



# Waypoint

CENTRE for MENTAL HEALTH CARE  
CENTRE de SOINS de SANTÉ MENTALE

## Annual Report 2010-2011

### *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**

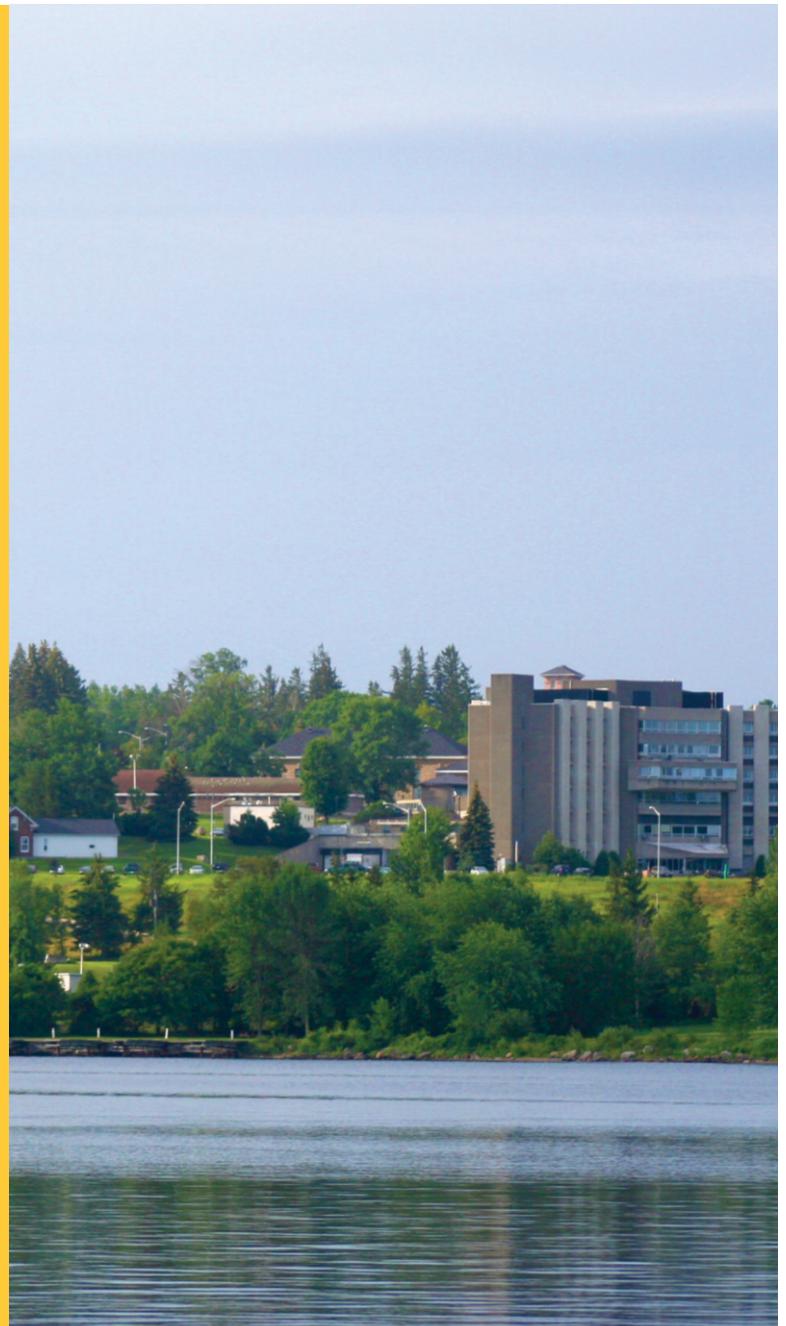
We will recognize the inherent worth of every person and treat them with courtesy.

#### **Innovation**

We will be creative and discover and apply new knowledge.

