



2023-2026

# Enabling Plans

Waypoint 

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



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# Together we are inspired to continue to serve, discover and lead.

I am thrilled to introduce Waypoint's five new Enabling Plans that identify our specific directions as we advance our Strategic Plan 2020-2025 goals of Serve, Discover and Lead. For the first time, we have integrated the five plans to create opportunities for deeper synergies and collective ownership, and ensure the highest impact for patients/clients and families, staff, partners and the communities we serve.

When I started as President and CEO in June of 2022, I shared my desire to foster the "Waypoint Way" of being servant leaders, working collectively with partners, sharing our expertise and other resources, nurturing our staff to learn and grow within Waypoint, and centering on the best interests of our patients/clients and communities. These attributes were validated throughout the many conversations and consultations that informed the Enabling Plans and are embedded throughout the plans.

As the health care system transforms, our new Clinical Services Plan, Quality, Risk and Safety Plan, People Plan, Digital Health Plan, and Research and Academics Plan all respond to this challenging but exciting time as we continue to lead the advancement and delivery of excellent and compassionate care for and with those experiencing mental health and addictions, as well as frail seniors and their caregivers.

What excites me most is how these plans were informed by so many people bringing diverse and valuable forms of expertise and experience – from our own staff during months of listening tours and participatory dialogue, patient/client and family experience leaders who have lived experience of mental health challenges and service use, our board of directors, valued partners, and experts and innovators in the broader health system. This extensive input gave us four motivational themes cross-cutting our plans that reinforce our commitment to partnership and collaborative leadership, inspire us to become a learning health system, focus our efforts on equity, diversity, and inclusion, and compel us to expand our reach and impact as a 'Waypoint without walls'.

We are so very thankful to everyone who gave support and ideas to enable us to think broadly, respond to challenges and be ready for new opportunities, and ensure we have the best possible outcomes and experiences for our patients/clients, partners and team members.

I am grateful for the dedication and expertise of our staff and partners to take us into the future and I look forward to our collective learning and growth, and to reporting on these efforts throughout the next three years.



**Dr. Nadiya Sunderji**

President and Chief Executive Officer

Waypoint Centre for Mental Health Care





## About Waypoint

Waypoint Centre for Mental Health Care plays a vital role provincially, regionally, and locally for people living with mental illness and addictions, and people needing specialized geriatric services. The hospital is home to the province's only high-secure forensic mental health programs and has an extensive range of both acute and longer-term psychiatric inpatient, outpatient, and community services as well as regional specialized geriatric services. In addition to our role as a care provider, we have established ourselves as an internationally recognized research organization with over four decades of achievements. Waypoint is continually evolving beyond traditional health care through partnerships, innovation, and research. We are committed to working together in a meaningful and participatory way with patients/clients<sup>1</sup>, families, staff, and partners to achieve optimal outcomes for the communities we serve.

**Building on our core values of Caring, Respect, Innovation, and Accountability, the 2020-2025 Strategic Plan aims to bring about transformational change, furthering Waypoint's vision of changing lives by leading the advancement and delivery of compassionate and excellent care under three core pillars:**

### SERVE

We will include patients/clients and families as partners in all we do, fostering a healing culture where staff, physicians, and volunteers are inspired to provide exceptional service and care.

### DISCOVER

We will embrace education, advance research and seek, generate and apply best practice and new knowledge to create the best possible outcomes for patients.

### LEAD

We will be a leader and trusted partner who embraces technology to support better overall health, collaborating with our partners to make it happen.

Although the COVID-19 pandemic has presented unforeseen challenges, we continue to make meaningful progress on our priorities while also taking on important new work.

### A few of our accomplishments since 2020:

- Supported people in our region through new or expanded programs including the **Ontario Structured Psychotherapy Program, North Simcoe Muskoka Specialized Geriatric Service, the Youth Wellness Hub, and the Frontline Wellness Program.**
- Collaborated with primary care and other partners through our new **Family, Child and Youth Mental Health Program** to increase access to care for children and youth.
- Implemented **quality standards for schizophrenia** in the hospital and in the community.
- Collaborated on system improvements with 10 regional partners through the **Innovative Model Central Ontario Health Team for Specialized Populations.**
- Submitted a **stage 4 capital redevelopment proposal** to open additional acute mental health beds, which would bring us to a total of 40 acute mental health beds to better serve our region.
- Produced valuable research in **forensic mental health, youth resiliency, mindfulness and the effects of the pandemic on health care workers** through academic partnerships.

<sup>1</sup> "Patients/clients and families" is used throughout this document and is intended to be inclusive of patients, clients, families and caregivers.

