

Annual Report 2018/2019

GOOD THINGS HAPPEN HERE



Waypoint 

CENTRE *for* MENTAL HEALTH CARE
CENTRE *de* SOINS *de* SANTÉ MENTALE

“

It has been another year of celebrating the good things happening here and growing and learning together. The healthcare environment is ever changing and I am pleased to see our values of Caring, Respect, Innovation and Accountability in action every day. Once again we celebrated many individuals who champion these values as well as those who show their dedication to our patients and Waypoint through many years of service. Operationally we moved forward with our review of staff scheduling to help manage the needs of clinical inpatient programs, better serve our patients, and work towards an improved work environment for staff. A major change like this has not been easy and we recognize that more work needs to be done. Engaging with our staff and staying focused on supporting them through change is a priority as we move forward. Our leaders and staff deserve our recognition and thanks. I believe that our strength is in our people – our patients, clients, their families, our staff, physicians, volunteers and board, and many partners. Thank you for another year of making a difference!”

Carol Lambie, President and CEO

“

On behalf of my board colleagues I wish to express our deepest thanks to everyone at Waypoint and those who support us in the community. This year the board has continued its governance excellence by embarking on the development of a new strategic plan, preparing for Accreditation, recruiting new members, staying focused on quality improvement, welcoming our new Psychiatrist-in-Chief Dr. Nadiya Sunderji and supporting the hospital's advocacy and fundraising needs. We hear about the efforts of the staff in changing lives and recognize that serving the most vulnerable requires compassion and resilience. We are thankful for that dedication and are fortunate to have 130 volunteers in a variety of roles also making a difference. This year we were also pleased to work with our colleagues on the CHIGAMIK Community Health Centre board in monitoring the progress of the new health hub. This will be a huge asset to our community. So much more can be said, please know that we are thankful for all of you.”

John Barrett-Hamilton, Board Chair

The People We Serve

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

- Involving patients in their Recovery Plan of Care
- Focusing on cultural needs, Human Rights and restraint and seclusion reduction
- Ensuring our hospital patients are accessing outpatient care quickly after discharge
- Training staff, teachers and partners in Mental Health First Aid to improve mental health awareness and supports for everyone

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

- Maintaining our efforts to create a psychologically healthy and safe workplace
- Progressing on safety and security recommendations
- Investing in our leaders and staff through specialized training and support including LEADS in a Caring Environment, Crucial Conversations and change management

Corporate Performance

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

- Being fiscally responsible including meeting our annual fundraising goal
- Furthering our efforts to ensure the best outcomes for patients through data collection and evaluation

Partnerships

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

- Expanding our electronic health record partnership with Ontario Shores Centre for Mental Health Sciences to include The Royal Ottawa Health Care Group
- Formalizing our collective efforts with Ontario Shores, The Royal and the Centre for Addiction and Mental Health as the Mental Health Partners
- Completing the construction of the new CHIGAMIK/Waypoint Health Hub and seeing the approval of the new North Simcoe Youth Wellness Hub

Research and Academics

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

- Maintaining our focus on program evaluation and evidence based practice with the launch of the new Evidence Based Advisory Council
- Meeting our targets for the implementation of Safewards, studying the effects of trauma in the workplace and growing our partnership with the Aboriginal Health Circle
- Collaborating internationally with Waypoint staff and patients on a new MRI brain imaging study

Including the patient voice in planning their care

Following the implementation of an electronic health record (EHR) in 2017, Waypoint launched a Recovery Plan of Care and the electronic SBAR (situation, background, assessment, recommendation) communication tool. The Recovery Plan of Care is the next evolution to deliver a comprehensive, inclusive care plan that is meaningful to our patients. Goals are stated in the individual's or family's own words and include statements of dreams, hopes, aspirations and accomplishments. The SBAR is an efficient and standardized communication tool that ensures a seamless transfer of care process. Its use positively impacts care quality and decreases adverse events during care transitions.

