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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A MESSAGE FROM OUR CEO AND BOARD CHAIR

It was one year ago on June 19, 2017 that we celebrated the patience, perseverance and professionalism of our staff and leadership for the successful implementation of the long-awaited electronic health record (EHR).

We embarked on this solo journey many years ago, but when an opportunity arose in 2014 to partner with Ontario Shores Centre for Mental Health Sciences (Ontario Shores) on a shared system with a vision to improve patient safety and outcomes, as well as expand research, we jumped on board. We encountered both challenges and successes along the way, but because of our staff and their support, we made it.

The journey didn’t end with implementation, however, and throughout this last year staff have risen to the challenge. In the last few months, we launched a new standardized recovery plan of care in partnership with Ontario Shores and we are also progressing on community-wide scheduling. Every day we are learning the many opportunities the information in the system has to offer for research that will influence prevention, treatment and care.

Another exciting opportunity arose with the request of The Royal Ottawa Health Care Group (The Royal) to discuss joining our two-hospital cluster. This has resulted in a formal partnership of the three hospitals on an integrated mental health information systems partnership that we expect will continue to grow.

Our commitment to the People We Serve wasn’t just focused on the EHR. Cultural safety, access to services, and improving quality of care through a new Clinical Services Plan and Quality, Risk and Safety Plan are just some of the many priorities you will read more about throughout this report.

The health and safety of our staff continues as a top priority, and much of our patient safety efforts intertwine with this work. If you were to walk around our hospital today, you would notice Safe&Well Waypoint signage outlining many of the initiatives we have for staff and patients related to their safety and wellness. The launch of Safe&Well this winter is one of many responses we made to the third-party risk assessment that was conducted last summer by an international team of experts from JRPO and Associates.

The final report from this review detailed 47 recommendations under the themes of governance and physical security/internal security; state of our buildings; procedural and therapeutic security; and human resources and occupational health and safety.

The majority of 26 ‘quick wins’ from the risk assessment have been completed. Work and planning for the remaining recommendations is underway and also includes recommendations from the 2016 Auditor General report, the Healthcare Workplace Violence Prevention Leadership Table, and Violence, Aggression & Responsive Behaviour (VARB) toolkits from Public Services Health and Safety Association. Monitoring by the Board, Leadership Team and Quality, Joint Health and Safety, and Medical Advisory Committees continues.

We were pleased to meet with both the Ontario Minister of Labour Kevin Flynn and staff, as well as Dr. Joshua Tepper and staff from Health Quality Ontario about these reports and our health and safety commitments.

We know you will enjoy reading about many other highlights from the last year involving our staff, patients/clients, volunteers and partners. Thank you for supporting the good things happening at Waypoint.
MISSION

We are a Catholic hospital committed to providing excellence in specialized mental health and addiction 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 ~ Respect ~ Accountability ~ Innovation
Robert Pacione is like many of our clients, having had multiple hospital admissions and trying many different things before finding a formula that works for him to stay well. For Robert, that formula includes the right medication, social activities and exercise. "Living well with a mental illness takes trial and error, and it doesn't happen overnight," he shares. “But as far as I’m concerned, the system does work.”

Part of Robert’s ongoing recovery also includes sharing his story. For nearly six years he’s been delighting audiences at conferences, schools, local businesses and Waypoint’s monthly orientation sessions with his personal account of mental health and recovery. All with a goal to educate, dispel stigma, and begin conversations about schizophrenia, addiction, treatment, local resources and his desire to move forward with hope and recovery.

In pursuit of this goal, Robert put pen to paper to write Robert Speaks: My Autobiography. Writing his story was therapeutic for Robert and he was supported throughout by employment specialist Kelly McLaughlin and education specialist Lea Charlebois. Both Kelly and Lea helped Robert explore what he wanted to accomplish and walked him through the book production. The end product is an informing and entertaining read printed in-house by Waypoint’s Vocational Services.

Nearly 50 people gathered at Waypoint for the official book launch in July 2017. The event included live music, refreshments and a reading from the book. Guests in attendance were also able to pick up their very own autographed copy of the book. Additional copies are available in the Waypoint Gift Shop.

If you have questions about Waypoint’s employment and education services, please contact us at 705.549.3181.
RESPECTING CULTURAL AND RELIGIOUS TRADITIONS

For many, spirituality and cultural traditions are a great source of strength and comfort, especially in times of illness. Waypoint’s Spiritual Care providers help clients connect their spirituality and mental health, bringing respectful guidance, active listening, and support to people of all cultures and faiths.

In our endeavour to respect the cultural and religious traditions of our patients, a team set out to construct a sweat lodge in the Atrium Spiritual Centre and, last year, conducted the first ever ceremony led by traditional healer Austin Mixemong.

"Part of my role is to work with Aboriginal, Métis and Inuit peoples to help guide them in their spiritual belief system, their faith and their cultural needs," says Mixemong. "But one does not have to have an Indigenous background to receive the traditional treatment through ceremony, we accept all patients who are looking for traditional healing."

This is just one of the ways Waypoint is strengthening our commitment to improve knowledge, skills and attitudes about cultural safety and cultural competency. In an effort to further this commitment, we engaged a human rights expert to consult on our obligations under the Human Rights Code of Ontario and restraint reduction for our patients. This initiative was also outlined in our 2017/2018 Quality Improvement Plan.

The result of this work includes a new human rights policy that aligns with the Ontario Human Rights Code and Universal Declaration of Human Rights. The policy outlines our continued commitment to honour all human rights, focus on creed-based entitlements, and accommodate our patients’ creed/religious observances. The roll-out included education and training featuring Waypoint’s own staff, aimed at increasing organizational capacity with respect to processes, actions and behaviours related to upholding human rights. This policy has direct relevance to how we view the use of restraints and seclusion with explicit consideration for human rights.