#### **Accountability**

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



*Advancing Understanding. Improving Lives.*

## Welcome to Waypoint Centre for Mental Health Care's Annual Report 2011

We officially changed Mental Health Centre Penetanguishene to Waypoint Centre for Mental Health Care on May 6, 2011, a milestone culminating from an extensive branding exercise for a new corporate identity. This is part of the significant progress made on our new vision and strategic directions:

- **The People We Serve:** caring for 1,100 inpatients and 1,000 outpatients, focused on quality and patient safety as we prepared for Accreditation and initiating the process for a Clinical Services Plan
- **The People Who Serve:** approving and beginning to implement the new Human Resources Strategic Plan including assessment of our recognition program and organizational development structure
- **Corporate Performance:** moving Waypoint forward as the last divested provincial psychiatric hospital through branding, a corporate quality improvement plan and beginning implementation of our five year Information Systems strategic plan
- **Partnerships:** leading the North Simcoe Muskoka Local Health Integration Network's Care Connections Mental Health and Addictions planning and working with Ontario Shores Centre for Mental Health Sciences, Royal Ottawa Health Care Group and the Centre for Addiction and Mental Health on common performance indicators and data collection methods
- **Research and Academics:** celebrating the University of Toronto agreement and launching a seminar series for knowledge exchange

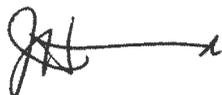
Please enjoy reading about our efforts in the last year to inspire hope and healing for people with mental illness.

## Bienvenue au Rapport annuel 2011 du Waypoint Centre de soins de santé mentale

Le 6 mai 2011, nous avons officiellement changé le Centre de santé mentale de Penetanguishene à Waypoint Centre de soins de santé mentale, jalon auquel nous avons abouti suite à l'exercice exhaustif d'image de marque qui nous a permis de concevoir une nouvelle identité. Ce changement s'insère dans le cadre d'importants progrès réalisés sur la nouvelle vision et les nouvelles orientations stratégiques :

- **Personnes desservies :** offrir des soins à 1 100 patients hospitalisés et à 1 000 patients externes, axés sur la qualité et la sécurité du patient alors que nous nous préparons à l'agrément et que nous lançons le processus de mise en œuvre d'un plan de services cliniques
- **Fournisseurs de soins et de services :** adopter et débiter la mise en œuvre d'un nouveau plan stratégique en matière de ressources humaines, y compris l'évaluation du programme de reconnaissance et de la structure du développement organisationnel
- **Rendement de l'organisme :** tracer la voie de l'avenir de Waypoint à titre du dernier hôpital provincial psychiatrique privatisé grâce à l'image de marque, au plan d'amélioration de la qualité organisationnelle et à la mise en œuvre du plan stratégique quinquennal relatif aux systèmes d'information
- **Partenariats :** mener la planification de Connexions des soins - Santé mentale et lutte contre les dépendances du Réseau local d'intégration des services de santé de Simcoe Nord Muskoka et travailler de concert avec le Ontario Shores Centre for Mental Health Sciences, les Services de santé Royal Ottawa et le Centre de toxicomanie et de santé mentale sur les méthodes de collecte de données et les indicateurs de rendement communs
- **Recherche et enseignement :** célébrer l'entente conclue avec l'Université de Toronto et lancer une série de séminaires ayant pour but d'échanger les connaissances

Nous espérons que vous prendrez plaisir à lire les efforts exercés l'an dernier pour inspirer l'espoir et la guérison chez les personnes atteintes de maladie mentale.



John McCullough  
Chair of the Board  
Président du conseil d'administration



Carol Lambie  
President and CEO  
Présidente-directrice générale

## 97% of Quality Dimensions achieved at Accreditation

*“This organization can celebrate many successes. The enthusiasm of the board, managers, and staff in improving the quality of services since divestment is noted.”*

Waypoint Centre for Mental Health Care was recognized by Accreditation Canada as an innovative organization with a strong inter-professional team committed to our patients and clients.

Waypoint achieved Accreditation with Condition - fantastic news for a hospital with significant change in the last two and half years.

Accreditation Canada also acknowledged two leading practices showing innovation and creativity in Canadian health care delivery for the Behavioural Intervention Response Team and Bayview Dual Diagnosis PRN Effectiveness Checklist.

The success of the Accreditation Survey in Jan. 2011 is due to the unwavering dedication of staff. Waypoint was commended for its focus on quality and patient safety, a testament to the excellent



treatment, care and compassion delivered everyday to patients and clients.

"By participating in the accreditation process, you are demonstrating a commitment to providing quality care and service, and this should be celebrated," said Suzanne Laroque, Chair of the Accreditation Decision

Committee in our decision letter.

