’s not something that is heard enough - not because people aren’t grateful for the care they receive, but because they don’t know how to express those words of thanks, especially in mental health care.

Happily, this was not the case for the family of a patient on Waypoint’s Forensic Assessment Unit. After having admissions to three other hospitals over previous years, the patient’s family was initially concerned when they discovered he was to be sent to Waypoint for an assessment. However, the worry and stress were gone once his mother spoke to Waypoint staff. “It is very obvious that your staff is the first to care about my son. To see he is a person with an illness, not just part of a job they have to do. It was very obvious to me right away that everyone who interacts with him cares for him and cares for his wellbeing. They are not just going through the motions, they are not just doing their job, that they actually care for my son and helping him get healthy again. Thank you to all your nurses, doctors, security staff, and all of the people he and I have had the privilege to interact with.”

MAKING PROGRESS AT LOCAL SITUATION TABLE

Since last fall, a team of approximately twenty local agencies, including Waypoint, have been meeting every week to help some of the people in our area most needing support.

It’s called a Situation Table and they focus on helping individuals and families who are at an acutely elevated risk of harm to themselves or others. The team has representatives from social services, human services, healthcare providers and more, and they work together to help reduce the need for emergency services such as repeated police visits, hospitalization, severe injury or even death.

According to Ruth Cameron, Director of Waypoint’s Outpatient Services and Situation Table Steering Committee member, part of the goal is to catch people before the situation gets dire. “We want to avert situations, so we work together to provide services to those in need when they need them. The situation table crosses multiple sectors because no one agency could address the risk themselves.”

By all accounts, the Table has been a success since it launched in fall 2016. As it grows and continues to evolve, there will be potential to help more people. One more benefit according to Jeff Graham, Community Support Worker at CHIGAMIK Community Health Centre, is that the Table has fostered great working relationships that are providing the right service at the right time and place, ultimately eliminating the need to bring the situation to the table - a win-win for everyone in our community.

“We want to avert situations so we work together to provide services to those in need, when they need them.”

~ Ruth Cameron, Director, Waypoint Outpatient Services
MOVING FORWARD ON OUR CLINICAL SERVICES PLAN

When Waypoint implemented a new model for our outpatient mental health programs last year, it marked the completion of another major milestone in the 2012-2017 Clinical Services Plan. The goal was to unify the services into a comprehensive, accessible and sustainable model that is integrated within the regional system of care; and to ease our patients’ transition from inpatient to outpatient care in an effort to reduce readmissions and improve access to clinicians after discharge from hospital.

The new model now offers outpatient clients three broad streams of clinical services to better support referring care providers and Waypoint’s Central Intake staff in identifying appropriate services.

The three streams include a community consultation service in the areas of geriatric, dual diagnosis, youth and general outreach; outpatient assessment and treatment services that are closely linked with primary care for short-term treatment and longer-term low intensity treatment; and a mobile treatment and support team for high-intensity, mobile regional outreach.

Another major focus of the Clinical Services Plan was the transition to the new state-of-the-art Atrium Building that opened three years ago. The new therapeutic environment is bright and airy with dedicated space for group therapy, visiting spaces, a spiritual centre and recreation and vocational centres. After providing top quality care in an antiquated building for more than 80 years, moving to a building that is fully integrated with the latest technology has presented many benefits, and a few challenges. Working together with our staff, unions and the Joint Health and Safety Committee, more than 95 per cent of the issues identified have been resolved.

A steering committee was formed and we actively engaged our front-line staff, physicians, managers, professional practice, research and academics, the Patient/Client and Family Council and our community partners in the process. The new four-year plan is expected to be completed and approved this summer/fall.

With the original five-year Clinical Services Plan coming to an end in 2017, and many of the 17 proposed service development initiatives either completed or in progress, a refresh of the plan is underway to take us into the future. It includes a review of the four foundational themes; alignment with the current planning environment at the hospital, LHIN, provincial and federal levels; a review of peer hospital practices; and an examination our own data, including five year trends.

The goal was to unify the services into a comprehensive, accessible and sustainable model, to ease our patients’ transition from inpatient to outpatient care.
GOOD NEWS ABOUT THE CLIENT EXPERIENCE AT WAYPOINT

Gathering the patient/client voice about the care Waypoint provides is essential to our quality improvement plans. In 2016, Waypoint conducted the fifth client experience survey, but it was our first using the Ontario Perception of Care (OPOC) tool in partnership with peer mental health hospitals Centre for Addiction and Mental Health (CAMH), Ontario Shores Centre for Mental Health Sciences and The Royal.

The Ontario Perception of Care tool is a standardized, validated tool developed and copyrighted by CAMH, and endorsed by Accreditation Canada. Completion of the tool is entirely voluntary and the goal is to gather information about access to care, services provided, care providers, the environment, discharge, and the overall client experience. With the help of peer support workers and the Patient/Client and Family Council, Waypoint heard about how we are doing from a total of 122 inpatients and 91 community clients.

With the questions from our previous survey being different, there aren’t comparative results; however we are encouraged by the 77 per cent positive response to the question “I think the services provided here are of high quality” and the 71 per cent positive response to the question “Staff were sensitive to my cultural needs (e.g., language, ethnic background, race).

