Thank you for taking the time to review Waypoint Centre for Mental Health Care's new Strategic Plan.

The consultation and work to develop this plan began in late 2009. We formally launched this significant milestone as an incorporated public hospital at a special celebration during Mental Health Week on May 6, 2011. This date marks another historic moment for the former Mental Health Centre Penetanguishene with the unveiling of our new name and inspiring brand: Waypoint Centre for Mental Health Care Advancing Understanding. Improving Lives.

We are honoured you want to learn more about our efforts and are interested in the directions we have set. All ultimately are reaching out to a vulnerable population who deserves access to the same level of health care as anyone with a serious illness. One in five people will be affected by mental illness and addictions in their lifetime. Our plans for patient treatment innovation, research, best practice implementation, growth of understanding and support through new partnerships, and financial stability will provide our region and province with support to family members, friends, neighbours and colleagues affected by mental illness.

Sincerely,

John McCullough, Chair, Board of Directors

Carol Lambie, President and CEO
Thank you for contributing to this plan!

More than 800 staff and stakeholders supported the ideas and actions in this plan by participating in our comprehensive community engagement process. We heard from our patients and their family members, from our staff, from leaders of our partner community and psychiatric hospitals, health care organizations, government representatives, from health care stakeholders and professionals throughout the region and province, and the public.

People provided feedback through face to face meetings, surveys, interviews and other opportunities to respond to the questions we asked and input sought.

Through these many voices we heard how highly regarded the health care professionals and staff of our hospital are by their colleagues and peers. Our patients and clients are served by passionate and committed staff with a great spirit for modernizing mental health care. We heard we are recognized for our research and providing leadership in caring for and treating patients with severe and complex mental illness and behaviours. We were congratulated for the exceptional educational opportunities offered to staff and for the organization’s strong corporate performance.

Thank you to everyone who commented on our successes and shared our challenges and areas we can improve. This plan is built on many of the opportunities we heard to:

- Foster a more holistic approach to patient services
- Increase collaboration with our partners
- Celebrate and communicate the efforts of our staff and organization in compassionate care, innovation, research and serving our community
- Be a stronger voice for mental health and addictions

While the name of the Mental Health Centre Penetanguishene has changed, our pride in our history and commitment to patients, mental health and the community will never be forgotten and only continue to grow.

Advancing Understanding. Improving Lives.
Every year 1,000 people are served through our regional and provincial in-patient programs in Penetanguishene. Many of these patients will join the 1,000 or more who rely on our Community Outreach Teams, and the Outpatient Services Program and HERO Centre in Midland. Waypoint is proud to serve people with acute mental illness, the dually diagnosed, adults and seniors experiencing severe psychiatric illness, addictions and dementia. The centre is also home to the only maximum secure forensic hospital in the province. Our accomplishments include:

- Ensuring our least restraint and seclusion practices are meeting industry standards within the Forensics programs, through a comprehensive seclusion peer review.
- Initiating a Behavioural Intervention Response Team (BIRT).
- Developing an award winning Metabolic Clinic.
- Achieving 97 per cent of the Accreditation Canada quality dimensions and recognition for two leading practices (BIRT and the Bayview Dual Diagnosis Program PRN Effectiveness Checklist).

**Our Renewed Focus**

In pursuit of this direction, Waypoint will seek to achieve the following:

- Provide client-centred services informed by research and best practices
- Proactively embrace culturally-safe care
- Foster a healthy, safe and accessible environment
- Develop and sustain an integrated system of care responsive to the needs of clients

By 2013

- A new clinical services plan will guide our everyday work focused on the patient experience and our leadership role in Mental Health and Addictions.
- We will have a standardized approach to the identification and implementation of leading practices.
- A diversity and equity strategy will be developed and monitoring of its outcomes will provide effective changes to the care and services we provide.
- We will build on our efforts to champion patient safety, enhancing the risk management and reporting process.
- The hospital will have developed an integrated admission, discharge, transfer and Alternate Level of Care management protocol.
The 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

In its 100 year history, Waypoint Centre for Mental Health Care has relied on health care professionals from our local communities, the province, nation and abroad to modernize services, develop and implement innovative programs, support daily operations and create a warm and safe environment. Today 1,100 employees dedicate their professional careers to improving lives of a significantly vulnerable population. Highlights of the contributions our staff make include:

- Employees are nominated and recognized by their peers annually through the Core Value Awards.
- Staff has contributed to knowledge exchange by authoring or participating in the writing of best practice guidelines, articles for mental health, and medical publications, and presenting provincially, across Canada and internationally.
- Information Systems (IS) staff were acknowledged for development of specialized programs both through the IS strategic planning process and by Accreditation Canada.
- Organizational Development staff achieved a Bronze Quality Healthcare Workplace Award from the OHA in 2010.