IMPROVING QUALITY THROUGH FOCUSED TARGETS AND ACTIONS

In addition to the advances on cultural safety and cultural competence, we also saw great progress on other targets in our Quality Improvement Plan.

A multi-year initiative aimed at reducing falls has achieved the corporate performance goal. Much of the work was focused on the Horizon Program for Geriatric Psychiatry, which has the hospital’s highest incidence of falls associated with harm. Program leaders were a key driver in these achievements by including a falls safety focus for everyone working on the program.

Other successes include:
- Implementation of an Electronic Health Record through a partnership with Ontario Shores and the achievement of Healthcare Information and Management Systems Society (HIMSS) Stage 6 - one of eight such hospitals in Ontario and tenth in Canada;
- Implementation of a pilot project to validate the use of the Measuring and Monitoring Safety framework in a Canadian context;
- Achievement of a successful Pharmacy accreditation; and
- Implementation of the Waypoint Index of Clinical Improvement across all inpatient programs.
HELPING LOCAL YOUTH NAVIGATE THEIR GAME OF LIFE

For youth today, navigating the future isn’t as simple as it used to be. Managing money, spirituality, post-secondary education and looking after their mental health are all areas of concern. But a group known as the Transitional Age Youth System of Supports (TAY SoS) is working to ease the transition to adulthood and give them the best access to care.

Launched in May 2014, the TAY SoS is a group of 43 organizations from across 13 sectors who are dedicated to creating a comprehensive, integrated support system that is seamless and builds on existing community resources.

With support from RBC Youth Mental Health Project funding, project lead Samantha Docherty has been engaging with youth in the region as well as with our partners to discuss how to help youth get the right mental health supports, at the right time.

A recent Youth Summit is one of the successes of this work with more than 100 participants from the region gathering to explore their Game of Life.

A Jack.org speaker shared an exhilarating keynote, discussing the spectrum of mental health and how to help yourself and others when going through a difficult time.

Local agencies including The Gilbert Centre, RBC, Quest Art School, Georgian College, Justice for Children and Youth and John Rice, a Wasauksing First Nation Elder, offered workshops on Indigenous life teaching, wellness through art, post-secondary education and everyday banking to reach your goals.

In addition to the workshop facilitators, many community partners including the HERO Centre, Catholic Family Services of Simcoe County, Youth Haven, Simcoe Muskoka District Health Unit and #HaveHope joined to showcase programs and services available to youth throughout Simcoe County and Muskoka.

The summit’s evaluations tell us the day was a huge success, but there’s still much work to be done. The group continues to work on innovative ways to engage youth across our region to ensure they have the tools to create their best possible future.

INCREASING ACCESS TO EVIDENCE-BASED THERAPIES

People in our region now have more access to evidence-based structured psychotherapies thanks to a substantial investment from the Ministry of Health and Long-Term Care.

The demonstration project, which aligns with the province’s Mental Health and Addictions strategy, has Waypoint working alongside Ontario Shores, The Royal and the Centre for Addiction and Mental Health (CAMH) to improve access and reduce wait times for critical services in mental health care by supporting the direct provision of Cognitive Behavioural Therapy (CBT) in collaboration with community-based providers.

The initial phase of the project started last fall with a focus on adults with mild to moderate depression and anxiety. For the first year, Waypoint has partnered with CHIGAMIK Community Health Centre, Enahtig Healing Lodge, the North Simcoe Family Health Team and our own Shared Care Service to pilot the inclusion of a CBT therapist(s) within the clinic sites. Moving forward, additional partnerships will be added throughout the North Simcoe/Muskoka LHIN communities.
PEOPLE WE SERVE

LOOKING TO THE FUTURE WITH A NEW CLINICAL SERVICES PLAN

As our original five-year Clinical Services Plan came to an end in 2017, and having realized many of the 17 proposed service development initiatives, we set out to refresh the plan to take us into the future.

The exercise included staff, patient and community partner engagement; a review of the foundational themes; alignment with the current planning environment at the hospital, Local Health Integration Network, provincial and federal levels; a review of peer hospital practices; and an examination of our own data.

The new plan was approved by the Waypoint Board of Directors in September 2017 and a Steering Committee set out to draft an implementation plan and monitoring strategy.

The ultimate goal for the plan is to achieve world-class outcomes for the people we serve through the provision of safe, patient-centred, efficient, timely and equitable care. The plan is grounded on the foundational themes of a philosophy of recovery and values-based care, evidenced-based treatment in a safe environment, and our unique role as a specialized mental health centre.

The plan affirms our commitment to serve the most vulnerable with serious mental illnesses, including those with a co-occurring addiction issue, specifically those with severe and persistent mental illness, a dual diagnosis, aging-related mental illness, transitional age youth (16-30), and those with a mental illness who have come into contact with the justice system.

Initiatives include building on our senior friendly hospital work and system lead role for specialized geriatrics to develop a more fulsome seniors' strategy.

Recognizing that youth and young adults also have special development needs, we endeavour to develop an evidence-based hospital-wide strategy on how to best meet their needs. This includes clarifying our role with first episode psychosis, developing actions to increasingly become a more culturally safe treatment facility for Indigenous patients, increasing cultural competency, as well as identifying and acting on opportunities to improve access to care for francophone patients.

GATHERING THE PATIENT VOICE TO IMPROVE QUALITY

Patient experiences and how they assess their care are a rich source of information. Measuring this experience helps us better understand their needs and preferences, and ensure we are delivering patient-centred care.

In 2017, Waypoint asked our patients about their experience using the Ontario Perception of Care (OPOC) tool, now in its second year, with some promising results.