With the questions from our previous survey being different, there aren’t comparative results; however we are encouraged by the 77 per cent positive response to the question “I think the services provided here are of high quality” and the 71 per cent positive response to the question “Staff were sensitive to my cultural needs (e.g., language, ethnic background, race).

“Hearing the voices of patients, families and caregivers is essential to transforming and improving the healthcare system.”

~ Canadian Foundation for Healthcare Improvement, 2017

TRACKING WAIT TIMES TO IMPROVE ACCESS TO CARE

Waypoint is continuing in its efforts to improve access to mental health and addictions care in partnership with peer hospitals Centre for Addiction and Mental Health (CAMH), Ontario Shores Centre for Mental Health Sciences and The Royal, with Cancer Care Ontario supporting the process.

In 2015, the partner hospitals began collaborating to explore how long it takes clients to access care, determine what was working, and how we could better capture data to accurately measure wait times. All four hospitals are reporting data to track wait times at key points along the patient/client journey, including:

- How long it takes to access an inpatient bed once a referral has been received;
- How long it takes to access outpatient services/visit with a clinician once a patient has been discharged; and
- How long it takes for those within the transitional age youth age bracket (16-24) to have an appointment with a psychiatrist once discharged.

Throughout the project patients and families were engaged to provide feedback about their experience with waiting to access services, both at face-to-face engagement sessions, and online through a survey. Their feedback has been invaluable in helping us understand how our clients and their families define “waiting”, what supports they required while waiting for services, and potential solutions to identified challenges in waiting for appropriate services. While the Ministry-funded pilot project has ended, Waypoint is committed to continuing to track wait times and implement measures where needed to help patients be successful after they are discharged from the hospital, potentially reducing readmissions.
A healthy and safe workplace is one that not only promotes employees’ physical safety, but also their psychological well-being. Waypoint is coming to the end of year two of a formal three-year psychological health, safety and wellness strategy, and what a year it has been.

With the first year building the foundation with targeted programming, this year has been equally successful with:

- Awareness campaigns for Mental Health Week, civility and respect.
- The establishment of a committee structure that includes three review committees made up of front-line, multidisciplinary staff whose work included discussion and recommendations on key areas arising from the Guarding Minds survey.
- Mandatory education sessions for leaders that covered mental health matters: bullying and harassment, and enhancing work relationships.
- The addition of psychological health and safety to team meeting agendas and the provision of materials for managers to initiate wellness activities and conversations specific to awareness.
- The establishment of a colleague support group – a group of 37 employees from a variety of disciplines and departments trained to offer support and provide information to their colleagues on what resources are available to them.
- The launch of the iCare campaign, a staff-led wellness and giving project designed to encourage a healthy balanced lifestyle, support mental health, and fundraise.

Committed to all aspects of health and safety, Waypoint is undertaking a risk assessment of our clinical programs and campuses to be conducted by a third party over the coming months. The review will assess existing risk management policies, procedures, processes and measures for a safe, healthy and therapeutic patient care and work environment.

The continuous efforts to support the safety and wellness of patients and staff led to a successful WSIB audit last summer as part of the Public Services Health and Safety Association Safety Group program. After a review of systems for return to work, emergency management, staff investigations, health and safety inspections, confined space, lock out tag out, and safe procurement practices, we achieved 100 per cent compliance; a testament to everyone’s commitment for supporting a safe work environment.
**ENGAGING OUR EMPLOYEES**

Waypoint’s employee engagement strategy inspires and supports the people who serve so they are able to provide the best care to our patients each day. Involving them in decision-making, providing opportunities for feedback and making education available are all part of the process.

One of those opportunities this year was the ImagiNariuM Idea Forum. A creative and innovative initiative that saw employees share over 400 ideas and innovations focused on our strategic directions. The ideas were themed and shared in our staff newsletter, and while some specific ideas were passed along to the areas most responsible, many of them had the potential to be implemented by anyone, without the need for coordination or management involvement.

Engagement of our leaders continues as a focus. The leadership development program, Developing Our People, has had a significant impact on recent employee engagement survey scores, with increases in four out of the five questions related to how employees interact with their supervisor.

Developing Our People is a dynamic leadership development initiative using the Canadian College of Health Leaders LEADS framework and is intended to foster a values-driven community of leaders built on sharing experiences, building relationships and commitment to learning.

Another significant improvement in the employee engagement survey scores was related to feeling supported during organizational change, which saw a 15 per cent positive increase over last year. Building on lessons learned from the major capital redevelopment project, Waypoint introduced a robust change management plan in preparation for the launch of the electronic health record. Using the ADKAR model, leaders were equipped with the appropriate tools to help lead and support their teams through this substantial technological transformation.

![Sharing ideas at the ImagiNariuM Idea Forum](image)

Survey results also included increases in the scores for:
- Organization inspires the best job performance;
- Communication is open, honest;
- Supervisor treats you fairly;
- Immediate supervisor available, accessible;
- Immediate supervisor treats me with respect.

**OUR BOARD OF DIRECTORS**

At last year’s Annual General Meeting, Waypoint said farewell to three long-serving Board members. Board Chair Betty Valentine thanked John McCullough, Dr. Ed Connors and Tracey Rynard for their years of dedicated service, and noted their contributions to the Board and Waypoint as a whole will be missed.

Susan Plewes was welcomed as a new Board member, bringing a wealth of regional health care planning experience and a depth of understanding of health care systems across Canada.