Preparing for Accreditation is always an intense process. The fact all but one Required

Organizational Practice (ROP) was met speaks to the level of expertise Waypoint is known for.

Thank you to everyone at Waypoint who spent many months preparing for this survey including those who participated on the steering committee, program teams, completed questionnaires and met with the surveyors...the list of involvement across the organization is endless.

*“There is a strong academic and research focus in this organization.”*

*“The community is involved in planning and community members appreciate the overall collaborative approach of all levels of staff.”*



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## Patient experience now part of orientation

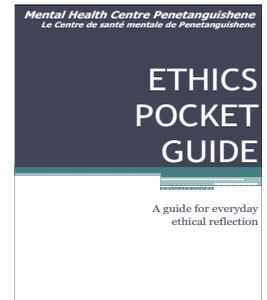
"I don't recall a life without gut wrenching loneliness and illness. Early diagnoses included schizophrenia, adjustment disorders, a whole variety of behaviour disorders, depression, dissociative disorder, psychotic disorder ...there were many. I have had...if you were to put all my hospital admissions on a string...well over two years of in-patient time...and that is fewer because of the therapeutic relationships I've been able to forge with clinicians through outpatients services at Waypoint."



Excerpt taken from "My Recovery Story" shared with new staff at monthly orientation sessions by Dianne Stringer, Peer Support Coordinator, Administrative Assistant and Recovery Educator with the Patient/Client & Family Council. The Council supported the development of a Therapeutic Relations orientation module and bring the client experience/client voice as a powerful agent for change both organizationally and culturally.

## Waypoint's Ethics Committee launches new strategy

Building on the results of the Ethics Needs Assessment in 2009, the Ethics Committee developed a comprehensive ethics strategy including a framework for discernment, decision tree, gut reaction test and pocket guide. These materials were rolled out in the fall to all administrative, clinical and operational levels through education focused on ethical reflection as part of everyday practice.



"A common perception is that raising ethical questions means someone is in trouble. Instead, ethical reflection should be a natural consideration in everything we do clinically, organizationally and as individual care-givers. We work in a highly complex interprofessional clinical environment where questions arise as a part of normal practice. By recognizing this and proactively including ethical reflection in the development of treatment plans, clinical care strategies and policies, we assure we remain patient-centered in our approach and in the delivery of quality compassionate care." *Rev. Dr. Glenn Robitaille, Director of Spiritual and Religious Care*

## DBT Team established

The opportunity to improve patient services through Dialectical Behaviour Therapy (DBT) was embraced with the launch of a forensics DBT Team, training through Behavioral Tech LLC in Boston MA and a plan to pilot this therapy in the Active Socialization Program (ASP). The team completed the first of two intensive training sessions in January 2011 and have been working on a review of DBT groups and development of specific manuals for Waypoint's patient population. On-line training is planned for all ASP staff. The DBT project will include a research study and assessment to further implement this therapy model in other Waypoint programs.



Waypoint staff during training at Behavioral Tech in Boston



## Ensuring mental health needs are heard in regional health care planning

Mental health, addictions and the needs of our patients, clients and organization were well represented in the North Simcoe Muskoka Local Health Integration Network Care Connections planning for the region's health care system and the technology plan to support it.

Representing Waypoint on the Mental Health and Addictions working group were Carol Lambie, Deborah Duncan, Lorraine Smith, Karl Duell, Michael MacVittie and Dr. Glenn Cameron. Waypoint has since been appointed to lead the overall system planning for mental health and addictions and two projects: divestment of the acute Schedule 1 inpatient beds from Waypoint to Royal Victoria Hospital and Georgian Bay General Hospital; and child and adolescent project.

Dr. Russel Fleming participated in the Care Connections Child/Youth and Maternal Health Services and Board Chairman John McCullough on the Governance working group.



Waypoint Metabolic Clinic staff were asked to participate in the Care Connections launch in November 2010 which included the Minister of Health and Long-Term Care Deb Matthews.