Looking forward, five new enabling plans reinforce our commitment to advancing the 2020-2025 strategic plan, adapting our approach in response to a rapidly changing environment, and positioning ourselves for new opportunities. Taken together, these integrated plans ensure we will use our resources in ways that produce the greatest impact for patients/clients, families, staff, partners, and communities.

## About the Enabling Plans

Our five enabling plans were deliberately created together to serve as an integrated roadmap in delivering on the current strategic priorities to Serve, Discover and Lead over the next three years. In the past, these plans were developed independently of each other, with varied timelines, measures, and priorities. The future focuses on **creating opportunities for deeper synergies, collective ownership, and aligned priorities to optimize outcomes.**

The five enabling plans are:

 <h3>Clinical Services</h3>	Defines Waypoint's focus to continually improve clinical service delivery for patients/clients and families at Waypoint and across the region. Articulates an increased emphasis on our role in expanding access to excellent care throughout people's care journeys through a 'Waypoint without walls'.
 <h3>Quality, Risk and Safety</h3>	Embraces a learning health system with continuous learning cycles where data leads to knowledge that informs practice, which in turn generates data. Ensures continuous quality improvement, learning in practice, patient and staff safety, and risk mitigation is at the forefront of all our work.
 <h3>People</h3>	Sets the direction to cultivate an empowered, accountable, healthy, and thriving workforce that dares to innovate. Sees that we attract and develop an inspired and energized workforce with the appropriate skills and capacity to help us deliver on our strategic goals, addressing equity, diversity, and inclusion and maximizing opportunities for staff to learn and grow within Waypoint.
 <h3>Research &amp; Academics</h3>	Articulates how we will deliver on an important and ambitious agenda to advance innovative and relevant research and expand the academic learner portfolio through new or enhanced partnerships.
 <h3>Digital Health</h3>	Advances Waypoint's commitment to leveraging technology toward data-driven learning and continual improvement in care delivery and operations, and toward enabling patients/clients to more actively participate in their care.

To develop these plans, we sought widespread input from our people, our partners and leading innovators, gathering insights on what activities would produce the greatest impact on the services we provide and how we provide them.

### **We completed:**

- Three 90-minute town halls, engaging staff from across the organization
- Five team workshops, each focusing on one enabling plan
- 15 external interviews with relevant system partners and innovators
- Six meetings of the Senior Leadership Team
- Engagement with board committees
- Leadership and board retreats

### **Throughout the engagement process, and across all five plans, four main opportunities emerged for us to make a difference:**

- Reinforce our commitment to partnership and collaborative leadership.
- Become a learning health system.
- Deepen our focus on equity, diversity, and inclusion.
- Expand our impact as a 'Waypoint without walls'.

By weaving these integrating themes through the enabling plans, Waypoint will demonstrate a significant impact on patients/clients and families, staff, partners, and the health system.



# Key Factors Shaping Our Plans



Since launching our 2020-2025 strategic plan, there have been significant changes to the environment in which we operate. The pandemic has contributed to profound uncertainties spanning economic, political, social, environmental, technological, and legal contexts. The health care system in Ontario is also undergoing significant transformation. These changes bring both risks and opportunities as we evolve how we work. However, we remain steadfast in our shared purpose to Serve, Discover and Lead. This section provides a brief overview of these changes and how we believe they may influence our work.

## Population Health

Ontario's population is projected to continue to grow significantly over the next 20 years, with the majority of that growth attributed to net migration to the province. The healthcare system today is unprepared to address the service needs of this population growth. Broader population trends and system pressures will also need to be considered when responding to the demand for highly specialized services such as forensic services.

There is an urgent need for immediate action to plan and prepare for future service demands driven by this growth. As the only specialty mental health and addictions hospital in the region, and the hub for specialized geriatric services throughout the region, Waypoint's future must consider the growing demand for services and an increasingly aging population.

## System Integration and Transformation

Signals point to continued integration across the sector, with a requirement for deeper collaboration and connection between health and social service providers at the local, regional and provincial levels. The Mental Health and Addictions Centre of Excellence within Ontario Health was recently established to standardize and monitor the delivery approaches for better and more consistent patient/client experiences and outcomes and to create a central point of accountability and oversight for mental health and addictions care. Simultaneously, continued work from the Ministry and Ontario Health to advance the Ontario Health Teams (OHT) initiative has implications for collaboration and integration at all levels. Although OHTs will now be required to include community mental health organizations, the absence of well-established integrated care pathways for mental illness and addictions or frail older adults poses a barrier to their inclusion in future population-based funding models for OHTs. Our innovative model OHT will need to evolve to continue leading in the development of integrated regional programs serving specialized populations.