We are pleased the response rate increased by 11 per cent over the previous year. Having a larger sample size allows us to gather a more accurate overall picture of the care being received.

While there’s still much work to be done, there are also many areas to celebrate, including an increase in the positive responses to the questions "Staff were sensitive to my cultural needs" and "Staff believed I could change and grow." These two questions correlate directly with our strategic goals to engage patients as partners at all levels to improve the patient experience, and to embrace culturally competent care and recovery.

We also had a ten per cent increase to the question "The quality of the food was acceptable." Food quality is something our food services team has been working on for many years and we are pleased to see our patients are benefiting from the results of that work.
In 2015, Waypoint renewed a commitment to our values of caring, respect, accountability and innovation with a new code of conduct titled *Living the Promise – Waypoint Values in Action*. The document was built on input from staff and stakeholders, and reflects a safe and respectful workplace which supports excellence in mental health care. Stating our values and being fully committed to living them helps shape our overall culture, and lends itself well to recognition of values-based behaviour with our annual Core Value Awards.

For nearly 15 years, the hospital’s Core Value Awards have celebrated staff who contribute significantly to the greater good, and live our Mission, Vision and Values every day. This may be through actions that are simple and special, or perhaps more grand and complex; either way, this peer recognition of the good things that happen here makes a difference in the lives of our patients and staff.

In 2017, 51 nominations were received for awards in nine categories. Every nominee and recipient makes Waypoint a better place to receive care, and a better place to work. They are all truly inspiring. Congratulations!

**2017 CORE VALUE AWARD RECIPIENTS**

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<tr>
<th>Caring</th>
<th>Respect</th>
<th>Accountability</th>
<th>Innovation</th>
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<tr>
<td>Jill Woodley</td>
<td>Brian Axten</td>
<td>Norm Petroff</td>
<td>Michelle Durnford</td>
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<td>Collaboration</td>
<td>Patient Safety</td>
<td>Leadership</td>
<td>Psychological Health, Safety &amp; Wellness</td>
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<td>Mike Radko</td>
<td>Liam Marshall</td>
<td>Nancy Hooper</td>
<td>Lena Zwicker</td>
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<td>Teamwork</td>
<td>Horizon Care Practice Task Group</td>
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<td></td>
<td>(L to R) Nancy Pilon, Suzanne Moore, Kate Thomson, Michelle Anderson, JoAnn Pelletier-Bressette &amp; Susan Begin</td>
<td>Absent: Jessie Lepine &amp; Kelly Rideout</td>
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SAYING THANK YOU TO OUR BOARD

Waypoint is fortunate to have an engaged Board who are committed to strengthening the mental health care system, and ensuring we continue to meet the needs of the people we serve.

At last year’s Annual General Meeting we said farewell to five Board members, but were thrilled to welcome three new ones throughout the year. Thanks were extended to Fred Flood, Doris Shirriff, Roger Robitaille, Betty Valentine and Tony Vipond for their years of service. Although Betty left her official role, she continues to represent Waypoint at the Catholic Health Sponsors of Ontario meetings.

John Barrett-Hamilton returned to the Board to take on the role of Chair for a second time in our hospital’s history. Joining John are Eric Preston and Ted Walker. Eric brings extensive knowledge of the mental health care system to the Board, having worked as Vice-President of Human Resources and Organizational Development at CAMH. He is also a trained facilitator and Principal of the Osbourne Group. Ted is a life-long resident of Tay Township who served as Chief Administrative Officer of various local municipalities until his retirement.

It was a busy year as Board members met their annual work plan objectives as well as led five Board committees. New Quality Risk and Safety and Clinical Services plans, as well as the annual fiscal and Quality Improvement plans were reviewed and approved. Board members were involved in stakeholder engagement and fundraising events, and continued their work as a faith-based board as part of the Catholic Health Sponsors of Ontario. Thank you to each Board member, those who chair committees, and the Board chair and vice-chairs for the many hours of dedication to Waypoint.

...AND OUR PHYSICIANS

It’s been a busy year in the medical/psychiatry portfolio with the recruitment of eight new physicians. We also saw the successful implementation of a pilot project for psychiatrist-on-call. This role has been critical in assisting with various programs across the hospital including liaising with internal, GBGH and community physicians with questions on matters dealing with psychiatric care.

We will soon say goodbye to Psychiatrist-in-Chief Dr. Jeff Van Impe as he relocates later this summer to be closer to family, but we extend our thanks for his leadership these last few years and are grateful he will continue to serve our patients on a part-time basis.

While recruitment for a new chief is underway, the office of the Psychiatrist-in-Chief, with assistance from our Medical Directors and the Medical Staff Association executive members, continue their work in modeling and sustaining a positive environment for physicians. This is evident in this year’s Physician Experience Survey with our physicians positively rating Waypoint as a place to practice medicine.

Representing the Medical Staff Association in a leadership role is new president Dr. Barbara Crawford, and Dr. Allison Wagg, secretary/treasurer for a second term. Thanks to Dr. Raheel Shahid for his service in the role of president in 2017/18.

Thanks are also extended to Medical Directors Dr. Brant Bergstrom and Dr. Plabon Ismail as they continue to bring their talent, experience and leadership to these roles.
PEOPLE WHO SERVE

...AND OUR VOLUNTEERS

Waypoint has approximately 130 active volunteers who selflessly share their gift of time with our hospital and our patients every day. Whether it’s serving on the Volunteer Association executive, completing income tax returns, working on a program with our clients or in our gift shop, or contributing to one of our many fundraising events, our volunteers’ contributions are immeasurable.

In the last year we welcomed 47 new volunteers who all bring a message of understanding and hope, and help Waypoint advance understanding and improve the lives of people faced with mental illness.

