ANNUAL REPORT
2015-2016

Waypoint
CENTRE for MENTAL HEALTH CARE
CENTRE de SOINS de SANTÉ MENTALE
Thank you to our An Evening of Music and Mental Health Sponsors

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An Evening of
M I S S I O N

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.

V I S I O N

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

V A L U E S

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.
EXECUTIVE MESSAGE

So often we hear people talk of how fast time goes by. That’s why annual reports are so important. We can pause and take a breath, focus on our accomplishments and most importantly say thank you.

Within days of our Annual General Meeting last year the hospital ramped up for its second Accreditation Canada Survey since divestment in December 2008. The Board successfully met all of the criteria on the governance functioning tool and achieved 100 per cent compliance of the Accreditation governance standards. The hospital achieved Exemplary Status for the second time meeting 100 per cent of standards and required organizational practices. The surveyors commented specifically on the passion of Waypoint employees for their work and for mental health service delivery.

You will read about many other exciting successes throughout this report. To say the year did not also have its challenges would be untrue. We again saw the resilience of our staff and patients as the on-going transition into our new Atrium Building continued. Across the hospital, our staff supported people suffering from severe and complex mental illness and addiction who often come to us in very difficult circumstances. Patient and staff safety is a priority and we continued to make improvements by implementing recommendations from investigations and enhancing our training programs, our buildings, technology and therapeutic approaches to treatment and care. We will continue to do our utmost to prevent serious incidents and workplace injury.

A heartfelt thank you is extended to our many partners, donors and the people in our communities dedicated to reducing stigma and advocating for all of our patients. That support was reflected in the participation we saw in the Mental Health in Motion fundraiser last fall, the Coldest Night of the Year event in February in partnership with Community Reach and the sold out “An Evening of Music and Mental Health” fundraising dinner. Not only are these activities raising funds for our hospital, they are bringing people together as a voice for those who often suffer in silence. Thank you.

Please enjoy our 2016 Annual Report. It is a small glimpse into the Good Things Happening Here. This is our opportunity to recognize our staff and volunteers and say thank you for a job well done.

Betty Valentine
Chair of the Board

Carol Lambie
President and CEO

Waypoint Centre for Mental Health Care
The healing power of music

When Michael Silvio was diagnosed with Tourette syndrome at six years old, not much was known about the illness. Characterized by involuntary sounds or movements called tics, most people just thought he was acting out. Later diagnosed with attention deficit and hyperactivity disorder and obsessive compulsive disorder, he was simply labelled a bad kid.

Over the years, Michael faced extreme discrimination and stigma because of his mental illnesses. He’s been labelled a cocaine user, had people make up stories about him, been made fun of and had nasty things shouted at him. Even today, when what is needed is compassion and understanding, people make fun of him or mimic him in public. Sadly, he says, “it’s just part of having a mental illness.”

He knows there will always be people who don’t understand and aren’t compassionate, but says “You have to overcome that. You have to be strong and take care of yourself. You have to seek out help on your own; you can’t just sit there and hope help comes to you.”

And Michael did just that. Once he reached out, he got the help he needed. Using a variety of services available to him in the community, his life started to turn around. He got an apartment, started to rebuild his relationship with his family and began to regain his confidence.

One of the tools Michael has in his tool box to keep him well is his creativity. A musician and an artist, Michael has found a passion in rebuilding old, broken guitars and giving them new hope.

His love for music began as a 10 year old with the discovery of the Beatles. From then on, he was hooked. “There are songs that give me inspiration to keep going,” he says. “When I have really dark days or days I’m not feeling well mentally, I’ll put on a song that’s upbeat with a positive message and it usually brings me out of whatever’s bringing me down.”

When Michael plays music, a different part of the brain takes over and almost like magic, his uncontrolled tics disappear. He says “When I’m in deep concentration, it shuts the Tourette’s off and that kind of gives me a break from it.”

Michael is a fixture at Waypoint’s The Groove, an open mic night hosted at the HERO Centre the first Monday of every month.

He now says it’s the highlight of his month, but that wasn’t always the case. When he first started attending, he would sit at the back of the room and observe. With the encouragement of staff and other guests, he finally got up to play and says “They haven’t been able to shut me up since. Every time I go, I can’t wait till the next Groove. It’s just, I love music!”

He adds “music is a wonderful thing and that’s been my saving grace for all these years. Music has been a big thing in my life and it’s a good thing. There is hope. You have to believe in yourself and you’ll get there.” No truer words have ever been spoken.
A day of music and inspiring conversation

Friday, April 1st was a day of music and inspiring conversation in Midland and Penetanguishene thanks to the brilliance and compassion of Vijay Gupta. Gupta is a world renowned violinist with the L.A. Philharmonic, Founder and Director of Street Symphony, a mental health advocate, and this year’s featured guest at our 3rd Annual Fundraising Dinner: An Evening of Music and Mental Health. The event raised more than $53,000 in support of our specialty mental health hospital and the people we serve.

Headlining the fundraising dinner was just one small part of what Gupta offered our local communities. He brought his music and words to Knox Presbyterian Church, performing and speaking with Waypoint outpatients and clients of partner agencies from across the region. Following the community event, Gupta offered two special performances for patients currently in hospital at Waypoint.