The board began the year with an annual retreat in September to reflect on the Strategic Plan, the current environment and to develop goals for the coming year. The members also embody the spirit of continuous learning and begin each meeting with an education session. The sessions presented last year included Annual Quality Reports from various Waypoint programs, patient stories, understanding the role of the Catholic Health Sponsors of Ontario and an update from the Ontario Hospital Association about the evolving health care agenda.
WE COULDN’T DO IT WITHOUT OUR VOLUNTEERS

For most of her adult life, Margaret George has been involved in the community, volunteering at her children’s school and spending time with her cuddly friends at the humane society. Fortunately for Waypoint, Margaret has also spent the last 40 years dedicated to volunteering with our hospital.

From a very young age Margaret had an interest in psychiatry and how the brain works. It was something she learned from her uncle, Dr. George Brock Chisholm, a famous psychiatrist and the first director general of the World Health Organization. It was that lifelong interest that led her to accompany a friend to volunteer at Waypoint, with her first volunteer experience at what was then the Mental Health Centre Penetanguishene’s Oak Ridge division Wednesday night program.

“We coordinated social activities on Wednesday nights. Playing card games and bingo; we even had a casino night.” She was also one of the many ladies who came to Oak Ridge for the ever popular dances. A mainstay for many years, female volunteers would come from the community on a regular basis to dance with the male patients.

After a few years of volunteering with patients, Margaret wanted to be more involved, and joined the Volunteer Association. “I wanted to know where the money came from for all the programs we were participating in,” she says. “I wanted to be a little more involved and figured I could do that on the Association.”

Margaret served as Association president for many years and, after passing on that responsibility to her colleagues, she has remained a member. Now at 80 years old, one might wonder if she’s thinking of packing it all in soon, but it doesn’t appear that way. Margaret is just one of Waypoint’s 119 active and dedicated volunteers. Whether it’s serving on the Volunteer Association executive, staffing a bingo, working in our gift shop, helping with patient programs, contributing to one of our fundraising events or completing income tax returns for patients, our volunteers’ contributions are immeasurable. Thank you for all you do!

PEER SUPPORT SERVICES EXPANDED ACROSS WAYPOINT

Waypoint’s Patient/Client and Family Council has expanded peer support services across Waypoint and patients now have more access to Peer Support Workers to help them in their recovery. All peer support workers have struggled with a mental illness and/or addiction, have been an inpatient or outpatient, and understand what it’s like to be working towards recovery. They focus on supporting patients’ needs, strengths, experiences and goals, and helping them in finding their voice.
OUR PHYSICIANS

Waypoint was pleased to announce the appointment of Dr. Jeff Van Impe as the hospital’s new Psychiatrist-in-Chief in January 2017.

Dr. Van Impe has been with the hospital since 2010, working on a variety of programs. He provided leadership as the Medical Director of the electroconvulsive therapy program and the Provincial Forensic Programs, before taking on the interim role as lead physician at the hospital last July. Dr. Van Impe brings a wealth of knowledge, skill and expertise to the position.

The Divisional Medical Directors also bring a wealth of knowledge and experience, having served previous terms in director roles. Dr. Plabon Ismail is in his second year as Medical Director of the Regional Division and Dr. Brant Bergstrome is once again serving as Medical Director for the Provincial Division.

The Medical Staff Association has appointed new leadership among its ranks with Dr. Raheel Shahid being acclaimed as the new president and Dr. Allison Wagg as Secretary/Treasurer. A special thanks to Dr. Sandi Plant and Dr. Ann Blomberg for their service in those roles in 2016/17.

RECOGNIZING SERVICE EXCELLENCE

Each year, Waypoint employees are honoured at the annual Celebration of Excellence for going above and beyond the call of duty and being living examples of Waypoint’s Code of Conduct: Living the Promise, Waypoint Values in Action.

The Core Value Award nominees and recipients embody the values of caring, respect, accountability and innovation and are selected for their commitment to making these values come to life. This year, over 80 people were nominated for their efforts in nine different categories.

A new Recognizing Excellence Wall was unveiled to further celebrate the award recipients. Located in the main lobby, it is an important reminder of the expert care and service our staff provide every day.

In addition to the service excellence awards, Waypoint is also blessed with a wealth of experience. Our longest serving employees have helped forge the legacy of this hospital and are honoured at the annual Long Service Awards luncheon. In May 2017, five employees were recognized for 25 years of service, 14 employees for 30 years of service and nine who reached 35 years. The hospital also said farewell to 62 employees who earned a much deserved retirement last year.

Special thanks are also extended to Dr. Ian Wagg and Dr. Brant Bergstrome for their leadership throughout the development and implementation of the newly launched electronic health record.
CORE VALUE AWARD RECIPIENTS

Ryan Pike
Accountability

Shaunna Brady
Respect

Diane Desroches
Leadership

Chris Prete
Collaboration

Dustin Kenney, John Rodnick & Lea Charlebois
Teamwork

Amanda Otting
Innovation

Ashley Pelletier
Caring

Ryan Simpson
Patient Safety

Jillian LeGros
Psychological Health, Safety & Wellness

CORE VALUE AWARD NOMINEES

Brenda Fraser
Abhilash Jayachandran
Dustin Kenney
Nelson Maheu
Gail Maracle
Jim Middaugh
Judy Payne
Nancy Peter
Nancy Pilon