Other Waypoint representation included:

- Ruth Cameron on the Health and Wellness working group
- Gail Scott on the Rehab, Complex Continuing Care, Long Term Care, and End of Life group
- Sharon Lapham on the Emergency/ Immediate Response and Health Human Services working groups
- Michelle Quealey on the Health Human Resources Group

### York Regional Police Education Session



In March, Doug Waugh and Lisa Wilhelm facilitated a one-day educational presentation for the police of York Region. Dr. Craig Beach discussed issues for this group that included risk assessment and risk management in the mentally ill. A client shared his perspective regarding police interaction among persons living and struggling with symptoms of mental illness in the community and also the stigma surrounding mental illness.

## Patient Safety Plan built on best practices

Patient Safety Week 2010 was the launch of Waypoint's first formal Patient/Client Safety Plan. The plan is the result of the collective efforts of staff involved in completing the Required Organizational Practices of Accreditation Canada, the clinical program risk assessment teams in their efforts to respond to the Patient Safety Culture survey and utilizing patient and client information from the patient satisfaction surveys.

Patient safety best practices

- Least restraint initiatives
- Falls prevention, mitigation strategy
- Management of dysphagia (choking)
- Seclusion reviews and audits

***"Thank you for everything you do every day for patient safety. Our hospital is a leader in finding innovative ways to provide safety in a compassionate and caring way."***

Deborah Duncan, Vice-President Regional Programs

## Thank you to all volunteers who so generously donate their time and talents to the benefit of patients, staff and the hospital.

Volunteers are an integral component of the caring team at Waypoint Centre for Mental Health Care. Volunteer positions within our organization are designed to enhance client care, support staff to promote healthy environments and give opportunities to community people to expand their awareness and knowledge of mental health and addictions issues. Passionate and motivated volunteers provide contributions to direct patient care including one-to-one visiting, education support, social skills groups, pet therapy and group activities to name a few.

Volunteer Resources works in collaboration with all programs to identify quality and satisfying roles for volunteers while supporting Waypoint's values of caring, respect, innovation and accountability.

The Volunteer Association at Waypoint continues to work in partnership with the organization to support its mandate of funding patient activities. This fiscal year, the Association has disbursed over \$15,000 to Waypoint supporting boat and camping trips, a hockey banquet, Wii game and TV for the Outpatient Services Program metabolic clinic and Christmas presents.



**We have an average of 60 active volunteers per month who donate almost 3,000 hours annually.**



## Celebrating our Achievements

Waypoint Centre for Mental Health Care employs 1,100 employees who dedicate their professional careers to improving lives of a significantly vulnerable population. We have a commitment to promote a healthy, safe and accessible environment and offer a comprehensive Employee Wellness Program.



### Waypoint's Outpatient Program wins prestigious Provincial Award

The Outpatient Services Program's Metabolic Clinic won a Celebrating Innovations in Health Care Expo award in the Improving Patient/Resident Centredness category from the Ministry of Health and Long-Term Care.



### Wellness and Workplace Health Efforts Rewarded

Waypoint was awarded a Bronze Quality Workplace Award by the Ontario Hospital Association, Ministry of Health and Long-Term Care and Health Force Ontario for the overall efforts in wellness and workplace health.

### Delivering Hope with Canada Post

For the first time in history, Canadians were asked by Canada Post to submit and vote on a mental health stamp design. We were very proud to have three patients and five staff from Waypoint submit three designs. All three placed in the top 55. Congratulations!



The Director and members of the Bayview Dual Diagnosis Program team successfully developed and delivered six presentations at five provincial, national and international conferences in 2010.



Beth Hamer, RN, was appointed to Pan Canadian Patient Safety in Mental Health Advisory Group



## Core Value Awards

Waypoint's annual Core Value Awards honour staff for their exceptional work, service, achievements and contributions. In 2010 we had 38 nominees.

### 2010 Core Value Award Recipients

- Caring - Jim Zimmerman
- Respect - George Cooper
- Accountability - Alain Gignac & Colleen Charlebois
- Innovation - Nina Gallagher
- Collaborative Practice - Barb Rose
- Patient Safety - Ray Cole



## Message from the Psychiatrist-in-Chief



With the recent name change to Waypoint Centre for Mental Health Care and the continuing work on the redevelopment for the new forensic hospital and campus expansion, it continues to be an exciting facility in which to work.

We welcomed an additional two psychiatrists this past year who participated in our Repayable Award Program. This remains an extremely important part of our recruitment/retention strategy. In addition, we hired our third Nurse Practitioner and appreciate the excellent service they all provide our patients.