Outside of his role as a professional violinist and inspirational speaker, Gupta dedicates his time to advocating for people experiencing mental health issues, poverty, homelessness and incarceration. His organization, Street Symphony, has played over 200 concerts on skid row in Los Angeles as well as throughout the American correctional system, which he cites, unfortunately, as one of the primary providers of mental health care in the United States. He spoke with guests at the fundraising dinner about how fortunate Canada is to have the level of mental health care we have, and a greater understanding of how to treat and care for people with mental illness who come into conflict with the law.

Declaration of Recovery Values

Waypoint’s new Declaration of Recovery Values recognizes and promotes the dignity and worth of all people who use Waypoint’s services.

The underlying philosophy is patient-centred, consistent with recovery principles and is written in plain language. It also considers risk and safety, includes clear descriptions of what patients can expect, clear processes that staff can support and reflects our vision, mission and values.

The Declaration, which replaces the Bill of Rights, was launched in 2015 after focus groups with patients and a review by clinical directors, medical staff, the professional practice advisory council, the senior leadership team and the Patient/Client and Family Council. The document is also harmonized with the new staff code of conduct, titled Living the Promise, also launched in 2015.

Client Experience Survey

Waypoint’s 4th annual Client Experience Survey offered more cause for celebration last year as our response rate rose 13 per cent over the previous year to 256. This is the first ever increase in response rate, reflecting a positive change in patient and client engagement. This success is thanks in large part to our surveyors, all of whom have experience as a patient or as a family member of an individual interacting with the mental health system.

We received the highest ever score to the question: “Overall, how would you rate the services you are receiving?” at 87 per cent, an increase of eight per cent. In addition, all four items related to Recovery and four of the five questions in the area of Patient Centred Care also achieved their highest scores ever.

While we recognize there will always be opportunities for improvement, these results indicate Waypoint continues to make significant strides in the quality of services at the hospital and shows that Waypoint truly is a place where Good Things Happen.
Mental Health First Aid

While thousands of people across the country know how to provide first aid to someone with a physical injury, fewer people are able to recognize the signs of someone needing mental health first aid. Thanks to a new program by Mental Health First Aid Canada, that’s changing.

A program of the Mental Health Commission of Canada, mental health first aid is help for a person experiencing a mental health problem or crisis. Just like physical first aid, the goal is to offer a person immediate assistance until they can receive appropriate professional treatment, or the crisis is over.

With one-time funding from the North Simcoe Muskoka Local Health Integration Network (NSM LHIN) Care Connections, three Waypoint employees were able to become trainers for this new program.

The 12-hour course, geared toward non-clinical staff and the community at large, provides general information about what is meant by mental health problems and illnesses, how to identify signs of mental health problems in yourself and others, effective interventions and treatments, and how to support an individual and help them find out about and access the professional help they may need. It also dispels common myths surrounding mental health problems and reduces the stigma around mental illness.

“The course doesn’t train people to diagnose mental illness or be a therapist or counselor,” says Susan Lalonde-Rankin, Mental Health and Addictions Systems Coordinator and Mental Health First Aid Trainer. “It is designed to help build confidence that one can be helpful when encountering someone who is experiencing a mental health crisis. We know the sooner a person with a mental health problem gets help, the better their chances of recovery.”

Using fundraising dollars, Waypoint has now been able to provide five courses, not only to Waypoint staff but also to our not-for-profit partners in the community.

Access to Care

Waypoint, CAMH, Ontario Shores and The Royal have partnered on the Mental Health and Addictions Access to Care initiative with funding from the province. This pilot project is also being supported by Cancer Care Ontario because of its experience with managing the Ontario Wait Times Information System.

The project is measuring access to mental health and addictions services. During the last year work focused on collecting and evaluating data on how long it takes to access an inpatient bed following referral, how long it takes to access outpatient services once discharged, and how long it takes for youth (16-24) to have an appointment with a psychiatrist.

Family engagement sessions were held in Barrie and Midland this past spring to gather their voice on discharge planning, what they define as “waiting”, what supports are provided while waiting for services, and potential solutions to these challenges. The clients’ voice will also inform the process with engagement sessions planned for this year.

Patient Relations/Complaints process

While it’s true that the new Excellent Care for All Act regulations required Waypoint to implement a patient relations process, the hospital also recognized it was the right thing to do.

We always strive to provide the highest level of care to our patients to achieve the best outcome possible, and feedback from individuals who receive our
services, and their families is an important part of that goal. We realized through our Client Experience Survey results however, that some of our patients were unaware how to provide feedback, which is a right protected under our Patient Declaration of Recovery Values. This issue was so important that Waypoint not only created a patient relations process but also created a new position for a patient relations officer.

If someone is not satisfied with how a program responds to feedback, the patient relations officer will listen to the concerns, compliments or comments, and share these with the healthcare team and administration, and communicate the issues to management, physicians and staff so they may be addressed and a response provided.

This new process will provide Waypoint with an enhanced way of tracking the quality of our patients’ experience, and identify opportunities for process and system improvements that meet the needs and expectations of patients.