Julie Stocks
Karen Traicus
Coleen Walsh
Jackie Watt
Debra Wicks
Emergency Review & Exercise Committee
AGO Response Team

Community Services
Operations Group
Pharmacy Team
Drs. Askland, Bishop, Chawla, Crawford, Duncan, Dunn, Plant & Wells
Data Centre Move and Operations Team
CORPORATE PERFORMANCE

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

$247,000 RAISED FOR MENTAL HEALTH TRAINING, NEW HOSPITAL EQUIPMENT AND FUTURE PROJECTS

Friday March 24, 2017 was a day of great music and inspiring conversation at Waypoint thanks to the brilliance and creativity of Séan McCann. Formerly of east coast band Great Big Sea, McCann is a survivor of addiction and abuse. He shared his moving story of recovery with the sold-out crowd of 190 guests. “Music is strong medicine,” he said. “And it was an honour for me to help the good people at Waypoint with my truth and my songs.”

The event raised nearly $65,000 in support of people faced with mental illness and addiction, $7,000 more than last year’s proceeds thanks to the generous sponsors, silent auction partners and guests. The funds raised help to fund new research, renovate aging buildings, develop community awareness and training programs, and purchase hospital equipment and technology. Waypoint would like to express our sincere appreciation to title sponsor TD Bank Group, our other sponsors and partners, our staff and community volunteers, and all those involved in making the 4th Annual fundraising dinner a resounding success.

The second annual Mental Health in Motion event in September, with title sponsor Midland Honda, raised more than $16,000 and brought 171 people to Waypoint. The event included 2, 5 and 10 km routes through the Waypoint and Discovery Harbour campuses, as well as yoga and a Kids Zone. This was a day filled with hope, and a day to be proud of our community for making mental health a priority.

Thank you to the 25 sponsors and partners for putting their names, talents, and financial support behind our cause and the movement to end the discrimination against people faced with mental illness and addiction issues.

Waypoint and Community Reach joined forces again to host Coldest Night of the Year in February in support of people faced with homelessness or inadequate housing.

Over 100 people came out to walk in the 2, 5 and 10 km distances and nearly $15,000 in donations was collected. In addition to the support and generosity demonstrated by the partners, sponsors and participants, there was an incredible, caring group of people who volunteered their Saturday to run this event, including Waypoint’s Patient/Client and Family Council and a team from the HERO Centre.

“Music is strong medicine and it was an honour for me to help the good people at Waypoint with my truth and my songs.”

~ Séan McCann
THANK YOU TO OUR FUNDRAISING EVENT SPONSORS

A &K Berry from Drayton
A Passion for Fashion
ADCO Tire & Auto
Anytime Fitness
Asselin Insurance
Bayshore Dental
BDO Canada
Bersenas Jacobsen Chouest
Thomson Blackburn LLP
Big Red Works
Brissette Concrete Forming INC.
Brooklea Golf & Country Club
C is for Cupcake
CABIN BOY
Catharine Bayles, RBC Dominion
Securities Inc.
Chefurka Consulting International
Clintar
County of Simcoe
Dayden Salon
Discovery Harbour
Elite Party Rentals
Ellis Don
Explorers Café
Feast: A Catering Company
First for Safety
Fred Hook Ltd.
Fresh by Leanne
Full Line Electronics
G4S Canada
Georgian Bay Books
Georgian Bay
Contracting & Haulage
GI Jane
Grounded Coffee Company
Hicks Morley
THANK YOU TO OUR FUNDRAISING EVENT SPONSORS

Honeywell
Huronia Dental
Huronia Players
Integrated Team Solutions
Kelly Moss Photography
Laurene Hilderley
LBC - Meaden & Moore
Maid of Midland
Marj Dubeau
Mark Webster Productions
Mark’s Auto
McDonalds

Mental Health Commission of Canada
Midland Honda
Miller Thomson
Minds Alive
Mink Insurance Services Inc.
No Borders Fitness
Penetanguishene Foodland
Pheonix Jewelry
Ross Skoggard
Royal Ontario Museum
Splash Events Inc.

Sunsport Signs
TD Bank Group
The Running Room
The Garage
Titan Homes & Design Ltd.
Toronto Zoo
Waypoint Vocational Services
Wave Electric
Wild Life Fitness
Wye Marsh
Yoga House
WAYPOINT/CHIGAMIK COMMUNITY HEALTH HUB TAKING SHAPE

With the new Atrium Building marking its third anniversary, Waypoint’s strategic objective to optimize our buildings to ensure high quality and safe services is now focused on other areas of the Master Plan. Planning for the new health hub in Midland is progressing with a focus on more integrated care. Waypoint’s Outpatient Assessment and Treatment Services and HERO Centre programs will share the space with CHIGAMIK Community Health Centre, supporting 1,000 Waypoint clients accessing community services. This partnership fits the Ontario Community Hubs Action Plan by co-locating service providers to increase access and reduce duplication.

All zoning and by-law amendments and Official Plan Amendments were approved by both the Town of Midland and the Simcoe County Council, and work began in early 2017 with site plan design meetings with the Town and the architectural firm. The North Simcoe Muskoka Local Health Integration Network (NSM LHIN) Board approved the Pre-Capital submission in October and Stage 1 and Stage 2 submissions have been finalized. User groups from both organizations are meeting to develop the programming and space plan for the new facility. This project includes an aggressive schedule for completion before the end of 2018.