## Digital Health and Virtual Care

Access to virtual health services has transformed significantly in line with the broader health care ecosystem in the past years. Through the pandemic, Waypoint and many other providers created new and adapted service offerings that made it possible for people to access care remotely. However, high demand, complex care needs, inequities in access, and regional/geographic disparities mean that there is still a significant unmet need. The Ontario government has been very focused on virtual care, and Ontario Health's role has increased with the integration of the Ontario Telemedicine Network into the agency in 2020. The government has also prioritized funding digital solutions in the context of OHT development. Having established basic access to virtual care, Waypoint can now go further in co-designing equitable, accessible, and patient/client-centered solutions to mature our digital care offerings.

## Acuity

The mental health and addictions system in Ontario is seeing an increase in the acuity and complexity of patient/client needs likely resulting from a combination of the health and social impacts of the past two years on vulnerable populations, and reduced access to regular care during the pandemic.

Waypoint has led in expanding our services for acute patients/clients with the highest needs (e.g., those needing psychiatric intensive care unit beds) to better serve and support our system partners. Adapting to this new reality presents opportunities to further strengthen our leadership in the system, continually learning from data and co-designing safe and therapeutic care models with patients/clients, families and staff.

## Regional Network of Partners

Waypoint is one member of a network of partners across Simcoe, Muskoka, Parry Sound, and Central Ontario that work together to provide mental health, addictions and specialized geriatric care, and other comprehensive support services to the community. There is an opportunity to continue to leverage resources to advance shared priorities in collaboration with network partners. This includes considering the full scope of services available across the region, identifying gaps in access or availability of services, and finding ways to address those gaps, such as building pathways to better connect patients/clients to supportive housing or long-term care options. Three value adds of this regional network are: care delivery to specialized and complex populations, capacity building, and system enablement and supports.

## Health Human Resources Challenges

The health human resource crisis in Canada has been identified as one of the greatest threats to health care delivery. Increased demand and pressures throughout the pandemic have exacerbated pre-existing shortages. With approximately 12,000 Canadians turning 65 years old each week, many members of the health care workforce are retiring. This is occurring across the entire system, thus affecting the whole care continuum, delaying access, and disrupting the quality of care. As staff shortages and capacity challenges continue, burnout, stress, and exhaustion are rampant among health care workers. At the same time, there is increased competition for skilled health workers. Current policies also incentivize movement into the private sector, which further exacerbates the challenges. Waypoint will need to innovate and differentiate itself as an employer of choice in the current environment and to care for our staff, modifying the way we work to enable our people to thrive. Adequately staffed and psychologically safe teams are essential to delivering our services well.



## **Organizational Culture**

Waypoint serves some of the province's most complex and vulnerable populations. The nature of the care we deliver has elevated the importance of clear and comprehensive policies and procedures. We are increasingly focused on putting patient/client and family outcomes at the centre of all decisions, and creating an environment in which our team members feel valued, supported, and equipped to do their best work. This includes taking a truly participatory approach, empowering and supporting members of our team and patients/clients, and family members, and reducing siloes and 'red tape' to work more effectively together.

## **Data**

The province is looking for innovative data solutions for specific issues that complement broader transformations. This includes approaches that help connect data between key system partners to better understand patient/client journeys and to learn and develop as a system. Building a strong data foundation and supporting regional partners in doing so will be critically important for Waypoint. An essential component of this work is changing culture and being purposeful about what data we collect and how it is used, in order to achieve clearly defined outcomes that are meaningful to patients/clients and families.

## **New Leadership**

Building on a strong foundation, Dr. Nadiya Sunderji's appointment as President and CEO in 2022 ushers in a new phase for the organization. Supported by a new Chair of the Board and the wealth of knowledge and expertise in our senior leadership team and throughout the organization, there is a renewed energy and enthusiasm to continue to embrace servant leadership and advance Waypoint's ability to deliver for patients/clients and families, members of our team, and our regional and provincial partners.

## **Fiscal Pressures**

Ontario's health care system has seen unprecedented investment prompted by increased pressures throughout the pandemic. These investments have been focused on hospitals and long-term care due to the severity of challenges faced by these parts of the system. Although these investments present a significant opportunity to address systemic challenges, some are temporary. System leaders have called for a need to reflect on how dollars are being allocated across the system to ensure solutions create longer-term sustainable improvements rather than exclusively short-term and reactive surge relief. Waypoint will not only need to continue its strong practices of fiscal stewardship but also sharpen its focus on delivering and demonstrating value across the system.