Electronic Health Record

As of the publication of this report, Waypoint will be only about eight months away from launching a fully electronic health record in partnership with Ontario Shores.

The electronic health record will provide quick access to patient records and the ability to input patient information electronically in a seamless, standardized way. The overall vision is to use today’s technology to improve quality and safety for patients and staff through a collaborative and interactive experience.

In the fall of 2015, Ontario Shores successfully migrated their information technology infrastructure to the Waypoint Data Centre for hosting, allowing the two hospitals to go live with the shared MEDITECH system on November 3. This also paved the way for Waypoint to implement an updated Admissions, Discharge and Transfer module across the hospital and for our Pharmacy to be the first department to go-live in the system.

A tremendous amount of work has been done in the last year to review clinical documentation and forms from both hospitals, bringing us to a 98 per cent standardization rate, exceeding the 90 per cent goal.

Work is also underway to support Waypoint staff through this tremendous change with a wide-spread change management plan along with several committees to facilitate the successful execution of the project, support the planning teams and provide advice and recommendations.

By June 2017, all of Waypoint’s clinical programs and departments will have a one-stop instant access to patient information.

87 %
Overall patient satisfaction rate, an increase of 8 % over last year

80 %
of patients felt their individual needs, preferences and values were respected, an increase of 8 % over last year
**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.*

**Caring for our staff**

Hospitals can be an environment where suffering is unavoidable and faith is put to the test on a daily basis. The spiritual care professionals at Waypoint are a part of the emotional life of patients, families and staff in times of joy, and in times of sorrow. It’s not an easy job for our spiritual care team, but it’s one they believe in wholeheartedly.

Nancy knows first-hand the value of the Spiritual Care team. As Director of Finance, she has called upon them countless times over the years, whether it’s to debrief with the staff following a difficult situation or to support her personally after the death of a loved one. She knows someone will be there when she calls, no matter the need or the time of day.

“I think they are heroes,” says Nancy. “Heroes because they rescue us in times of need; when healing is needed. They offer a caring voice, or are just there to listen. They offer an outreached hand, a kind word or an understanding hug.”

The work of a spiritual leader is not just about the list of tasks in a job description. It is so much more and goes well beyond the spiritual caring aspects within. They face the challenges of working with many patients, families, colleagues and volunteers every day, and they do it with grace and dignity. They care for everyone, regardless of faith or beliefs. Even during their own grieving through tears and choked words, they are always there.

In 2015, members of the Spiritual Care Team were the recipients of a Waypoint Core Value Award in the category of Caring. Nancy nominated them to show her gratitude for the strength and support they offer to each and every one of us.

**Recognizing service and excellence**

Our employees are the best and we want everyone to know it. Two celebrations are held each year in their honour to recognize service excellence and the many years of service they have dedicated to our hospital.

The Celebration of Excellence is where quality service and the embodiment of our values are showcased. Nominations for the
eight Core Value Awards are accepted year-round from employees, patients, clients, family members, partners, volunteers and community members. The submissions honour and recognize individuals, project teams and/or care teams for going above and beyond the call of duty. In 2015, a total of 44 team and individual nominations were submitted, and by coincidence, 44 employees were awarded with the prestigious honour. A plaque with their name, project or team name is displayed in the hospital's halls along with a photo and summary of their nomination.

Experience is also something we are blessed with and our longest serving employees have helped forge the legacy of this hospital. The Long Service Awards luncheon recognizes recent retirees and employees who have reached 25, 30, 35 and 40 years of service and beyond. In May 2016, 37 employees who have a combined 1125 years of service were honoured. We also said farewell to 38 retirees who contributed countless more years of service.

Supporting a mentally healthy workplace

With one third of our lives spent at work, it’s important for employees to feel safe, encouraged and supported. Supporting employee wellness has been a focus at Waypoint for over a decade, but adding in the psychological health and safety component started to take shape in the last few years.

“The decision to formally adopt the National Standard of Canada for Psychological Health and Safety in the Workplace and allocate resources to a comprehensive psychological health, safety and wellness program for our staff was an easy one,” says Carol Lambie, President and CEO. “The correlation between happy, engaged employees and excellent patient care is direct and undeniable, and therefore clearly a benefit to the organization.”

“We already had so many initiatives in place that were aligned with the standards,” says Nicole Mace, Psychological Health and Safety Coordinator. These included trauma support, the employee and family assistance program, lifestyle management and fitness opportunities, as well as training in resiliency, bullying and harassment and mental health
first aid. We just needed to tie them all together and fill in the gaps.”

The hospital’s three year plan, which began in the summer of 2015, includes policy development, a committee involving all stakeholders and a staff survey to help determine priorities.

Waypoint’s efforts to promote mental wellness in the workplace have not gone unnoticed. The hospital received a Gold-level Quality HealthCare Workplace Award from the Ontario Hospital Association and the Ministry of Health and Long-Term Care.

Living the promise
Waypoint’s values of caring, respect, accountability and innovation have been entrenched in the hospital since well before divestment in 2008, and they continue to be relevant in the work we do every day. They help guide decision making and behaviour and underpin the wide range of interactions and professional and clinical relationships.