At the Penetanguishene campus, Waypoint is also currently working on a Stage 1 Capital submission to the Ministry of Health and Long Term Care and the NSM LHIN to make several short term enhancements in the Toanche, Administration and Bayfield buildings. This includes new recreational areas for seniors and a “downtown street” also known as a treatment mall for all patients. This innovative programming focuses on patient activities leading to community re-integration.

AUDITOR GENERAL REPORT PROVIDES ANOTHER OPPORTUNITY TO REVIEW PERFORMANCE

In May, Waypoint was visited by a team from the Auditor General of Ontario as part of the 2016 Value for Money audit of the four provincial stand-alone mental health hospitals. Much work by all levels of staff went into responding to requests for information and preparing for the visit. The hospital also worked jointly with the Centre for Addiction and Mental Health (CAMH), Ontario Shores Centre for Mental Health Sciences and The Royal to coordinate system wide responses related to practices and other collaborative efforts. Waypoint and the other partner hospitals welcomed the spotlight the release of the December report put on mental health treatment and care. We are optimistic this is another important step forward in placing mental health care in more equal balance with all health care in Ontario.

We also welcomed key recommendations that more resources are needed to address the growing demand for specialized services to address the increase in people presenting with complex and acute mental illnesses and addictions and supportive housing needs. Seven of the 15 recommendations in the report focused on the four hospitals. Collaborative work to address the recommendations is underway.
Integrating Waypoint’s values of Caring, Respect, Accountability and Innovation in everything we do is a priority. The values are part of orientation for all new staff and are reviewed as part of a discussion about the hospital’s Living the Promise Code of Conduct with a senior leader on the first day. In 2016-17 efforts to promote the values more broadly continued with an emphasis on showcasing the nominees and recipients of the annual Core Value Awards. All nominees and their actions became part of a six-part communication series before the annual ceremony in November. To publicly show our pride in the Core Value award recipients, a Celebrating Excellence display wall was also unveiled in a public area for both staff and the community.

NEW DISCOVER WAYPOINT SERIES OPENS MINDS AND DISPELS MYTHS

Recognizing the community wants to know more about Waypoint and the work of our hospital, a new information series called “Discover Waypoint” was launched during the year. This series showcases different themes, topics, services, people, and initiatives to advance understanding of mental illness and addiction, stop the stigma and discrimination against people faced with mental health challenges, and further efforts to foster relationships with the community.

The first two “Discover Waypoint” breakfasts focused on new recreation initiatives and the research supporting the vital importance of recreation and leisure in the world of mental health care.

Feedback from these events was positive and included the idea for a future session on understanding Waypoint’s role in the community. This theme proved to be of interest and brought in 40 people for lunch and presentations by Carol Lambie, President and CEO and Vice-President Clinical Programs Rob Desroches.

ENSURING FISCAL SUSTAINABILITY

Waypoint’s 2016-17 fiscal plan submission included an annual operating budget of just over $143 million and a capital plan of $5.5 million. Similar to many hospitals across the province, budget planning included difficult decisions to meet the requirement to submit a balanced budget to the NSM LHIN. Guiding principles included staying focused on the Strategic Plan objectives, being evidence informed, and continuing to support quality patient/client focused care, health and safety, and moving forward with the electronic health record. New patient relations requirements under the Excellent Care for All Act changes were also addressed. In May the hospital received news that it would receive $2 million in additional funding for the year, a two per cent increase in the hospital’s base funding. With this new funding and the many efforts by leaders and staff across the hospital to find efficiencies and reduce duplication without an impact on patient service levels, the year ended with the hospital in a surplus position.
PARTNERSHIPS

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

PARTNERING TO MAKE A DIFFERENCE FOR FRAIL SENIORS

Life expectancy has increased considerably over the last century and our health care systems are evolving to treat the unique needs of frail seniors. In North Simcoe/Muskoka, patients, their families and hospital staff are benefiting from more comprehensive support for the foreseen and unforeseen behaviours associated with dementia/cognitive impairment with the new North Simcoe/Muskoka Specialized Geriatric Services (SGS) program.

In an effort to integrate the services provided, the region’s Behavioural Support Services (BSS) are undergoing a redesign under the SGS umbrella. While this was underway, each regional hospital received funding for a part-time behavioural success agent (BSA) whose role was to work with providers to improve the quality of care for older adults with cognitive impairment and responsive behaviours. Individualized care plans supported hospital teams in the provision of care, and success stories showed the type and frequency of the patients’ behaviours improved, with some returning to their homes or finding appropriate long term care.

When complete, SGS will provide an integrated health system for frail seniors and their caregivers; helping people live longer, remain safely at home, improve their physical and mental health well-being, and come home from the hospital sooner. Waypoint is pleased to be the lead agency working in partnership with the North Simcoe Muskoka LHIN, hospitals, long term care and community agencies to improve patient outcomes, system communication, efficiency of funding, and reduce duplication and the need for multiple referrals.

As part of their work this year, SGS collaborated with 36 partners to develop a clinical design document, setting the plan for the future and defining what SGS ideally should look like. They also offered 26 education days to 663 people thanks to Behavioural Supports Ontario funding. This included specific training to build capacity in BSS staff in mental health recovery, sexuality and intimacy in dementia, and compassion fatigue.