The role of the two Medical Directors strengthens our ability to supervise/orient our professional staff, co-ordinate continuing medical education and quality of patient care within the hospital. They should be commended for their guidance and dedication.

A milestone was reached with the official signing of the affiliation agreement with the University of Toronto on March 11, 2011 and the recognition of Waypoint as a teaching hospital. The Residents' Conference is set for June 6 and 7, 2011 with the theme of Sexual Deviance and the Treatment of Sex Offenders. A record number of residents have registered for this important event.

Finally, with some apprehension but few regrets, I have made it known that this will be my last year in the position of the Psychiatrist-in-Chief. I believe this is the right time for the hospital to make this change and for me it represents the culmination of years of anticipation. I do plan to continue my involvement in a purely clinical way.

Dr. Russel Fleming  
Psychiatrist-in-Chief



Participants at the 2010  
Residents' Conference

### Waypoint Board of Directors

- John McCullough, Chair
- Betty Valentine, Vice-Chair
- Edward Connors
- Kathy Finney
- Fred Flood
- Katy Ginn
- George Kytayko
- Roger Robitaille
- Tracey Rynard
- Doris Shirriff
- Alison Vallance
- Tony Vipond

### A Bill of Rights for everyone at Waypoint Centre for Mental Health Care

#### PEOPLE ARE PEOPLE

- WE BELIEVE we all have the following rights:
- The right to be treated with kindness, dignity and respect;
  - The right to a safe, supportive, and humane environment;
  - The right to the highest possible standard in services and support;
  - The right to be attentively heard and kept fully informed;
  - The right to participation in planning, treatment and research;
  - The right to an accessible and responsive process for concerns, questions and complaints;
  - The right to relationships that build trust, inspire hope and recognize our common humanity.
- In other words, we believe we all have the responsibility
- "To Treat Others As We Would Like To Be Treated."*



## Establishing Waypoint as a research leader in the severe behaviours associated with mental illness

Waypoint has a rich history and tradition in research. In 2010, the Research Department celebrated its 35th anniversary.

Also of note during 2010, members of the Research Department applied for two peer-reviewed research grants and maintained their record of scientific and academic publication; their work was also cited 390 times in scientific and professional journals.

Members of our research department, Drs. Grant Harris, Zoe Hilton and Marnie Rice are recognized around the world as leading authorities on the assessment of risk for violence and the treatment of mentally disordered offenders. Research staff recently had an opportunity to rank our research department among university psychology departments within Canada. On a number of measures of research productivity and impact, Waypoint's research department is number one among departments in the country.

In an effort to build on a tradition of research excellence, position the hospital as a leading centre of excellence in mental health care and engender an academic culture across the organization, Waypoint established a Research and Academics division. Headed by Dr. Howard Barbaree as Interim Vice-President, there is now a voice for research and academics at the executive level of the hospital.

Waypoint now has a formal affiliation agreement with the University of Toronto making us an official teaching hospital and university based research academic centre. The agreement brings opportunities for many faculties at U of T and allows for the development of productive relationships across the university. It will ultimately lead to improved care and better outcomes for patients.

To help build the new Research and Academics portfolio and provide advice and support to the VP, a Research Advisory Committee was established. We have successfully recruited six external members to the committee from the University of Toronto, University of Waterloo, University of Ottawa and McMaster University.

***“The best way to prepare future leaders is to expose them to the skill, intellect and mentorship of current leaders in health care. And that is why we are so pleased to celebrate this new bond with the Mental Health Centre Penetanguishene.”***

Dr. Catharine Whiteside, Vice-Provost, Relations with Health Care Institutions and Dean, Faculty of Medicine, University of Toronto



Dr. Howard Barbaree, internationally recognized research psychologist, professor, author and editor joined the hospital in September 2010 as Interim Vice-President, Research and Academics



## Joint Waypoint, Infrastructure Ontario and the Ministry of Health and Long-Term Care redevelopment project marks significant milestones

May 12, 2010, Canada Health Day marked the official launch of site preparation for the new 350,000 sq. ft., \$471 million new forensic hospital and campus addition.

“We are one step closer to improving mental health services in Ontario. This new state-of-the-art hospital will benefit this community for generations to come.”