Stating our values and being fully committed to living them helps shape our overall culture. Waypoint’s new code of conduct, titled Living the Promise, reflects our core values as well as our mission, vision and strategic directions. It also supports excellence in mental health care and a safe and respectful environment.

Launched in 2015, this is just one step in values integration work, a Strategic Plan initiative under the “People Who Serve”, and also includes a Declaration of Recovery Values for our patients, families, caregivers and staff. The rollout included the distribution of pocket guides and name tag cue cards. Employees were also asked to sign a pledge to “Live the Promise” and all programs and departments held special meetings to discuss what our values mean to them.
Enhancing employee engagement

The hospital kicked off 2016 with the launch of the employee engagement survey. We had a response rate of 53 per cent, and while there’s still a lot of work to be done there are also a lot of reasons to celebrate.

According to the report, Waypoint employees report an increased sense of job autonomy. Four out of five respondents positively rated their ability to decide how to do their job, and seventy-five per cent positively rated their ability to take initiative.

The idea of team work stood out with five of the seven items related to the work/team theme having increased since 2013, and three-quarters of respondents felt the team worked together to help each other out.

There was also no statistically significant change in the overall employee engagement score from the previous survey. These results are promising and show Waypoint’s commitment to continuing to make the hospital the best place to work.

Developing Our People

Leadership can come from anywhere in an organization, and good leadership is vital in achieving our goals. Investing in our people ensures our leaders are equipped with the necessary skills to take us into the future.

The Developing Our People initiative is a long-term program that uses the Canadian College of Health Leaders LEADS framework. It impacts many activities including recruitment, performance management, learning and development, change support and succession planning. So far, our senior leadership team, directors and managers are all at various stages in the process and the learning continues.

Our Physicians

Although the sample size was small, the physician engagement survey had its own causes for celebration with nearly 95 per cent of responders rating the hospital as a place to positively practice medicine.

More than 80 per cent responded positively to 4 of the 5 engagement items, with a significant increase over the 2013 scores to the question “do your values align with those of the organization.”

They also report feeling part of a team with more than 90 per cent reporting a work environment that is respectful and supportive. The scores also showed they help each other out, people from diverse backgrounds feel welcome and there is a climate of trust on the units.

We are also pleased to report that we welcomed five new psychiatrists in the last year and will be welcoming two new full time forensic psychiatrists in July 2016, bringing us to a full complement in that area of practice.
Our Volunteers

“Volunteers are the roots of strong communities” was this year’s slogan for National Volunteer Week, and it really rings true for Waypoint. We have over 100 registered volunteers supporting everything from direct care with patients to fundraising and awareness activities, including the Gift Shop operations. The Gift Shop profit coupled with revenue from bingo allowed the Volunteer Association to raise approximately $20,000 last year, with all the money going directly to patient activities.

We couldn’t do it without them, but they like us too! With the support of Professional Association of Volunteer Leaders – Ontario (PAVR-O), Waypoint conducted surveys in 2013 and 2015. In 2015 the response rate from the first survey to the second nearly doubled with each respondent indicating they would recommend Waypoint as a place to volunteer.

Thank you for all you do and helping us build our strong community.

Our Board

In planning for the future, our Board held their annual retreat in September to reflect on the Strategic Plan and the current environment, and to develop goals for the coming year. Among them are building and maintaining positive stakeholder relationships, providing for excellent leadership and management, and monitoring quality, risk and effectiveness.

Last year we said farewell to Alison Vallance who had been with the Board since its inception and once served as Vice-Chair. It was also a year of new faces as we welcomed three new members who all bring a wealth of experience: Adam Chambers, Jennifer Rodgers and Christa Wessel.
Corporate Performance
We will foster a culture of accountability by leveraging best practices and informed decision-making.

Giving back for being forever grateful to Waypoint
Waypoint is supported by a community of mental health advocates, dedicated to improving lives and providing hope for people faced with mental illness and addiction. Cathy Floyd and her husband Paul are part of this community and long-time supporters of Waypoint. “As a result of my own personal experiences with mental health issues and having spent most of my teaching career working with children with a wide range of mental health disorders, I have become an avid supporter of mental health awareness and wellness,” says Cathy.

Cathy’s inspiration for giving back comes from a number of very personal and life changing experiences. “Having had intermittent, but brief hospitalizations on the acute unit at Waypoint a few years back, I have a clearer understanding and appreciation for mental health care facilities.” Cathy recognizes the exemplary mental health professionals who were involved in her care. “In addition to their psychiatric expertise, these individuals took a genuine interest in my overall well-being by being truly compassionate, understanding, patient and empathetic.”

Through this difficult time Cathy learned first-hand the importance of compassion, support and understanding for those on the path to recovery. From the psychiatric nurses to staff working in the canteen, they lifted her spirits with their kindness.

“Sometimes it was the simplest of gestures, such as a warm smile or a few encouraging words that gave me the sense that all would be well in due time; and for that I’m forever grateful.”

In addition to her own personal story of mental illness and recovery, Cathy has also been a support for those around her struggling with mental health issues “As a special education teacher of students with severe autism, I see the challenges they face each and every day. Having had a brother, Bruce, with a severe form of autism, these children have always held a special place in my heart. And because of that, I have become a strong advocate for their rights and acceptance in the community.”