“...the greatest successes I have experienced during this project have come from the patients themselves. The success of this project can and should be measured in direct correlation to the improvements and accomplishments in patient care.”

~ Behaviour Success Agent
The partnership with Ontario Shores Centre for Mental Health Sciences in the successful implementation of an electronic health record is just one of many ways Waypoint collaborates with others to enhance the health care system and support quality mental health care.

The provincial Mental Health and Addiction Quality Initiative (MHAQI) was established six years ago and includes 20 partners. Waypoint, Centre for Addiction and Mental Health (CAMH), Ontario Shores and The Royal first came together to develop quality indicators for public reporting. Together during the last year, the four hospitals responded to the Auditor General’s report, and continued joint advocacy for continued investment in the mental health and addiction sector. A spring forum brought all 20 partners together to share knowledge about the mental health care environment, upcoming changes, and the impact it will have on mental health care across the continuum. The partners also have a goal to create visibility for the MHAQI, share work of participating organizations, increase support for integration and utilization of MHAQI data, and build collaboration across the continuum of care with specialty hospitals, acute care hospitals and community providers.

The partners continue to find opportunities to align quality work and standardize collective approaches to data and quality. The Restraint and Seclusion Prevention and Minimization project continues to put best practices in place to prevent and/or decrease these events. Two clinical programs are involved in this project focused on improving communication with a debriefing held with patients following a restraint or isolation to learn how to better support them to shorten or avoid future events. Waypoint continues to see a decrease in use of restraints.

President and CEO Carol Lambie continued her participation at the provincial Workplace Violence Prevention in Health Care Leadership Table, a joint Ministry of Labour and Ministry of Health and Long Term Care initiative. A number of other senior Waypoint staff also supported associated working groups providing advice on how to reduce and prevent workplace violence for health care professionals. Carol also serves as Chair of the Ontario Hospital Association Mental Health and Addictions Provincial Leadership Council, Vice-Chair of the Addictions and Mental Health Ontario Board, and last year became Chair of the Catholic Health Association of Ontario Board.

Waypoint continues to provide leadership to the NSM LHIN Care Connections Mental Health and Addictions Project Team as well as the Steering Committees for Acute Care Clinical Services and Children and Adolescent Mental Health.

Under this leadership, Waypoint again organized a successful governance collaboration retreat bringing 30 mental health and addiction partners together to monitor key performance indicators and prioritize future collaboration. A partner in the North Simcoe Muskoka Walk-In Counselling Clinics, we are pleased that the evaluation of this program showed it is meeting its goal to keep people out of the emergency department with 31 per cent of users saying they would have gone to the emergency department if the walk-in clinic wasn’t available. President and CEO Carol Lambie also joined in the celebration at Royal Victoria Regional Health Centre in November when funding was announced for the regional Child and Youth Inpatient Mental Health program.

Since 2011, Waypoint has been a member of the Simcoe County Hospital Alliance, which includes all Simcoe County hospitals as well as Southlake Regional Health Centre. The 2016-17 fiscal year was the final year of a 10-year, $30 million commitment to the hospitals, and throughout the year the hospitals worked collaboratively to determine the next 10-year request for capital funding. To date, the County has provided a total of $62.2 million for hospital capital redevelopment. The 2017-18 fiscal year will be the first year Waypoint will receive Alliance funding and extends its sincerest appreciation to the County for this support.
PARTNERING TO OPEN MORE DOORS TO HOUSING OPTIONS

In October 2016, Waypoint’s Housing Services began accepting referrals for the Road to Recovery Housing Project, a partnership with the Canadian Mental Health Association (CMHA) Simcoe County, CMHA Muskoka-Parry Sound, Wendat Community Programs and the North Bay Regional Health Centre. With the approval of the Ministry of Health and Long Term Care and support from the NSM LHIN, the Road to Recovery Project redirected funding to supportive housing options and added to the range of options available to people with serious and persistent mental illness. Because of this program, an additional 77 people across Simcoe/Muskoka are benefiting from affordable and appropriate housing. This new housing opportunity is available for adults living with a serious mental illness who experience frequent or lengthy hospitalizations. It is providing opportunities to live as independently as possible in the person’s community of Alternate Level of Care (ALC) challenges.

PARTNERING LOCALLY TO PROMOTE GOOD HEALTH

When the Midland Cultural Centre was looking for partners to develop a new free monthly series with a fun and dynamic approach to providing health information, Waypoint was happy to step up to the plate. Participating in the Our Health series fits well in the hospital’s strategic plan objective to increase advocacy and community understanding of mental health. Since the inception of the series, Waypoint has led the organization of two mental health related topics – one in late January on the heels of the Bell Let’s Talk awareness campaign focused on Post Traumatic Stress Disorder, featuring Waypoint Forensic Psychiatrist Dr. John Bradford, and the second during May’s Mental Health Week focused on senior’s mental health. The topics were definitely of interest in our community as both events were sold-out. The series runs from September to June and mental health topics will continue to be part of the line-up.