Our volunteers enjoy their experience at Waypoint too. In a satisfaction survey conducted last year of 31 health care centres across Ontario, Waypoint ranked 1st in two categories and 2nd in three others. Thank you for all you do!

CONTINUING OUR FOCUS ON HEALTH, SAFETY AND WELLNESS

To create a healthy workplace, you need a group of engaged staff, a work plan, and a commitment. These critical elements were present as Waypoint worked through the final year of a three-year psychological health, safety & wellness implementation plan with great success.

According to one member of the committee, there’s been a marked improvement since we began this journey. With regular updates by email and in the newsletter, there is more awareness and publicity, and staff have a sense of what’s going on and what’s available.

While there’s been much progress, there’s still a lot of the journey left, and the team continues to gain momentum to achieve their goals. Regular activities include targeted awareness campaigns for mental health week and the promotion of civility and respect in the workplace; education to gain a common understanding of what it means to be a psychologically healthy workplace; and an enhanced communication plan.

In addition to our focus on the psychological health, safety and wellness of our staff, we also undertook a third-party assessment by an international team of experts from JRPO and Associates. They reviewed our clinical programs and campuses to assess risk management policies, procedures, processes and measures for a safe, healthy, and therapeutic patient care and work environment.

The review resulted in a number of recommendations related to governance and physical security/internal security, the state of our buildings, procedural and therapeutic security and human resources and occupational health and safety. Various teams and working groups are reviewing these recommendations along with recommendations resulting from the work of the joint Ministry of Labour/Ministry of Health Provincial Leadership Table on Health Care Workplace Violence Prevention, with several having already been realized.

Safety, security and a violence free workplace are everyone’s responsibility and we are all working together to make it happen.
MAKING PLEDGES AS PART OF CHANGE DAY ONTARIO

Positive change in our health care system is possible when people are empowered to take actions, big or small, to improve compassionate quality care. Change Day Ontario is a growing global movement that aims to do just that, and Waypoint was proud to participate in 2017.

Change Day Ontario, co-sponsored by Associated Medical Services and Health Quality Ontario, promotes the belief that individual acts of change – regardless of their size – can add up to significant improvements for those within the health system, for their work environments, and ultimately for patients. It’s been adopted by countries all around the world and to date, over a million people have made pledges to commit to doing, changing or improving health care.

In addition to an awareness campaign and the recruitment of Change Day champions, we also hosted Amber McAuley as a guest speaker for a lunch and learn in November 2017. Amber, a senior facilitator from Mindfulness without Borders and a corporate trainer with Shepell, shared tips on building resilience and self-control, being proactive, practicing gratitude, and the importance of self-care when adapting to change.

DEVELOPING OUR PEOPLE

When employees are engaged in their workplace, they give their best each day, are committed to the hospital’s goals and values, are motivated to contribute to successes, and have an enhanced sense of their own well-being.

Investing in our people is one of the ways to keep employees engaged. In addition to a robust Organizational Development program, Waypoint continues a focus on Developing Our People - our leadership development program. The program is a dynamic initiative using the Canadian College of Health Leaders LEADS framework and is intended to foster a values-driven community of leaders built on sharing experiences, building relationships and commitment to learning.

This program includes celebrating our employees, thanking them for their service and promoting self-care. One of the ways this was accomplished last year was participating in the ParticipACTION 150 Play List to celebrate our country’s 150th birthday. Throughout the year, patients and staff alike were invited to try out 102 of the 150 “most Canadian” activities.
CORPORATE PERFORMANCE

RAISING FUNDS TO SUPPORT
MENTAL HEALTH TRAINING, NEW
EQUIPMENT AND FUTURE PROJECTS

Friday March 2 was a day filled with laughter, great music, inspiring words and remarkable people thanks to the brilliance and humour of comedian Jessica Holmes, the featured guest at Waypoint’s 5th Annual Fundraising Dinner.

Because of our generous guests, sponsors, silent auction partners, staff and volunteers, the hospital was able to raise more than $70,000 at the event. The funds raised are essential in helping to purchase medical and patient recreation equipment, further the understanding of mental illness and addiction issues, fund research, and support efforts to renovate and build more patient-centered, therapeutic environments across the hospital.

A huge thank you to TD Bank Group as our platinum sponsor and Honeywell as our diamond sponsor for making it possible for us to bring Jessica to our hospital, making this fundraising dinner our best yet!

We also had two more incredible fundraising events in September 2017.

On September 14th more than $43,000 was raised at the 13th Annual Warden’s Golf Tournament. The fundraiser is part of a commitment from the County of Simcoe to support Waypoint and youth mental health care in our region. Thank you to the County, our amazing volunteers, Kevin York our silent auction guru, the Waypoint golfers, and all of our sponsors and silent auction supporters for making this event such a success.

Mental Health in Motion celebrated its 3rd year on September 23rd, the hottest fall day in history. The event took place on the grounds of Waypoint and Discovery Harbour and was supported once again by lead sponsor Midland Honda, our unparalleled community sponsors and our amazing volunteers.

Participants enjoyed a 1, 5 or 10 km running/walking route, a yoga practice led by the Yoga House and an epic KidZone curated by The Garage Crosstraining Compound.