Through her story Cathy provides hope and inspiration to others. She signs off saying, “I feel so fortunate to have regained my health, and hope that others who suffer from mental health issues will find solace and comfort in their lives. It’s a tough illness to fight alone.”

Successful fundraising supports advocacy and improvements to patient care
New beds, specialized equipment for seniors, bright, modern, accessible patient activity areas, new technology, anti-stigma campaigns, Mental Health First Aid Training, research projects and education to enhance patient treatment and care are all on the list of Waypoint’s fundraising projects.
With this list and more on the horizon, growing community support for Waypoint is a priority. On September 25, 2015, 122 participants took part in the hospital’s first on-site outdoor run/walk. Titled Mental Health in Motion, the event was organized by 30 volunteers and raised $5,500.

Giving Tuesday, held nationally on December 1, 2015 was a fitting time to recognize Waypoint’s 90 Founding Donors. The heart of the event centred on unveiling of a plaque in the hospital’s front entrance showcasing the names of individuals, families and corporations who have generously given more than $1,000 each.

Incredible warmth was felt during the first Coldest Night of the Year event on February 20, 2016. Nearly 100 walkers came out to help put an end to homelessness in Simcoe County. More than $14,000 was raised for housing and advocacy initiatives of Community Reach and Waypoint.

With the generous support of TD Bank Group and many other sponsors, Waypoint’s third annual fundraising dinner An Evening of Music and Mental Health featuring violinist and mental health advocate Vijay Gupta raised $53,000, surpassing last year’s total by more than $15,000. Another sold out event, the dinner and the time Vijay gave throughout the day playing for patients and will leave a lasting memory in our community. Our warmest thanks goes out to the volunteers, sponsors, partners and staff who contributed to making the evening such a success.

2015 marks two successful Accreditation surveys

Celebrations took place more than once for Accreditation at Waypoint in 2015. In June Accreditation Canada awarded Waypoint “Accredited with Exemplary Standing.” This is the highest level one can achieve with part of the recognition based on meeting all 676 standards and criteria the hospital was measured on.

The report recognized Waypoint’s dedicated staff for living the mission and values every day, our focus on client-centered care, the commitment to executing the strategic plan, the strong collaboration between partners, anti-stigma efforts underway, how research is integrated with clinical programs, how enhancement of employee engagement is on the right track, and our dedicated and involved board of directors.

Waypoint’s Pharmacy also obtained its Certificate of Accreditation from the Ontario College of Pharmacists in 2015.
The Accreditation Committee considers matters relating to the operation of pharmacies in Ontario including operational requirements, ownership, supervision and the distribution of drugs in the pharmacy. Congratulations to our pharmacy team for meeting more than 400 criteria standards.

Emphasizing our Values

From the first day of each monthly orientation session for new staff to special Values Integration discussions at quarterly Leaders Forums and Staff Information Sessions, Waypoint’s emphasis on seeing our values of Caring, Respect, Accountability and Innovation come alive was centre stage in 2015. The launch of the new Living the Promise Code of Conduct for staff and Declaration of Recovery Values for patients and clients brought the opportunity to have conversations at all levels on the importance of living our values every day. More than 70 leaders also experienced a world café session to learn about values based organizations and how communications, Just Culture, psychological health and safety as well as the new code of conduct and declaration could further infuse values-based behaviours into the workplace.

Board approves five year Information Systems strategic plan

Waypoint’s new Information Systems strategic plan Vision 2020: Big Data, Best Data was approved in December 2015. The plan moves us forward in leveraging information systems to facilitate an enterprise-wide approach to analytics and evidence informed decision-making. Major initiatives for the next five years include designing and building a new enterprise Decision Support System and adding Business Intelligence; consolidating or replacing existing legacy/redundant systems; continuing with the implementation of the Clinical Information System applications and Electronic Health Record; implementing the remaining QHR Human Resource Information Systems; and filling the remaining gaps in the Materials Management System.

Enhancing our environment today and in the future

Safety and security is a major priority and the last year included substantial investments in our buildings and technology, as well as enhancements to practices for patient and staff safety. May 2016 marked the second anniversary of being fully operational in the new Atrium Building. The vision for the building is a modern hospital environment for improving treatment and care and the quality of life for patients, many of whom are challenged with severe mental illness and associated behaviours. While challenges continued with the transition to the much larger building, significant progress has been made on the issues being tracked since the move, with 80 per cent now completed. The fencing system has been upgraded, patient room improvements are supporting specific patient needs and behaviours, and lighting, door and camera modifications are just some of examples of how safety and security has been enhanced.

With the opening of the Atrium building, attention was turned to finalizing the new Master Plan for the rest of the Penetanguishene campus. The plan is one step closer to making a difference for patients and staff in our regional hospital programs with approval received by the Ministry of Health and Long-Term Care this spring. Improving quality, safety and accessibility are a focus for the first five years as planning gets underway for relocating the seniors program and renovating two areas of the Toanche building to create modern, bright multi-generational patient areas that will support centralized social, recreational and community re-integration activities.

Ensuring Fiscal Sustainability

Waypoint continues to support and engage in health system reform at the provincial level.