THANKS RBC FOR $100,000 FOR TRANSITIONAL AGE YOUTH SYSTEM OF SUPPORTS

On March 2, 2017 RBC announced a $100,000 donation for the Transitional Age Youth System of Supports (TAY SoS) partnership, a group of 43 partner agencies from fourteen sectors, to improve access to care and ensure youth are getting the right care from the right provider. Waypoint is the lead for the TAY SoS partnership, which includes agencies in health, education, employment, community and social supports. It is designed to give young people in Simcoe/Muskoka the best possible transition to a successful adulthood. TAY SoS is supported by the NSM LHIN Mental Health and Addiction Child and Adolescent Steering Committee.
RESEARCH AND ACADEMICS

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

DR. HOWARD BARBAREE RETIRES LEAVING A RICH AND DEEP LEGACY

After six years of successfully moving Waypoint’s Research and Academics portfolio forward, Dr. Howard Barbaree retired as Vice-President in December 2016. As a result of his leadership, Waypoint has achieved tremendous success in the implementation of the original Research and Academics strategic plan, as well as two subsequent revisions. Dr. Barbaree also provided the leadership to establish the Waypoint Research Institute. He has forged a number of academic partnerships including formalizing and deepening our partnership with the University of Toronto, and expanded the research team to include a number of clinician-scientists as well as knowledge translation and the associated focus on evidence-based practice, which will have a lasting impact on the care provided to patients and clients.

As part of the current Research and Academics strategic plan, Dr. Barbaree has been instrumental in supporting Waypoint research scientists in the evaluation of Waypoint clinical services to validate the hospital’s use of evidence-based practice. To date, four clinical services have been evaluated to ensure they are based on scientific evidence and made up of empirically supported assessments and treatments.

Dr. Barbaree was also part of a Canadian research team evaluating whether a Forensic Supplement to the Resident Assessment Instrument – Mental Health (RAI-MH) could improve the RAI-MH content relative to forensic mental health services. In February, the Forensic Supplement was approved by the interRAI Instruments and Systems Development committee as an official interRAI supplement.

The hospital is fortunate to also have Dr. Barbaree’s continued support in establishing the Waypoint Index of Clinical Improvement as part of our corporate outcome measurements. Based on the clinical outcome indicators developed by Dr. Chris Perlman that measure a patient’s status, the index takes those indicators and monitors patients’ overall improvement.

While Dr. Barbaree will be missed in his role as Vice-President, he is continuing with Waypoint part time and we look forward to his ongoing support as clinical programs evaluate quarterly clinical outcome indicators for what is working well and where opportunities for improvement may exist. A special thank you is extended to Dr. Kathleen Askland and Linda Adams who have taken on additional responsibilities in the Research and Academics portfolio since Dr. Barbaree’s retirement.

“Sincere appreciation and thanks to Howard for his many accomplishments and his commitment to our hospital and patients. His wealth of experience and scholarship will be missed.” ~ Carol Lambie
A YEAR OF ACADEMIC ACHIEVEMENTS

Research Psychologist Dr. Zoe Hilton was appointed Adjunct Scientist with The Royal’s Institute of Mental Health Research (IMHR) for a three year term. Affiliated with the University of Ottawa, their role is to develop leading-edge multidisciplinary research and training programs with the ultimate goal of fostering innovative ways of treating mental illness.

“I was very pleased to receive this appointment,” shares Dr. Hilton. “It offers increased opportunities for partnering with outstanding researchers such as Drs. Michael Seto and Martin Lalumiere, who are respectively Director and Associate Director of the IMHR Forensic Research Unit. It also affirms an existing research collaboration with Dr. Seto, including a current proposal to study PTSD among staff at Waypoint and The Royal.”

Waypoint’s formal affiliation with the University of Toronto also received a boost this year with the appointments of Research Psychologists Drs. Shari McKee and Barna Konkoly-Thege as Assistant Professors in the Department of Psychiatry. Research Assistant Jonathan Bridekirk has also been accepted into the Social and Personality Psychology PhD program at York University and while he will be missed, his colleagues at Waypoint are proud to see him pursuing this next major career milestone.

NEW SCIENCE WRITER MEANS MORE FUNDS FOR RESEARCH

With seven proposals already under her belt, Waypoint’s new scientific grant writer Della Saunders is making her mark in the hospital’s research history since joining the Waypoint Research Institute in October 2016. Well qualified with a multi-disciplinary PhD from the University of Toronto, Della has been successful at securing funding for our research team so they can do what they do best.

“Grant funding is critical to do the research that asks important questions and finds the answers,” she notes. “I was attracted to the opportunity to work with Waypoint, it has such great capacity to further expand its impact on mental health research that can improve lives.”

FOURTH ANNUAL RESEARCH CONFERENCE ANOTHER CAUSE FOR CELEBRATION

Described by participants as “Well worth my time!”, “Great event”, and “excellent - good diversity of presenters” the 4th annual Waypoint Research Institute May 17-18, 2016 conference was another huge success bringing together researchers, clinicians and health care professionals from right across Canada. A total of 146 people attended and presented at Implementing Evidence-Based Practices in Mental Health & Addictions, held at the Holiday Inn, Barrie in partnership with the University of Toronto and sponsored by Shift Health, CIHR Institute of Gender and Health and Maya Chaddah Science Communications. With great attendance from the Toronto area and our region, participants and presenters also came from as far away as the United Kingdom, British Columbia, Prince Edward Island, Nova Scotia and Michigan. Included in the full two-day program were many of Waypoint’s own staff presenting workshops along with an increase in the number of exhibitors from past years.

