A MESSAGE TO OUR COMMUNITY

These are interesting and challenging times, and it has never been more evident that we are stronger together. We have seen compassion, dedication and perseverance shine throughout the last year as our leaders, staff, and volunteers exemplified our mission, vision and values in the care and treatment of patients. Together we achieved many accomplishments including being awarded exemplary standing from Accreditation Canada, continuing our clinical transformation with the electronic health record, making the final plans to move into the new Community Health Hub and strengthening our partnerships with Indigenous communities. We also launched a new Strategic Plan to guide us for the next five years as we continue to grow and learn together how to move forward in this new reality.

A heartfelt thank you to our many partners, donors and the people in our communities dedicated to reducing stigma and advocating for our patients, clients and their families. That support was reflected in the participation we saw in our events. Not only are these activities raising funds for our hospital, they are bringing people together as a voice for those who often suffer in silence.

We don’t know what the next year will bring us. We are currently focused on the safety and wellbeing of our patients and staff, and ensuring we are prepared for the additional waves of this pandemic. We are also continuing to find innovative ways to work provincially and regionally with our partners to support those who are experiencing increasing mental health and substance use problems because of COVID-19, such as the new COVID Frontline Wellness program for healthcare and frontline workers.

We hope you enjoy reading about our efforts to advance understanding and improve the lives of our neighbours, family members, colleagues and friends on their mental health and addiction journey.

We are Stronger Together.

Carol Lambie  
President and CEO

John Barrett-Hamilton  
Board Chair
Serve, Discover, Lead – these three bold words will take Waypoint into the future. Waypoint’s Board of Directors and President and CEO unveiled the hospital’s new Strategic Plan during Mental Illness Awareness Week in October 2019. The board spent many months reviewing feedback from all levels of staff, stakeholders and partners. With input from the voices of over 400 people, the new plan focuses on the three strategic directions – Serve, Discover and Lead - for the hospital to focus on as it continues to improve experiences and outcomes for patients, families, staff and partners. With an emphasis on building trust, leveraging our expertise, working with others, and using the latest technology, the plan sets out the objectives and measurements for the next five years.

Thanks to our employees’ promise to provide safe, high quality mental health services, Waypoint is proud to have achieved Accreditation with Exemplary Standing in June 2019. This designation is the highest award available through the hospital accreditation program.

Feedback from the surveyors highlighted the hospital’s strengths and challenges, with particular recognition for our strong safety culture, a fantastic team and the strong partnership with the Patient/Client and Family Council and community partners.

Accreditation Canada also states our hospital has “gone beyond the requirements of the Qmentum Accreditation program and demonstrates excellence in quality improvement.” Waypoint is now accredited until 2023.

This success is a testament to the hospital’s commitment to continuous improvement – having met 100 per cent of the Required Organizational Practices as well as 99.7 percent of Accreditation Canada standards - the criteria and guidelines required to provide high-quality care and service.
Results from the Trauma among Psychiatric Workers study conducted jointly by Waypoint and The Royal, show 16 per cent of staff responding to the survey met the cutoff for PTSD. Critical events increased the risk of PTSD, but chronic stressors made an equally important contribution. The study also found that other workplace characteristics, such as workload, were associated with an increased risk of PTSD symptoms.

The study resulted in a report with 12 detailed recommendations for psychiatric hospitals to build workplace plans to reduce trauma-related problems and support psychiatric workers seeking help. To read more about this project and the recommendations, please visit www.traumaamongpsychiatricworkers.net.

Safe&Well Waypoint

Safe&Well Waypoint is more than just a logo - it’s an opportunity for everyone at the hospital to see how we each play a unique role in the commitment to the health, safety and wellness of staff and patients. Every member of our organization plays a part in balancing safety and clinical needs, as well as demonstrating respect for each other to provide the best patient experience.

Waypoint has been using the Safe&Well brand as a way to promote continuous conversations about staff and patient health and safety, and to link wellness to safety. Using this brand at the onset of the COVID-19 pandemic has provided staff with a single area of focus for our communications – something they asked for to make it easier to know where to go for the most up to date information. Safe&Well has helped reinforce our commitment to safety, identify challenges and is being used as a foundation and means to implement ways to promote change, understanding and wellness.
Staff engagement and organizational culture is a strategic priority for the hospital. We are committed to putting the wellbeing of our people first, so they can deliver compassionate high-quality care for our patients and our community. Because of this focus, Waypoint was selected by the Ontario Hospital Association, in collaboration with the Yale Center for Emotional Intelligence (YCEI), to participate in a research project addressing staff engagement, burnout and emotional intelligence.

Emotional intelligence is a set of abilities to help better understand emotions and reasoning with and about emotions. Research confirms that emotional intelligence predicts important life outcomes, such as quality of relationships, decision-making, academic and work performance, satisfaction, and health-related behaviours.