This past year we were also pleased to finalize discussions regarding wage harmonization/right-sizing funding after seven years of working through the process. The funding, which supported us in reaching a balanced budget at year end, is part of the commitment from the Ministry of Health and Long-Term Care to support additional costs incurred by the hospital and bring us in line with other public hospitals following divestment in 2008.
**Partnerships**

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

**Electronic Health Record partnership is a win-win**

Partnerships benefiting patients are a priority for Waypoint. It’s an important part of why our hospital was interested in partnering on an electronic health record (EHR) with Ontario Shores Centre for Mental Health Sciences. With more than five years of experience using an EHR under its belt, Ontario Shores has also received the Healthcare Information and Management Systems Society (HIMSS) EMR Adoption Model Stage 7 award and HIMSS’ Nicholas E. Davies Enterprise Award for Excellence for using health information technology to substantially improve patient outcomes while achieving return on investment.

So why would a partnership with Waypoint, that is only just beginning its EHR implementation, be of interest to Ontario Shores?

“We have seen many positive outcomes since MEDITECH was implemented at Ontario Shores. Partnering with Waypoint brings even more opportunities to use the technology to collaborate on developing and implementing common clinical standards and evidence-based practices,” says John Chen, Vice President of Finance and Support Services, CFO and CIO at Ontario Shores. “Expanding research, standardizing technology and processes, as well as increased cost effectiveness and efficiency are also huge benefits.”

Part of Waypoint’s contribution includes hosting Ontario Shores data centre and the shared MEDITECH infrastructure. The successful move of the infrastructure and systems happened late last summer. The on-going support from Ontario Shores as Waypoint launched MEDITECH in the pharmacy last fall and continues to build its system has been sincerely appreciated. This partnership is clearly contributing to our EHR vision of using today’s technology to improve quality and safety for patients and staff through a collaborative and interactive experience.

**Local, Provincial and Regional collaboration remains a priority**

Working together to improve the system is an objective across the health care sector, and Waypoint continues to maintain a high level of involvement both provincially and regionally.

The provincial Mental Health and Addiction Quality Initiative has been in existence for more than five years and now includes 20 partners. This partnership includes joint public reporting of quality indicators for Waypoint, the Centre for Addiction and Mental Health (CAMH), The Royal Ottawa Healthcare Group and Ontario Shores Centre for Mental Health Sciences.

Together during the last year the four hospitals responded to the Ministry of Health and Long-Term Care discussion paper Patients First: A Proposal to Strengthen Patient-Centred Health Care in Ontario.
A Restraint and Seclusion Prevention and Minimization project is also underway to approach restraint and seclusion as extraordinary events and to put best practices in place to prevent and/or decrease these events. Two provincial forensic mental health programs at Waypoint went live with a pilot project this spring to improve comfort measures for patients and engage them in debriefings following a restraint or seclusion. The Douglas Institute in Montreal, a member of the Mental Health and Addiction Quality Initiative is also involved in this project.

Furthering our efforts to support provincial partnerships, Laurene Hilderley, Director of Communications and Fund Development joined the OPP Community Mental Health Advisory Committee and President and CEO Carol Lambie joined the Provincial Leadership Table on Healthcare Workplace Violence Prevention, while other leaders are supporting the working groups established.

The North Simcoe Muskoka Local Health Integration Network (NSM LHIN) launched its new Integrated Health Services Plan for 2016-2019 in April 2016 with improving access to high quality mental health and addiction services a priority. Waypoint continues its leadership of the Mental Health and Addiction project team and Waypoint leaders are active on the three sub groups: Crisis and Community Resources, Child and Adolescent Mental Health and Acute Mental Health Services.

Waypoint also provided leadership and organization of two successful governance collaboration retreats for 30 mental health and addiction partners. The goal is to develop and monitor key performance indicators and prioritize future collaboration. In preparation for the retreat in June 2015 all members utilized a tool from Gina Browne, PhD at McMaster University to measure system integration and partnership. The results indicated a strong collaboration foundation.

Locally, Waypoint’s collaborative efforts have resulted in a partnership between CHIGAMIK Community Health Centre, the Town of Midland and Waypoint for a proposed downtown health centre to co-locate CHIGAMIK and Waypoint’s outpatient and HERO Centre community services in a new building on town owned land. Many information sessions and public meetings were held to engage with the community and help to address concerns. To date the project has been approved for re-zoning by the Town and County.

Discussions continue with the Ministry of Health and Long-Term Care for approval of this new capital investment in our community.

Specialized Geriatrics Services planning brings together geriatric medicine and geriatric psychiatry partners

The NSM LHIN identified the development of an integrated regional Specialized Geriatric Services (SGS) Program as a priority project as part of a broader integrated regional Seniors’ Health Program. Waypoint was chosen as the lead agency to work with the NSM LHIN and regional partners, physicians, seniors and caregivers on planning, design and an implementation strategy for this new comprehensive, coordinated system of hospital and community-based health and mental health services that diagnose, treat and rehabilitate frail seniors. The integrated program is bringing together a number of initiatives including Senior Friendly Hospitals, Assess and Restore, and Behavioral Support Services.
**Focusing on Alternate Level of Care needs**

Waypoint is also fully engaged in efforts to address Alternate Level of Care (ALC) challenges in our LHIN with Deborah Duncan-Randal, Vice President of Clinical Support Services and Gail Scott, Manager of Patient/Client Flow participating on the NSM LHIN ALC Review Planning Committee. To date work has focused on reviewing the current state of patients requiring another level of care in our region’s hospitals as well as how to better support patients with behaviours in ALC beds. The Behaviour Task Force, now a component of the Specialized Geriatric Services Program, has been making progress on a number of recommendations from the November 2015 Expert Panel report looking at how to better support patients in ALC beds with behaviours and transitioning them from hospital.