*Hon. Deb Matthews, Minister of Health and Long-Term Care*

Another significant milestone happened on January 31, 2011 with the signing of the contract with Integrated Team Solutions (ITS) to design, build, finance and maintain the new building.

“This redevelopment will have enormous benefits for the people we serve supporting a new era in mental health care and is also wonderful news for our community as it will have a tremendous economic spin-off, including construction and trades job creation.”

*John McCullough, Board Chair of Waypoint Centre for Mental Health Care*



## Partners engaged in better understanding of Waypoint services and mental illness

Waypoint President and CEO Carol Lambie, Board Chair John McCullough, Dr. Howard Barbaree, Interim Vice-President of Research and Academics and Robert Savage, Vice-President, Redevelopment made presentations to area municipal councils, service clubs and partner organizations sharing mental illness facts, patient program information and statistics, news on the redevelopment project and research and academics plans. Waypoint also partnered with Georgian Bay General Hospital to update Simcoe North MPP Garfield Dunlop on hospital challenges during provincial budget consultations.

## Stakeholder consultation completed on potential for Provincial Forensic Network

Waypoint continues to provide leadership in assessing the need for a Provincial Forensic Network to support communication and coordination of the forensic service system with divestment completed of all provincial programs from the Ministry of Health and Long-Term Care.

In the spring of 2010, 120 individuals participated in regional consultation sessions, and discussions were also held with key provincial organizations. Participants were asked for input on: whether a network was needed or if existing provincial structures could be enhanced; the benefits and disadvantages of a network; and potential membership. A report summarizing the feedback and the findings has been shared with participants, the provincial Forensic Directors Group as well as the Ministry.

## Financial Highlights (year ended March 31, 2011)

### General Operations

Expenses	2011	%	2010
Salaries, wages and benefits	\$85,025,397	85.65%	\$78,249,264
Professional care supplies and expenses	1,300,605	1.30%	1,397,229
Administration and physical operating expenses	12,385,601	12.48%	11,000,429
Amortization and loss on disposal of equipment	561,636	0.57%	308,738
<b>Total</b>	<b>99,273,239</b>	<b>100.00%</b>	<b>90,955,660</b>

### Revenue

Ministry of Health and Long-Term Care	104,027,700	98.22%	102,369,700
Recoveries	807,387	0.76%	812,954
Other Revenue	1,084,053	1.02%	726,352
<b>Total</b>	<b>105,919,140</b>	<b>100.00%</b>	<b>103,909,006</b>

<b>Surplus from general operations</b>	<b>\$6,645,901</b>		<b>\$12,953,346</b>
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### Other income

Deferred contributions - Redevelopment	22,427		-
Deferred contributions - Transitional	-		412,352
Special Program Funding	291,222		181,858
Donations	5,809		5,306
<b>Total</b>	<b>319,458</b>		<b>599,516</b>

### Other expenses

Amortization of Capital	47,594		21,420
Special Program Funding	291,222		181,858
Redevelopment Expenses	13,140		-
Transitional Expenses	-		412,352
<b>Total</b>	<b>351,956</b>		<b>615,630</b>

<b>Excess (deficiency) of revenue over expenses</b>	<b>\$6,613,403</b>		<b>\$12,937,232</b>
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### Summary of financial position

Current operating assets	41,623,120		32,598,903
Restricted assets	21,181,173		10,414,898
Property, plant and equipment (amortized cost)	14,286,124		5,346,341
<b>Total</b>	<b>77,090,417</b>		<b>48,360,142</b>

Current liabilities	12,276,464		8,891,583
Long-term liabilities	35,899,218		17,169,480
Net assets	28,914,735		22,299,079
<b>Total</b>	<b>77,090,417</b>		<b>48,360,142</b>

Capital expenditures	9,549,012		4,953,967
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CENTRE *for* MENTAL HEALTH CARE  
CENTRE *de* SOINS *de* SANTÉ MENTALE

500 Church Street Penetanguishene ON L9M 1G3  
500, rue Church Penetanguishene (On) L9M 1G3  
[www.waypointcentre.ca](http://www.waypointcentre.ca)

## *Mission*

Notre hôpital catholique s'engage à offrir d'excellents services spécialisés de santé mentale et de toxicomanie fondés sur la recherche et l'éducation, et guidés par des valeurs confessionnelles.