Ultimately, individuals coming together within an organization defines its collective values and culture. The results of this survey will help the hospital understand how staff are experiencing and relating to their environment, colleagues, managers and patients, with a goal to build a better future. The results will support the development of action plans to continue improving our workplace which in turn benefits our patients.

CBT is a structured, time limited therapy that is problem-focused and goal-oriented, and teaches practical strategies and skills.

In North Simcoe Muskoka, the program is delivered in a wide-range of settings, including primary care, community mental health, family services agencies and at Waypoint.

The program is intended to increase access for all eligible individuals including Indigenous peoples and people who identify as Francophones.

Waypoint has been the regional lead for the Ontario Structured Psychotherapy program (formerly Increasing Access to Structured Psychotherapy) since August 2017 in partnership with community providers.

The program began as a demonstration project and achieved strong clinical outcomes, helping clients develop cognitive and behavioural skills to manage their mental health, and improve their quality of life. The success of the project was recognized when it was included as part of the province’s Roadmap to Wellness: A Plan to Build Ontario's Mental Health and Addictions System launched in March 2020.

In North Simcoe Muskoka, the program is delivered in a wide-range of settings, including primary care, community mental health, family services agencies and at Waypoint.
Waypoint is one of multiple partners working together to develop a regional Ontario Health Team (OHT) to improve system integration for vulnerable populations in Central Ontario. The goal for Ontario Health Teams is to bring healthcare service providers together in a more integrated way. Following a self-assessment submission in May, the Central Ontario Regional OHT for Specialized Populations received notice from the Ministry of Health that this group is one of a small number of submissions which have been categorized as an Innovative Model.

The Central Ontario Regional OHT for Specialized Populations proposed a network of agencies in Central Ontario providing person centered care for vulnerable people and their families/caregivers with highly complex needs who require specialized intensive services through their lifespan. This will be with a lens of trauma, mental health and addiction, senior’s health services and palliative care services.

We are committed to collaborating to better integrate our services in order to build capacity for a full continuum of services and ensure access to specialized services for populations whose care exceeds the capacity of local OHTs. The proposed regional OHT for Specialized Populations will support the local OHT teams in order to provide access to highly specialized regional services.

THE PARTNERS ARE:

- Alzheimer Society of Simcoe County
- Canadian Mental Health Association Simcoe
- County of Simcoe Long Term Care and Seniors Services, Health and Emergency Services
- Dr. Rob Meeder, Pediatrician
- Hands, the Family Help Network
- Mamaway Wiidokdaadwin Indigenous Interprofessional Primary Care Team
- New Path Child and Youth Mental Health Services
- North Simcoe Muskoka Hospice Palliative Care Network
- Patient/Client and Family Council
- Pine River Institute
- Waypoint, including North Simcoe Muskoka Specialized Geriatric Services
With significant investments from the Government of Ontario, the County of Simcoe, and the Town of Midland, the Community Health Hub has become a reality.

CHIGAMIK Community Health Centre and Waypoint’s outpatient and community programs moved into the hub in late May, 2020. Consolidating many healthcare services under one roof including primary care and mental health supports, youth programming, traditional healing and walk-in services will allow for more collaborative growth and provide clients and residents with more access to quality, client-centred care.

While all services and programs from each organization will remain the same, the 40,000-square-foot facility has a number of common elements such as a reception area, meeting rooms, a community kitchen and physiotherapy facilities. Several rooms are designated for “smudging” to serve the Indigenous community.

Other community organizations will also share the space including the North Simcoe Youth Wellness Hub, the Patient, Client and Family Council, the Rapid Access Addiction Medicine (RAAM) clinic (facilitated by the Royal Victoria Regional Health Centre), the Mental Health Walk-In Clinic (facilitated by the Catholic Family Services of Simcoe County), the Midland Midwives By the Bay and more.

To ensure the safety of all staff, clients and community members during the COVID-19 pandemic, enhanced health and safety measures have been implemented and following the advice of public health, physical distancing will remain in place with limited foot traffic in the new building.
SCHIZOPHRENIA
WITH SCHIZOPHRENIA
HEALTH QUALITY ONTARIO STANDARDS

Schizophrenia is a complex mental illness that affects how a person thinks, feels, behaves and relates to others. The illness occurs in both men and women, and typically arises in the late teens to early twenties, but can also develop later in life. Nearly 20 per cent of Waypoint patients have a primary diagnosis of schizophrenia.

We know there are significant gaps in the quality of care that people with schizophrenia receive in Ontario. They also encounter stigma or beliefs and attitudes that lead to negative stereotyping of them and their illness. Stigma, or the perception of stigma, can negatively affect their ability to tell friends and family about their illness, and to seek help. Stigma may also impact their ability to access health care services.