John Barrett-Hamilton (Board Chair), Jessica Holmes and Bonnie Barrett-Hamilton at the 5th Annual Fundraising Dinner

Mental Health in Motion participants during the pre-run stretch
THANK YOU TO OUR FUNDRAISING EVENT SPONSORS AND PARTNERS

104.1 The Dock
A Passion for Fashion
Alphakor
Anytime Fitness
Art Gallery of Ontario
BDO Canada
Bersenias Jacobsen Chouest Thomson Blackburn LLP
Big Red Works Inc.
Bonnie Breadner
Brissette Concrete Forming INC.
Brooklea Golf and Country Club
Bruce Stanton
CAMFIL Filters
Carol Baker
Carol Lambie
Carquest Auto Parts
Catharine Bayles, RBC
Wealth Management Dominion Securities Inc.
Chefurka Consulting International
Claus Abel
 Clintar
Discovery Harbour
Elite Party Rentals
Feast Catering and Events
Fred Hook Limited
Fresh by Leanne
Full Line Electronics
Georgian Bay Books
Georgian Bay Contracting & Haulage
Georgian Roots Events
Gillam Group
Graffiti Art
Grounded Coffee Company
H.S. St. Amant & Sons Inc.
Hicks Morley
History Barber Shop
Holly Archer
Honeywell
Huronia Dental Centre
Huronia Players
ITS
Karen Kennedy
Kelly Moss Photography
Kevin Cascagnette Photography
KICX Country 106
Lett Architects Inc
Maid of Midland
Mark Webster Productions
Mary Mandley
McGregor Allsop Consulting Engineers
Midland Honda
Miller Thomson Lawyers
Minds Alive
Mink Insurance Services Ltd
Mulholland Construction Company
Papa John’s
Penetang Foodland
Pheonix Jewelry
Ripley’s Aquarium
Ross and Alicia Skokkard
Royal Ontario Museum
Stephanie Hill
Sunspot Signs
Susan Dalrymple
Tammy Thomas
Taylor & Co
TD Bank Group
The Garage Crosstraining Compound
The Groom Room
The Yoga House
Thor Wealth Management Group
Tiffany Party Rentals
Titan Homes
Toronto Zoo
Twisted Sister 11
Wave Electric
Waypoint Vocational Services
INCREASING ACCESS TO CARE WITH A COMMUNITY HEALTH HUB

Construction of the new CHIGAMIK Waypoint Health Hub began in earnest last fall following a ground blessing and sod turning ceremony.

Dozens of Waypoint and CHIGAMIK staff, volunteers and clients as well as health care partners, the County of Simcoe, the Town of Midland and the community joined together in October for the special ceremony to offer prayer, good thoughts and words as work moves forward on a building that will house a place of healing and hope.

The health hub model aligns with the Ontario Community Hubs Action Plan, and co-locating mental health care and primary care services meets the Action Plan’s criteria for responding to local needs with a concrete way families can access a range of services, improving access to a broader range of wrap-around services for better outcomes, and reducing duplication with more efficient and sustainable services.

The partnership and the process thus far has truly been a collaborative one, with both health care organizations being an equal partner from the beginning. We have embarked on this journey together and are moving the project forward in a very caring, respectful and innovative way.

Numerous public meetings have been held to share the vision to create a nurturing and safe space that supports CHIGAMIK’s promise statement of every one matters and Waypoint’s strategic priorities to improve access to mental health and addiction services for the people we serve, as well as building new partnerships.

If you’ve had the privilege of driving by the site, you will know that preparation work and construction is well underway. We continue to work together through the very extensive approval process required by the Ministry of Health and Long-Term Care, working towards the new building being ready for occupancy next winter or early spring.

Input from our staff is now helping to refine the internal space design, and talks are ongoing to develop strategies to increase collaboration and improve access, and to determine how our two organizations will share common spaces, such as physiotherapy, conference and gathering rooms, the community kitchen, and youth programming space.

Several rooms will be designated for traditional Indigenous healing and spiritual care and the entire facility is intended to create a welcoming place for clients, staff and the community. Washrooms are gender neutral and common spaces will accommodate the particular needs of children, patients, and people with physical challenges.

In May 2017, we received exciting news that the hub will also be the site of a new Youth Wellness Hub for North Simcoe. Youth wellness hubs are walk-in centres where young people ages 12-25 can get one-stop access to the mental health support services they need. One of only six approved across the province, our application was successful thanks to the collaborative efforts of the partners including the North Simcoe Muskoka LHIN Child and Adolescent Mental Health Steering Committee, Waypoint, CHIGAMIK, and New Path as the regional lead agency for children and youth mental health.
**PARTNERSHIPS**

**PROVIDING SPECIALIZED CARE FOR OUR SENIORS**

Re-design, integration and collaboration to improve understanding and care for frail seniors and their caregivers topped the agenda for the North Simcoe Muskoka Specialized Geriatric Services (NSM SGS) program this year.

The ‘Mobile Support Team’, ‘Behaviour Intervention Response Team (BIRT)’ and ‘Behaviour Support Service’ were re-designed within the NSM SGS program to create one team now known as the NSM Behavioural Support System (BSS). Staff roles were updated to better meet the needs of seniors and their caregivers and new team members were added as a result of investments through the provincial Behaviour Supports Ontario initiative. In the fall of 2017, the three regional Psychogeriatric Resource Consultants moved from Collingwood General & Marine Hospital to become part of the NSM BSS team. One team and one name.

To help build the knowledge and skills of area health care professionals, education events were held across the region with many focused on responsive behaviours. An education series for physicians/nurse practitioners was also held in several regions focusing on dementia, consent and capacity, and the use of medical marijuana in seniors.

The NSM SGS Program continued its commitment to ensuring the most current and applicable care and information is available to providers and residents of North Simcoe Muskoka with the launch of a new website: www.nsmsgs.ca.

Work will continue in 2018 with the integration of the Integrated Regional Falls Program (IRFP) from Orillia Soldiers’ Memorial Hospital, and the continued growth of the NSM SGS team.

Special thanks are extended to NSM SGS physician leaders Dr. Kevin Young and Dr. Geoff Daniels for their continued support and commitment in caring for our region’s frail seniors and their caregivers.