Changing healthcare for people in our community

Significant progress was made on the CHIGAMIK Waypoint Health Hub with support from a \$615,000 contribution from the County of Simcoe. The Hub is a modern medical building that will co-locate Waypoint's outpatient and community programs, CHIGAMIK Community Health Centre and the North Simcoe Youth Wellness Hub. The building has elements to accommodate the particular needs of children, patients and people with physical challenges and includes common areas and meeting rooms. Change planning to support employees before, during and after the move is well underway and will ensure the best possible outcome for this important new venture.



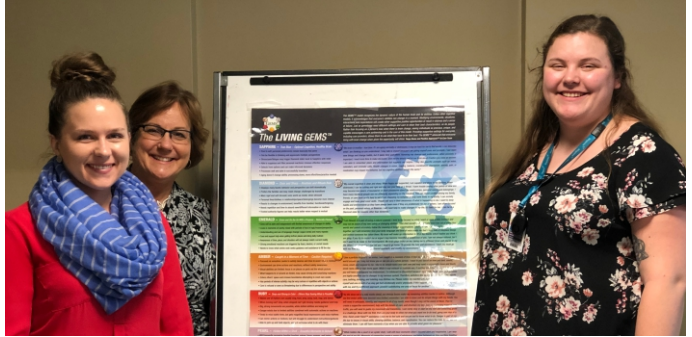
Partnering with youth, families and the community to fill gaps with the North Simcoe Youth Wellness Hub

North Simcoe is home to one of six new youth wellness hubs announced by the province in May 2018. Bringing together local agencies, youth and their families to design and deliver services for youth ages 12 to 25, the Hub is a fully integrated “one-stop-shop”. Services include mental health, primary care, education, employment, training, housing, substance use and other community and social services. It also includes peer services, outreach and system navigation. The Hub recently opened the doors at their interim location in the Fireside Lounge at the HERO Centre. A special thanks to Midland Rotaract who raised \$19,000 from the March Mudness event towards this youth inspired program.



Working together to improve care for our seniors

The North Simcoe Specialized Geriatric Services (SGS) provides hospital and community-based health care services that support frail seniors and their caregivers. In 2018-19, SGS's Debbie Lashbrook and Blaire MacMillan supported Waypoint's Horizon Program for Geriatric Psychiatry with the implementation of the Living Gems of Dementia Model. The model focuses on what a person can do rather than what they have lost due to the disease process, and supports the positive characteristics of people living with dementia. The model allows staff to gain a better understanding of how the patient is seeing the world and what their capabilities are based on where they are in their dementia process.



Education, advocacy and stigma busting

Throughout the year Waypoint offers and participates in a number of activities that promote a better understanding of mental illness and aim to reduce the associated stigma and discrimination. We hosted two major fundraisers, Mental Health in Motion and The Shine the Light Gala, participated in the Our Health series at the Midland Cultural Centre, offered a number of sessions for Waypoint Talks and Discover Waypoint, conducted several training sessions for Mental Health First Aid and partnered with the Waypoint Research Institute on an annual conference. We continue to increase our presence on social media to share our story, growing our online audience by over 1000 combined followers on Facebook, Twitter, LinkedIn, Instagram, YouTube and newsletter subscribers.

Focused on evidence-based treatments that build stronger relationships with our patients

To further support clinical practice through the integration of evidence-based practices and research, Waypoint launched the Evidence Based Advisory Council (EBAC). Co-chaired by the directors of Professional Practice and Research, the Council includes representation from patients and families, clinical directors, managers, educators, human resources and knowledge translation and implementation. One of the evidence-based projects currently underway is the implementation of Safewards. Supporting our core values, the Safewards model provides ten interventions to encourage staff and patients to work together to reduce conflict as much as possible. Evaluation continues on this project to ensure we are providing the best possible care for our patients.

Involving everyone in safety and wellness initiatives

With the health and safety of staff and patients a top priority, the hospital's comprehensive psychological health, safety and wellness program includes targeted awareness and action campaigns. Last year we:

- Introduced a successful mindfulness ambassador training program and mindfulness facilitator training
- Responded to 59 recommendations following three external reviews – 44 are complete with the remaining 15 to be completed this year
- Launched a study in partnership with The Royal in Ottawa examining trauma among psychiatric workers. The study will help determine what barriers staff face and the supports they find when seeking help, identifying the best avenues for preventing trauma-related disorders among psychiatric healthcare workers.
- Initiated the Safe&Well campaign – tying all these initiatives together and providing an opportunity for everyone to see how we each play a unique role in the commitment to the health, safety and wellness of staff and patients.