Our Renewed Focus

In pursuit of this direction, Waypoint will seek to achieve the following:

- Develop a skilled workforce
- Develop a valued workforce
- Foster open dialogue and communication
- Promote a healthy, safe and accessible environment
- Attract and retain the best talent

By 2013

- Our recruitment and retention programs will be enhanced through the best practice opportunities and learning and development opportunities outlined in a newly developed Human Resources Strategic Plan.
- Staff satisfaction will be a priority, with actions developed based on the feedback provided by employees themselves through staff satisfaction surveys.
- A healthy workplace strategy will be implemented focused on keeping people at work.
On December 15, 2008, governance was officially transferred to a Catholic sponsored Board of Directors with the divestment task completed in just four months. At the same time, formal planning and design for the new maximum secure forensic hospital to replace the Oak Ridge facility was also underway. The focus on quality, transparency, high ethical standards and strong financial performance remains a priority.

By 2013
- A corporate quality improvement plan meeting legislative requirements and built on the commitment to quality by every organizational level will ensure we are delivering the highest quality of care and creating a positive patient experience.
- In partnership with Infrastructure Ontario and the Ministry of Health and Long Term Care, substantial completion of our new 350,000 sq. ft., $471 million new forensic hospital and campus addition will be progressing.
- Many facets of a five year Information Systems Strategic Plan approved in 2010 will be met to improve medication and performance management, make patient information available at every point of care, provide e-workforce innovation and e-supply chain management.

Our Renewed Focus
In pursuit of this direction, Waypoint will seek to achieve the following:
- Enhance accountability for quality
- Enhance fiscal accountability
- Cultivate a unified organization with a shared sense of purpose
- Improve the quality and availability of information to guide decision-making
- Develop a corporate profile
- Ensure financial sustainability/viability of the organization

Our stakeholders told us we are a willing and supportive partner and building relationships in the community and with academic partners. We are collaborating with our forensic partners across the province. The hospital is recognized for its strong working relationship with the Patient/Client and Family Council. Links are being made to children and youth organizations to begin to meet the gaps that exist in mental health services for this population. The Centre has been named as the leader of the Mental Health and Addictions system planning for the North Simcoe Muskoka LHIN's Care Connections strategy.

By 2013
- Waypoint Centre for Mental Health Care will have a vibrant partnership strategy to support partners’ needs and improve the mental health and addictions system in the region and province.
- Partners and stakeholders will have a better understanding of the programs and needs of people seeking treatment and recovery from mental illness by being regularly informed and invited to participate in planning and delivery.
Research and Academics

We will be a leading centre for the study of aggressive and high-risk behaviours associated with mental health and addiction

Research has been an integral part of our hospital since 1975. Since its inception, our team has concentrated on the scientific study of aggressive and high-risk behaviour. A new Research and Academics Strategic Plan was approved in 2010 after hearing repeatedly during consultation of opportunities to expand on this internationally recognized department. Our award winning staff conduct quantitative research; publish in peer-reviewed literature; hold formal university affiliations; maintain external partnerships with university and government; host and assist graduate student researchers; and provide education, training, and technical support. Recent highlights include:

- Internationally recognized research psychologist, professor, author and editor, Dr. Howard Barbaree joined the hospital in September 2010 as interim Vice-President, Research and Academics.
- Research staff recently measured its work against criteria used to rank university psychology departments within Canada and using this criteria, the department ranks at the top of the list in a number of areas for research productivity and impact.
- Waypoint Centre for Mental Health Care is an official University of Toronto teaching hospital and university based research academic centre.

Our Renewed Focus

In pursuit of this direction, Waypoint will seek to achieve the following:

- Develop and communicate knowledge
- Actively pursue partnerships to enhance research, education & training
- Provide leadership in academic mental health care

By 2013

- Waypoint Centre for Mental Health Care will be home to a research centre for the study of severe behaviours associated with mental illness and dementia and translation of empirical research leading to improved outcomes for patients.
- Our list of formal affiliations with other Ontario academic institutions and the number of Waypoint staff with academic appointments will grow
- A Clinical Education Strategy for knowledge exchange and translation will be developed to strengthen the implementation of best practices grounded in research.
Waypoint Centre for Mental Health Care is a 312-bed psychiatric hospital located on Georgian Bay in the Town of Penetanguishene, approximately 150 km north of Toronto. Waypoint provides an extensive range of both acute and longer-term psychiatric inpatient and outpatient services to Simcoe County, Dufferin County and Muskoka/Parry Sound. In addition, Waypoint provides the province's only maximum secure forensic hospital for clients served by both the mental health and justice systems. The hospital is recognized for the provision of exceptional care to those most needing mental health services, research of severe behaviours associated with mental illness and for its contributions to the understanding of mental illness.

In the fall of 2009, Waypoint began the process of community assessment, evaluation of needs and services and development of a comprehensive strategic plan. The objectives were:

- Celebrate and build on a tradition of clinical and research excellence
- Plan for today's needs
- Reach for new future possibilities

Thanks to excellent support from staff and stakeholders, 800 people were consulted and provided input into the newly developed Mission, Vision and Strategic Directions, as well as updated Values statements.

We are pleased to provide you with this summary of our new Strategic Plan that will define the next three years of our work. These strategic directions are the foundation of our corporate balanced scorecard measuring the appropriateness of our programs and services for the people we serve requiring treatment and care for mental illness. The balanced scorecard is available on our website www.waypointcentre.ca.