**Innovative Road to Recovery Housing Project brings more impact for clients**

Thanks to innovative thinking and support from the NSM LHIN and Ministry of Health and Long-Term Care, more people will have their housing needs met. The Road to Recovery Housing Project involves Waypoint, the County of Simcoe, CMHA Simcoe County, CMHA Muskoka Parry Sound and Wendat Community Programs and aims to redirect funding to high supportive housing options and add to the range of options available to people with serious and persistent mental illness. The partnership with the County of Simcoe is providing rent supplements to 36 individuals. In addition, the reallocation of unused Homes for Special Care funding for 33 beds will be spread across Simcoe County and Muskoka to support 43 people through rent supplements. Thanks to this collaboration an additional 79 people will benefit from affordable and appropriate housing.
Research and Academics
We will advance a research strategy to increase integration of research excellence with clinical services and improve clinical care.

Award recognizes exemplary contribution of Dr. Shari McKee

Dr. Shari McKee’s work on integrating treatment for mental illness and addiction has changed the game for people with serious mental illness who previously could not participate in traditional addictions programming. This exemplary contribution in the practice of psychology has been recognized by the Canadian Psychological Association with Dr. McKee granted the Distinguished Practitioner Award for 2016.

“This national award is highly prestigious and has only been given to seven psychologists since 2003,” notes Dr. Zoe Hilton, a colleague and friend of Dr. McKee’s at Waypoint. “The impact of Dr. McKee’s work can be seen in the benefits to our clients and extends well beyond Waypoint.”

Dr. McKee played a key role in redeveloping the hospital’s Georgianwood Program for Concurrent Disorders based on the most current and best supported psychological practices for mental illness and substance use. She has also helped ensure the program has been maintained with a high level of fidelity for eight years to date through her commitment to the application of psychology in her practice with clients, and her relationships with peers.

Follow-up data have also been collected, and analysis and dissemination will further increase the impact of her work. She has developed and provided training courses for clinical teams in three other psychiatric hospitals in Ontario enabling them to implement similar programs. In 2015 a Bell Canada grant supported efforts to take the integrated concurrent disorders service beyond the Georgianwood Program to support regional forensic mental health patients at Waypoint. Students, faculty and the public also learned more about the research, treatment and opportunities for supporting people with mental illness and addiction through two well-attended Georgian College lectures last fall. Congratulations Dr. McKee!

New Research and Academics Strategic Plan takes shape

In March the refreshed Research and Academics Strategic Plan was reviewed and approved by the Waypoint Board of Directors. The focus of this refreshed strategic plan includes enhancing knowledge translation activities across the hospital, amplifying the Research and Academic Division’s contribution to hospital effectiveness, operations and patient care, and demonstrating leadership in evidence-based practices that target the medical, social and mental health challenges of Waypoint’s unique clinical populations. Using a network model to engage a broad range of contributors, the refreshed plan keeps the hospital’s commitment to its existing research pillars: risk factors and assessment; treatment and transitions; knowledge translation and policy.

Clinical Outcome Indicators provide evaluation of treatment programs

With program outcome indicators now available for each Waypoint clinical program, leaders and their teams have a better
understanding of their service effectiveness. The goal as programs move forward in quarterly review of indicators is to improve how programs and clinical staff understand, monitor and meet patient needs. These indicators are allowing the hospital to monitor program effectiveness as a whole with quarterly reporting embedded in the 2016-17 Corporate Balanced Scorecard.

Waypoint Vice President Co-authors book

Dr. Howard Barbaree, Vice President Research and Academics, presented to the American Psychology-Law Society Annual Conference in Atlanta, Georgia in March 2016. Dr. Barbaree, along with co-authors Drs. Robert Prentky and Eric Janus, presented to a plenary session on their recently published book *Sexual Predators Society, Risk, and the Law* (2015).

Waypoint partners in First Nations, Metis and Inuit research

A commitment to cultural competence is embedded in both Waypoint’s Strategic Plan and Clinical Services Plan. When an opportunity arose to work with others on First Nations, Metis and Inuit (FNMI) research, members of the Waypoint Research Institute rose the occasion. Quarterly meetings are held with the FNMI Research Collaboration involving the University of Ontario Institute of Technology (UOIT), our regional Aboriginal Health Circle and partner organizations to move forward research focused on Aboriginal peoples.