Recognizing the importance of partnerships for quality improvement

Forming partnerships and collaborations are an important part of today's healthcare climate. In 2018-19, Waypoint's electronic health record (EHR) partnership with Ontario Shores expanded to include The Royal in Ottawa. Once implementation is complete, all three hospitals will have one shared EHR. Ontario's four stand-alone mental health and addictions hospitals, Waypoint, Ontario Shores, The Royal and The Centre for Addiction and Mental Health formally known as Mental Health Partners, are working together to improve access to care, reduce wait times and targeting research and innovation to explore new treatment options. This group is leading a demonstration project to increase access to structured psychotherapy in their regions. Locally, Waypoint partnered with the OPP in the Mental Health Response Unit, providing support and follow-up on calls where a mental health crisis had been identified. The six month pilot project showed success in providing appropriate services to people in crisis, reducing pressure on the emergency room and allowing the OPP to focus responses to other calls.

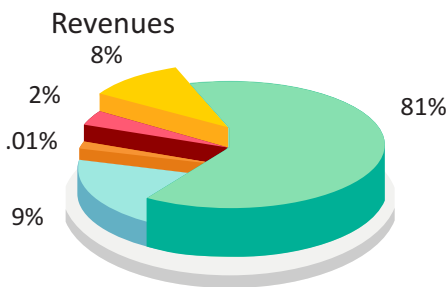
Taking research to new levels to understand our patients and community better

The Waypoint Research Institute saw many successes last year including ground-breaking neuroscientific research into the origins of aggression using a portable MRI machine. Led by VP of Research and Academics Dr. Nathan Kolla in collaboration with the University of New Mexico, the study examined the neurological functioning of forensic patients to advance our understanding of factors that influence aggressive behavior. As part of our commitment to provide more culturally safe and competent care for all, Waypoint launched the VOICE study in collaboration with the Barrie Area Native Advisory Circle (BANAC). VOICE is an acronym for Vision for Outcomes by Implementing Cultural Education: Strengthening an Indigenous Community and Mental Health Care Centre Interrelationship.

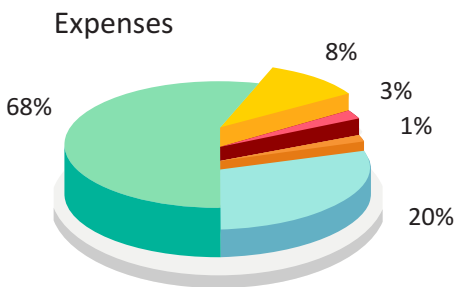
Ensuring we are doing our best

Waypoint regularly undertakes a number of initiatives to gather stakeholder feedback to ensure we continue to improve. These include an annual Perception of Care survey with our patients and clients, an Employee and Physician Engagement Survey and third-party reviews of our safety, security, buildings and services. As a result of this feedback, several action plans are in place to improve our environment and are regularly monitored, reported on and shared. Every four years, we welcome surveyors from Accreditation Canada to provide us with an independent assessment of our hospital using standards built upon best practices used and validated around the world. Much of the year was spent evaluating and improving our own processes to ensure a successful outcome for the May survey.

Financials



- Ministry of Health and Long-Term Care
- Recoveries
- Donations
- Deferred contributions and Fund type 2
- Other Revenue



- Salaries, wages and benefits
- Drug, medical and surgical supplies
- Supplies
- Amortization and loss on disposal of equipment
- Amortization of Capital and Fund type 2 expenses

*actual financial breakdown available upon request

About Waypoint

Waypoint is our region's specialty mental health hospital and we have the province's only high secure forensic mental health programs. Located on the beautiful shores of Georgian Bay in Penetanguishene, Waypoint provides an extensive range of both acute and longer-term psychiatric inpatient and outpatient services. The hospital is recognized internationally for its research and strives to provide exceptional care to those most needing mental health care.






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