MOVING OUR EFFORTS TO EMBRACE CULTURALLY COMPETENT CARE FORWARD

To advance mental health and addiction research within the paradigm of cultural safety for First Nations, Métis and Inuit (FNMI) people, Waypoint has welcomed Dr. Debby Wilson Danard, Anishinaabe Traditional Knowledge Practitioner and Life Promotion Ambassador in the role of FNMI Postdoctoral Fellow. She is a graduate of the Ontario Institute for Studies in Education (OISE) University of Toronto, specializing in Aboriginal and Indigenous Research in Social Justice Education and working under the academic supervision of Western University’s Dr. Victoria Smye.

The addition of Dr. Wilson Danard to the research team was the result of collaborative discussion with the North Simcoe Muskoka Aboriginal Health Circle. The Aboriginal Health Circle is continuing as a partner as development of the research focus continues.
## General Operations

### Expenses

<table>
<thead>
<tr>
<th>Item</th>
<th>2017</th>
<th>%</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries, wages and benefits</td>
<td>101,698,531</td>
<td>76.33%</td>
<td>102,284,293</td>
</tr>
<tr>
<td>Municipal Taxes</td>
<td>23,400</td>
<td>0.02%</td>
<td>23,400</td>
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<tr>
<td>Professional care supplies and expenses</td>
<td>1,197,013</td>
<td>0.90%</td>
<td>1,214,889</td>
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<tr>
<td>Administration and physical operating expenses</td>
<td>26,392,704</td>
<td>19.81%</td>
<td>27,084,627</td>
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<tr>
<td>Amortization and loss on disposal of equipment</td>
<td>3,923,172</td>
<td>2.94%</td>
<td>3,083,114</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$133,234,820</strong></td>
<td><strong>100.00%</strong></td>
<td><strong>$133,690,323</strong></td>
</tr>
</tbody>
</table>

### Revenue

<table>
<thead>
<tr>
<th>Item</th>
<th>2017</th>
<th>%</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Health and Long-Term Care</td>
<td>122,820,359</td>
<td>88.04%</td>
<td>120,698,047</td>
</tr>
<tr>
<td>Recoveries</td>
<td>1,990,204</td>
<td>1.43%</td>
<td>1,837,823</td>
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<tr>
<td>Special Program Funding</td>
<td>23,400</td>
<td>0.02%</td>
<td>23,400</td>
</tr>
<tr>
<td>Donations</td>
<td>217,695</td>
<td>0.16%</td>
<td>86,720</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>14,450,928</td>
<td>10.89%</td>
<td>15,005,321</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$139,502,586</strong></td>
<td><strong>100.00%</strong></td>
<td><strong>$137,651,311</strong></td>
</tr>
</tbody>
</table>

### Surplus (deficit) from general operations

| Surplus (deficit) from general operations              | 6,267,766  |            | 3,960,988  |

### Other income

| Deferred contributions - Redevelopment                | 8,038,038  |            | 7,163,386  |
| **Total**                                              | **$8,038,038** | **$7,163,386**|

### Other expenses

| Amortization of Capital                                | 8,599,210  |            | 7,590,517  |
| **Total**                                              | **$8,599,210** | **$7,590,517**|

### Excess (deficiency) of revenue over expenses

| Excess (deficiency) of revenue over expenses           | $5,706,594 |            | $3,533,857 |

## Summary of financial position

| Current assets                                        | $22,520,527 |            | $27,189,798 |
| Restricted assets                                     | 26,270,728  |            | 22,541,104  |
| Long term assets                                      | 290,743,230 |            | 295,746,635 |
| **Total**                                              | **$339,534,485** | **$345,477,537**|

| Current liabilities                                   | $13,910,170 |            | $17,074,003 |
| Long term liabilities                                 | 284,785,987 |            | 293,273,981 |
| Net assets                                            | 40,838,328  |            | 35,129,553  |
| **Total**                                              | **$339,534,485** | **$345,477,537**|

FINANCIAL HIGHLIGHTS (Year ending March 31, 2017)
BY THE NUMBERS

OUR BEDS

- 301 Beds
- 870 Regional Program Admissions
- 874 Regional Program Discharges
- 175 Provincial Program Admissions
- 162 Provincial Program Discharges
- 91% Average Occupancy
- 98% of patients had their medications reconciled at discharge

OUR PEOPLE

- 1200 Staff
- 119 Active Volunteers
- 5 Years of Service @ 25 Years
- 14 Years of Service @ 30 Years
- 9 Years of Service @ 35 Years
- 62 Retirees
- 29 Core Value Award Nominations
- 66 Core Value Award Nominees
BY THE NUMBERS

RESEARCH

15
Peer reviewed publications

55
Invited peer reviews conducted

12
Conference abstracts submitted

7
Educational events

1043
Individuals certified in the ODARA from across Canada and the United States as well as Europe, Australia and Mongolia

FUNDRAISING

109 %
of fundraising targets achieved

SATISFACTION

Positive response to the question “I think the services provided are of high quality”

77%

Positive response to the question “Staff were sensitive to my cultural needs (e.g. language, ethnic background, race)”

71%

Increased scores in the Employee Engagement Survey to the questions:

- Organization inspires the best job performance
- Communication is open and honest
- Supervisor treats you fairly
- Immediate supervisor available and accessible
- Immediate supervisor treats me with respect

109 % of fundraising targets achieved