### 2015 Research Conference Success

In June 2015 the Waypoint Research Institute hosted its third annual conference – Knowledge Translation in Mental Health and Addictions. The conference was an all-round success! More than 100 attendees from across North America participated in 28 oral paper presentations, 16 workshops and symposia, and two keynote presentations featuring Dr. Melanie Barwick from Sick Kids and Dr. John Lavis from McMaster University. Thank you to Waypoint’s Liam Marshall, Jennifer Roters, Laura Ball, Dr. Joan Bishop, and Beth Hamer who presented some of the many projects underway at our hospital.

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eligible staff with cross appointments to at least one university</td>
<td>64%</td>
</tr>
<tr>
<td>Active research projects</td>
<td>28</td>
</tr>
<tr>
<td>Approved research projects with non-research hospital staff as co-investigators</td>
<td>72%</td>
</tr>
<tr>
<td>Approved research projects with non-research hospital staff as co-investigators</td>
<td>2</td>
</tr>
<tr>
<td>Staff psychiatrists seconded to the Research Institute for a portion of their time</td>
<td>27</td>
</tr>
<tr>
<td>Research peer reviewed publications</td>
<td>60</td>
</tr>
<tr>
<td>Invited peer reviews conducted</td>
<td>4</td>
</tr>
<tr>
<td>New academic appointments</td>
<td>15</td>
</tr>
<tr>
<td>Colloquium Series and newly named “Waypoint Talks” sessions</td>
<td>670</td>
</tr>
<tr>
<td>People trained in ODARA 101 from around the world</td>
<td>670</td>
</tr>
</tbody>
</table>
# General Operations

## Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>%</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries, wages and benefits</td>
<td>$102,288,802</td>
<td>76.44%</td>
<td>$96,196,772</td>
</tr>
<tr>
<td>Municipal Taxes</td>
<td>23,400</td>
<td>0.02%</td>
<td>23,400</td>
</tr>
<tr>
<td>Professional care supplies and expenses</td>
<td>1,214,889</td>
<td>0.91%</td>
<td>1,330,522</td>
</tr>
<tr>
<td>Administration and physical operating expenses</td>
<td>27,208,068</td>
<td>20.33%</td>
<td>26,777,737</td>
</tr>
<tr>
<td>Amortization and loss on disposal of equipment</td>
<td>3,083,114</td>
<td>2.30%</td>
<td>2,128,163</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$133,818,273</strong></td>
<td><strong>100.00%</strong></td>
<td><strong>$126,456,594</strong></td>
</tr>
</tbody>
</table>

## Revenue

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>%</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Health and Long-Term Care</td>
<td>$120,825,997</td>
<td>87.70%</td>
<td>$111,386,924</td>
</tr>
<tr>
<td>Recoveries</td>
<td>1,837,823</td>
<td>1.33%</td>
<td>1,695,678</td>
</tr>
<tr>
<td>Special Program Funding</td>
<td>23,400</td>
<td>0.02%</td>
<td>23,400</td>
</tr>
<tr>
<td>Donations</td>
<td>86,720</td>
<td>0.06%</td>
<td>38,263</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>15,005,321</td>
<td>10.89%</td>
<td>15,320,858</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$137,779,261</strong></td>
<td><strong>100.00%</strong></td>
<td><strong>$128,465,123</strong></td>
</tr>
</tbody>
</table>

## Surplus (deficit) from general operations

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th></th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surplus (deficit) from general operations</td>
<td>3,960,988</td>
<td></td>
<td>2,008,529</td>
</tr>
</tbody>
</table>

## Summary of financial position

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th></th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td>$27,189,798</td>
<td></td>
<td>$35,544,449</td>
</tr>
<tr>
<td>Restricted assets</td>
<td>22,541,104</td>
<td></td>
<td>23,365,400</td>
</tr>
<tr>
<td>Long term assets</td>
<td>295,746,635</td>
<td></td>
<td>301,976,851</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$345,477,537</strong></td>
<td></td>
<td><strong>$360,886,700</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th></th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities</td>
<td>$17,074,003</td>
<td></td>
<td>$22,536,563</td>
</tr>
<tr>
<td>Long term liabilities</td>
<td>293,273,981</td>
<td></td>
<td>302,534,901</td>
</tr>
<tr>
<td>Net assets</td>
<td>35,129,553</td>
<td></td>
<td>35,815,236</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$345,477,537</strong></td>
<td></td>
<td><strong>$360,886,700</strong></td>
</tr>
</tbody>
</table>
Patient Volumes (for the year ended March 31, 2016)

| Admissions                  |  | Discharges                  |  | Outpatients and Community |
|-----------------------------|  |-----------------------------|  |---------------------------|
| Regional programs: 769      |  | Regional programs: 764      |  | 1059 registered outpatients, |
| Provincial programs: 130    |  | Provincial programs: 140    |  | 27,000 visits in 2015/16   |
| Total Admissions: 899       |  | Total Discharges: 904       |  |                           |

WAYPOINT REGIONAL ADMISSIONS FY1516

- Midland/Penetanguishene/Tay/Tiny/Springwater/Georgian Bay Townships: 37%
- Collingwood/Wasaga Beach: 23%
- Barrie/South Simcoe County: 10%
- Parry Sound: 10%
- Huntsville/Bracebridge: 9%
- Orillia: 6%
- Other: 4%

Image of people doing yoga in a park.