**PARTNERING TO SHINE-UP THE SHRINE**

It was a beautiful sunny day when a group of Waypoint clients and staff volunteered to Shine-Up the Shrine! Working alongside staff from the Martyrs’ Shrine, the group prepared the site for the seasonal opening of the sacred grounds, making way for the more than 120,000 visitors expected to walk through the gates.

Recovery means different things to different people, but it often includes reintegration in the community, whether through community groups, volunteerism or employment. Waypoint’s employment specialists advocate for their clients and seek out opportunities, while also educating local employers about what it means to partner with the hospital and the benefits to be gained by employing affected individuals and supporting them with their recovery goals.

As a Catholic hospital, one of our strategic goals is to seek out partnerships that align with our mission and vision of changing lives through the advancement and delivery of compassionate care. Partnering with the Martyrs’ Shrine is a great fit to help us meet this goal.

“At Martyrs’ Shrine, we strive to create a peace-filled, beautiful, and healing place for the thousands of pilgrims who come each year to build upon their personal relationships with God. This is a mission we, in many ways, share with the Waypoint community,” says Father Michael Knox S.J., Martyrs’ Shrine Director.
The Mental Health and Addictions Quality Initiative (MHAQI), a partnership of the four stand-alone mental health hospitals (Waypoint, Ontario Shores, CAMH and The Royal), was successful in receiving funding from the Ministry of Health and Long-Term Care for two collaborative initiatives.

The Access to Care Initiative received a one-year extension and an additional $1.2 million in one-time funding for 2017-18 to continue the development of a wait times tracking system for mental health and addiction priority areas. The project is using data from the four specialty mental health hospitals to track specific wait times, identify service gaps, and build a structure for public reporting and accountability. This work is in partnership with the Cancer Care Ontario Wait Time Information System.

Funding was also received for the Improving Access to Structured Psychotherapy (IASP) Demonstration Project to expand access to psychotherapy. IASP and two other provincial demonstration projects – Bounce Back led by the Canadian Mental Health Association Ontario (CMHA), and online mental health support tools managed by the Ontario Telemedicine Network, are the province’s initial investments toward a provincial structured psychotherapy program for depression and anxiety with funding of approximately $25 million over three years.

Other MHAQI highlights included a successful Queen’s Park advocacy day during October’s Mental Illness Awareness Week, and work towards formalizing the collaborative partnership of the four hospitals that will be announced in the new year.

Phase two of the Ontario Government’s Workplace Violence Prevention in Health Care initiative is underway with the first meeting of the Leadership Table held in February. The Ontario Hospital Association and hospital sector representatives, including Carol Lambie, Waypoint President and CEO, continue to play leadership roles at the Table as the second phase commences, which will focus more broadly across the health care sector.

Waypoint continues to provide leadership to the North Simcoe Muskoka Local Health Integration Network (NSM LHIN) Care Connections Mental Health and Addictions Project Team and its three Steering Committees: Acute Care Clinical Services, Child and Adolescent, and Crisis Management and Community Resources (lead agency is CMHA-Simcoe County).

The Crisis Management and Community Resources Steering Committee is particularly focused on opioid treatment, an initiative supported by a partnership between the NSM LHIN and Simcoe Muskoka District Health Unit. The child and youth mental health inpatient beds at Royal Victoria Regional Health Centre opened in December and the Child and Adolescent Steering Committee continues efforts for system-level integration to support the new inpatient beds including common intake assessment and referral forms. The Committee also developed a proposal for a Youth Wellness Hub as an addition to the new CHIGAMIK Waypoint Health Hub in Midland. The many partners involved in the proposal development were excited to receive approval for the youth hub in May.

Waypoint continues to participate in the County of Simcoe’s Our Community 10-Year Affordable Housing and Homelessness Prevention Strategy. The Strategy set a target to create 2,685 affordable housing units between 2014 and 2024. During phase one from January 1, 2014 – December 31, 2017, 947 units were created, with additional supports through rent supplements provided by the Ministry of Health and Long-Term Care to the NSM LHIN. Phase two of the Strategy (January 2018 to December 2020) has a target of an additional 895 units.
STRENGTHENING LOCAL, REGIONAL AND PROVINCIAL PARTNERSHIPS
...continued

With the support of the County of Simcoe and a major donation to Waypoint, the Have Hope campaign launched at the Simcoe County Museum in February 2018. This anti-stigma campaign and youth mental health initiative will roll out over the next two years starting with a series of “stories of hope”. The first four stories feature friends of Waypoint - mental health advocates who share their stories to help others in their recovery. Funding is also being used to provide Mental Health First Aid training across the county for adults who interact with youth. The Have Hope campaign demonstrates that mental illness can impact anyone and we are not alone.

Throughout the year many Waypoint leaders and staff were involved in strengthening partnerships, including our commitment to other regional and local initiatives such as the Aboriginal Health Circle, Simcoe County Hospital Alliance, Transitional Age Youth System of Supports (TAY SoS), North Simcoe Situation Table and the Midland Cultural Centre Our Health series. This year marked the first year Waypoint was included in County of Simcoe capital funding, with $45 million earmarked by the County for Hospital Alliance partners over the next 15 years.

During the next two years, Waypoint will receive its portion of the $45 million to be used in part for the CHIGAMIK Waypoint Health Hub.

Waypoint patients, clients, staff and volunteers are fortunate to have a strong partner in the Patient/Client and Family Council. The Council plays a significant role in the hospital’s quality of care efforts providing a voice at the Quality Committee of the Board, involvement with development of the Quality, Risk and Safety Plan and annual Quality Improvement Plan, and being a part of every quality, risk and safety meeting across the hospital.