In the summer of 2019, Waypoint began the implementation of four of the eleven standards related to Schizophrenia Care for Adults in Hospitals from Health Quality Ontario. In addition to providing long–acting injectables and clozapine, best-evidence medications, we trained ten clinicians to begin offering cognitive behavioural therapy for psychosis (CBTp) and family intervention therapy (FIT). This standardized therapy is being offered on a variety of programs and will help patients develop skills and strategies to get and stay healthy, and provide family members with the skills to help them.

BELL LET'S TALK DAY
RAISES MONEY AND AWARENESS FOR MENTAL HEALTH

For the 2nd year in a row, a local radio station aired from the hospital’s lobby on Bell Let’s Talk Day to help raise money and awareness about mental health and mental illness. Pure Country’s Carey Moran and Jason McCoy spent the morning talking to Waypoint experts about Mental Health First Aid, our services for both adults and youth and our research.

This is just one initiative that is helping to accomplish our communications and engagement plan goals to help increase the public’s understanding of who we are, what we do, and the people we serve, as well as raising awareness to end the stigma and discrimination associated with mental illness.
COLLABORATION HELPS MAKE COMMUNITY ART PROGRAM A REALITY

Creating art is an empowering act that brings participants a sense of accomplishment and improves an individual’s quality of life. With funding from the Huronia Community Foundation, Waypoint collaborated with the Midland Public Library and Quest Art School & Gallery to offer an art program, at little to no cost, to anyone interested in the community.

The inclusive program ran once a week for nine months with a mix of professional artists and community volunteers providing guidance in multiple modalities to the participants.

A successful year of programming was capped off by an art show and celebration at Quest, where all the amazing artists showcased their creations. Thanks to Waypoint’s Tamara Burke, Faith Roebuck Shergold from the Midland Public Library and Andrew Maize from Quest for bringing this amazing program to our community.

ENHANCING OUR PARTNERSHIPS TO IMPROVE PATIENT OUTCOMES PROVINCIALLY

Waypoint, Ontario Shores Centre for Mental Health Sciences, The Royal Ottawa, and Centre for Addiction and Mental Health (CAMH) have been collaborating for many years on benchmarking to improve care and services for our patients and clients, and last year the four hospitals formally launched Mental Health Partners. Mental Health Partners aims for excellent mental health care for all and is focused on quality, access, standardization and advocacy.

The Royal also formally joined Waypoint and Ontario Shores in a shared electronic health record enabling each hospital to leverage the EHR to improve patient outcomes and support collaboration in developing and implementing best practices, evidence-based care and common clinical standards. The implementation at all three hospitals was successful due to the leadership and the support of the team of experts from Clinical Informatics. With this success, the hospitals are further strengthening the partnership by harmonizing into one shared team. Together they will be able to drive best practices across the three organizations and the broader mental health care system.

Over the next year, the team will be working on upgrading to MEDITECH Expanse with a focus on improving system access and clinical workflows, resulting in a better patient and clinician experience.
As the hospital’s longest serving donor, the Waypoint Volunteer Association has funded exciting and noteworthy excursions along with much needed patient programming and equipment for many years. More recently, an effort was made to find innovative recreation and leisure opportunities for patients who are unable to participate in existing day trips, special events, recreation activities and rehabilitation services due to physical and/or psychological barriers.

In June 2019, the Volunteer Association executive welcomed staff and patients from the Bayview Program to present a $25,000 cheque for a Snoezelen Room. A Snoezelen Room is a multisensory, therapeutic resource for patients who require stimulation, leisure and recreation, but are unable to participate in traditional recreation and therapeutic programs.

The Bayview patients are some of our most vulnerable, highest need patients and as a result finding meaningful, impactful and enjoyable therapeutic opportunities can be challenging. The Snoezelen Room will fill this gap and transform their lives on a daily basis, providing consistent, ongoing recreation and therapeutic opportunities.

We are so grateful for this support from the Volunteer Association (as well as community sponsors and donors). With this and other investments, many doors have been opened for our patients, providing remarkable opportunities for personal growth, healing, skills development, and increased overall happiness. Thank you.
FINANCIALS

REVENUES

- Ministry of Health and Long-Term Care: 82%
- Recoveries: 8%
- Deferred Contributions and Fund type 2: 3%
- Other Revenue: 7%

EXPENSES

- Salaries, wages and benefits: 70%
- Drug, medical and surgical supplies: 19%
- Supplies: 2%
- Amortization and loss on disposal of equipment: 1%
- Amortization of Capital and Fund type 2 expenses: 8%

*actual financial breakdown available upon request
THE WAYPOINT STORY
A Waypoint is a reference point for navigation, whether nautical or in finding your way on a road or journey.

Waypoint Centre for Mental Health Care is situated on beautiful Georgian Bay, a nautical location that captures the healing power often associated with water.

It represents a safe harbour, a guiding light or safe stopping point during a storm, helping define the hospital’s role in the journey of treatment and recovery from mental illness.

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