## *Vision*

Notre organisme inspiré change des vies en étant un chef de file en matière de progrès et de prestation de soins empreints de compassion.

## *Valeurs*

### **Soins**

Nous traitons chaque personne avec compassion et sensibilité.

### **Respect**

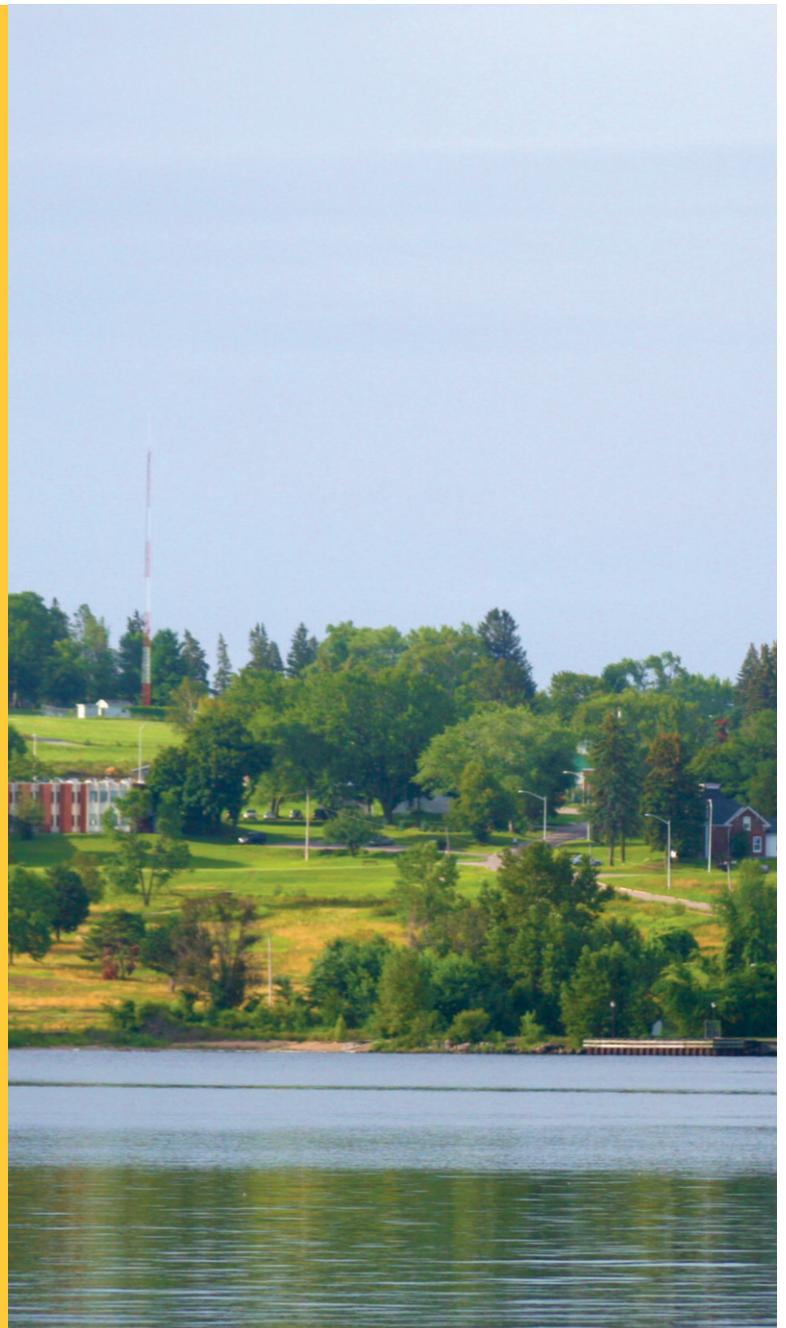
Nous reconnaissons la valeur de chaque personne et la traitons avec courtoisie.

### **Innovation**

Nous sommes créatifs, et nous découvrons et mettons en pratique de nouvelles connaissances.

### **Responsabilité**

Nous nous conformons à l'éthique, à la transparence, et nous sommes responsables de nos gestes et de leurs conséquences.



*Avancer la compréhension. Améliorer la vie.*