During the last year Waypoint’s canteen services were transitioned to the Council and it also now has a formal role in reviewing hospital policies and procedures affecting day-to-day patient/client care. Yvette Brook, Executive Director, is a valued member of the Leadership team which includes supporting the annual planning process.
A NEW VICE-PRESIDENT FOR RESEARCH AND ACADEMICS

Waypoint was pleased to welcome Dr. Nathan Kolla to the hospital in August 2017 when he joined as the new Vice-President of Research and Academics.

Dr. Kolla holds a faculty appointment as Assistant Professor in the Department of Psychiatry, University of Toronto, and also has an appointment as Staff Psychiatrist at the Centre for Addiction and Mental Health (CAMH) where he is head of the Violence Prevention Neurobiological Research Unit and a Clinician-Scientist in CAMH’s Research Imaging Centre.

Dr. Kolla’s research interests are in the areas of neuroimaging, positron emission tomography (PET), forensic psychiatry, personality disorders, and self-injury.

WAYPOINT TRAUMA RESEARCH TEAM – HELPING PREVENT PTSD IN MENTAL HEALTH CARE PROVIDERS

Waypoint was successful in obtaining a grant for nearly $249,000 from the Ontario Ministry of Labour to support a joint project of the Waypoint Research Institute and the Royal’s Institute of Mental Health Research. Additional funds were also received from WorkSafeBC for the project which is being co-led by Waypoint’s senior research scientist Dr. Zoe Hilton and Dr. Michael Seto at The Royal.

The project is aimed at preventing post-traumatic stress disorder (PTSD) in mental health care providers and ensuring those with PTSD receive timely support for improved wellness and return-to-work. This study will enhance the reach and effectiveness of efforts to understand how workplace factors impact experiences of trauma among psychiatric workers, the very people who provide treatment and care for people with serious mental disorders.

At Ontario Shores’ 7th Annual Mental Health Conference, Waypoint’s Trauma Research team of Zoe Hilton, Elke Ham and Rebecca Harris won best poster for their submission “Trauma-Related Disorders Among Psychiatric Workers.”
RESEARCH AND ACADEMICS

WAYPOINT RESEARCH INSTITUTE 5TH ANNUAL CONFERENCE
MOMENTUM–RESEARCH REALIZED

Under the leadership of Laura Ball, Knowledge Translation and Implementation Coordinator, the 5th annual conference in 2017 was a great success.

Grants from the Social Sciences and Humanities Research Council and Canadian Institutes of Health Research, in addition to sponsorships, provided the capacity to expand the scope of the conference in exploring the theme of implementing evidence-based practice in mental health and addictions.

The conference attracted more attendees than ever before and our keynote speakers, Nicolas Watters from the Mental Health Commission of Canada, and Nadine Wathen from Western University, provided video footage with their take on mental health issues. Check them out here goo.gl/H498rP.

As well, two workshops engaged participants to discuss challenges faced by First Nations communities and to consider culturally appropriate solutions. The 6th Waypoint Research Institute Annual Conference is scheduled for May 2018.

LAUNCH OF EVIDENCE-BASED PRACTICE ADVISORY COUNCIL

Enhancing our commitment to evidence-based practice, the hospital launched the Evidence-Based Practice Advisory Council to replace the previous Professional Practice Advisory Council.

The Evidence-Based Practice Advisory Council supports clinical practice by helping integrate evidence-based practices with research. This role aligns with our commitment to provide excellence in mental health care that is rooted in the best scientific evidence.

Co-chaired by the Directors of Research and Professional Practice, the Council includes representation from all professional practice disciplines, research, clinical directors, clinical managers, clinical educators, human resources, and the Patient/Client and Family Council.

CREATING A SAFER ENVIRONMENT WITH SAFEWARDS

In an effort to make our units safer and create a more peaceful environment for both patients and staff, Waypoint began a pilot project to implement Safewards on two of our clinical programs: Awenda A and Bayview.

The Safewards model supports our core values through ten interventions designed to improve therapeutic rapport between patients and staff, and reduce the potential for conflict.

The model has been implemented at many mental health hospitals across the province and we continue to evaluate this collaborative clinical and research initiative at Waypoint to ensure we are providing the best possible care for our patients.
RESEARCH AND ACADEMICS

CELEBRATING CANADA’S 150TH BIRTHDAY BY HONOURING THE PAST

Thanks to generous funding from Connecting for Canada’s 150th by the Social Sciences and Humanities Research Council, the Waypoint Research Institute was able to create a remarkable video series titled Keys to Our Past. The series explores the history of improving mental health care and treatment at Waypoint and across Canada.

The project was led by Laura Ball, Knowledge Translation and Implementation Coordinator with Jennifer Bazar, former Waypoint Postdoctoral Fellow and creator of the Waypoint digital archive, along with two research students, Rachel Gerow and Gary Bold. John LeClair, Recreation Therapist, lent his acting talents as the face and voice of the videos. Nick West, Patient Relations Officer contributed thought-provoking art work while Trent Maracle, Audio Visual Coordinator, also provided expertise.

This impressive team project resulted in a series of impactful and educational videos that will be shared at many events such as fundraisers, galas and our Annual Research Conference. To view the videos, please visit goo.gl/H498rP.

GRANT FUNDING LEADS TO NEW RESEARCH PROJECTS

Over the past year, our researchers developed and submitted over 21 grant proposals on various topics to several federal and provincial government funding agencies – ranging in subject matter, complexity, and budget from $5,000 to over $2.4 million.

We had some notable successes, some disappointments, and still await results on a few.

Successful or not, each proposal coalesces ideas and teams to be at the ready to submit for the next research grant competition to help build on Waypoint’s impressive research history.

The Waypoint Research Institute plays an important role in making one of our Core Values a reality – to be innovative and discover and apply new knowledge. Central to making this happen is acquiring grant funding for researchers and their teams to have the resources to study mental health and addictions. Researchers can then seek solutions for real impact on improving lives.

BUILDING RESEARCH PARTNERSHIPS AND COLLABORATIONS

Key to conducting top-tier research is securing strong partnerships with other researchers and organizations so that, together, we become greater than the sum of our parts.

Over the past year, Research and Academics has nurtured collaborations with universities and colleges, research institutes, police forces and other mental health centres. We are developing new relationships right across the country.

We continue to partner with local community agencies on several initiatives, one being to develop a meaningful education program in cultural safety. We are delighted to have received funding from the Canadian Institutes of Health Research Indigenous-Healthy Life Trajectories Initiative (I-HeLTI) towards this joint initiative of the Aboriginal Health Circle and the Waypoint Research team, which includes a three-day workshop in Ottawa with Indigenous leaders from across Canada.
# Financial Highlights

**Year ending March 31, 2018**

## General Operations

<table>
<thead>
<tr>
<th>Revenue</th>
<th>2018</th>
<th>%</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Health and Long-Term Care</td>
<td>$126,671,048</td>
<td>87.33%</td>
<td>$122,820,359</td>
</tr>
<tr>
<td>Recoveries</td>
<td>2,752,781</td>
<td>1.90%</td>
<td>1,990,204</td>
</tr>
<tr>
<td>Donations</td>
<td>327,313</td>
<td>0.23%</td>
<td>217,695</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>15,300,858</td>
<td>10.55%</td>
<td>14,450,928</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>145,052,000</strong></td>
<td><strong>100.00%</strong></td>
<td><strong>139,479,186</strong></td>
</tr>
</tbody>
</table>

## Expenses

<table>
<thead>
<tr>
<th>Expenses</th>
<th>2018</th>
<th>%</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries, wages and benefits</td>
<td>102,393,539</td>
<td>74.96%</td>
<td>101,698,531</td>
</tr>
<tr>
<td>Professional care supplies and expenses</td>
<td>1,270,507</td>
<td>0.93%</td>
<td>1,197,013</td>
</tr>
<tr>
<td>Administration and physical operating expenses</td>
<td>28,295,082</td>
<td>20.72%</td>
<td>26,392,704</td>
</tr>
<tr>
<td>Amortization and loss on disposal of equipment</td>
<td>4,629,343</td>
<td>3.39%</td>
<td>3,923,172</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>136,588,471</strong></td>
<td><strong>100.00%</strong></td>
<td><strong>133,211,420</strong></td>
</tr>
</tbody>
</table>

## Surplus from General Operations

| Surplus from general operations                  | $8,463,529 |         | $6,267,766 |

## Other Income

| Deferred contributions and Fund type 2           | $8,825,205 |         | $8,038,038 |
| **Total**                                        | **8,825,205** |         | **8,038,038** |

## Other Expenses

| Amortization of Capital and Fund type 2 expenses | $9,377,628 |         | $8,599,210 |
| **Total**                                        | **9,377,628** |         | **8,599,210** |

## Excess (Deficiency) of Revenue over Expenses

| Excess (deficiency) of revenue over expenses     | $7,911,106 |         | $5,706,594 |

## Summary of Financial Position

| Current assets                                   | 20,023,258 |         | 22,520,527 |
| Restricted assets                                | 31,062,122 |         | 26,270,728 |
| Long term assets                                 | 288,776,156|         | 290,743,230|
| **Total**                                        | **339,861,536** |         | **339,534,485** |

| Current liabilities                              | 15,235,000 |         | 13,910,170 |
| Long term liabilities                            | 275,874,036|         | 284,785,987|
| Net assets                                       | 48,752,500 |         | 40,838,328 |
| **Total**                                        | **339,861,536** |         | **339,534,485** |

## Financial Summary

- **Revenue:** $145,052,000
- **Expenses:** $136,588,471
- **Surplus from General Operations:** $8,463,529
- **Other Income:** $8,825,205
- **Other Expenses:** $9,377,628
- **Excess (Deficiency) of Revenue over Expenses:** $7,911,106
- **Total Current assets:** $339,861,536
- **Total Net assets:** $339,534,485
**PEOPLE WE SERVE by the numbers**

![301 Beds Image]

**ADMISSIONS**
- 974 - Regional Programs
- 147 - Provincial Programs

**DISCHARGES**
- 954 - Regional Programs
- 151 - Provincial Programs

**PERCEPTION OF CARE**
- 80%: I think the services here are of high quality
- 84%: Staff were sensitive to my cultural needs

**AVERAGE OCCUPANCY**
- 92%

**PEOPLE WHO SERVE by the numbers**

![People Image]

**1200 EMPLOYEES**
- 130 ACTIVE VOLUNTEERS

**EMPLOYEE ENGAGEMENT SURVEY**
- Increased scores in:
  - Perceptions of Teamwork
  - Perceptions of Supervisor
  - Quality of Support Services

**YEARS OF SERVICE**
- 4 @ 25 YEARS
- 20 @ 30 YEARS
- 14 @ 35 YEARS
- 1 @ 40 YEARS

**CORE VALUE AWARDS**
- 133 NOMINEES
- 51 NOMINATIONS
RESEARCH by the numbers

6
Educational Events

30
Peer Reviewed Publications

60
Invited Peer Reviews Conducted

21
Grant Applications Submitted

Congratulations!
1408
Individuals certified in the Ontario Domestic Assault Risk Assessment (ODARA)

FUNDRAISING by the numbers

120%
of the fundraising target achieved