## **Aging Infrastructure**

A key consideration as we look to explore new opportunities and growth in the coming years is the state of our existing infrastructure at our 500 Church Street campus. Deferred maintenance requires significant resources to ensure our buildings can meet the needs of staff, patients/clients, and their families. The Toanche building is significantly outdated and limited in its ability to meet our current and future needs. At the same time, there may be further opportunities to lean into care delivery and capacity building in environments beyond our main campus.

**Our plans must be built with consideration of the risks and opportunities presented by these factors as we aim to deliver on our strategic priorities now and into the future.**



# Setting our Direction

Integrating Themes

## Reinforce our Commitment to Partnerships and Leadership

Waypoint has long prioritized fostering a wide range of partnerships to help build better mental health, addictions, and specialized geriatric systems. We recognize the rich expertise our partners have, including people with lived experience, family members, caregivers, service providers, clinicians, Indigenous communities, policymakers, system planners, and researchers, to name a few. Across all of these plans, we will nurture and grow our formal and informal collaboration with regional, provincial and national partners.

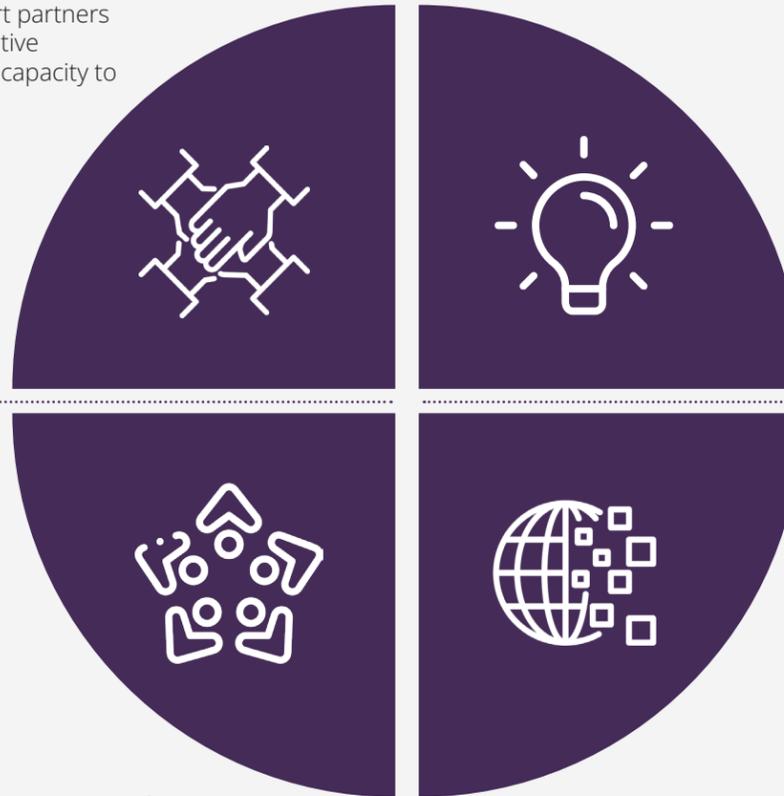
### We will:

- Extend Waypoint's and our partners' collective capacity and impact.
- Grow our role as a system and sector leader building on our servant leadership approach.
- Reinforce our commitment to patient/client partnerships across all we do.
- Facilitate more comprehensive services and improved outcomes for patients/clients wherever they engage in care.

We will make decisions with a systems perspective and provide a strong voice for the vision of an integrated mental health and addictions sector, as well as integrated services for older adults. We will support partners to navigate system transformation while leading by example to advance best practices and innovative approaches. We will embrace our expertise and specialized knowledge and be generous with our capacity to support a more effective and connected service delivery system.

### Examples of our work:

- Collaborating with the County of Simcoe and LOFT to respond to the complex mental health, behavioural and physical needs of older adults.
- Collaborating with primary care partners to optimize primary mental health care and specialized geriatric care models to support patients/clients more effectively.



## Deepen our Focus on Equity, Diversity, and Inclusion

Providing the best possible care by an inspired workforce can only happen if we acknowledge and address the real impacts of systemic discrimination and inequalities. We need to understand how these issues impact our patients/clients, families and staff. We can also learn from partners. Through these plans we will improve the care we deliver and the experience of all those who interact with Waypoint, fostering a sense of belonging by becoming a more diverse, inclusive, and equitable organization.

### We will:

- Develop and articulate a clear understanding of existing challenges, tactics to address these issues, and measures to track our progress.
- Dedicate leadership and resources to ensure meaningful advancement of this work.
- Clearly communicate what is being done, why, and how it will create change.

We will build an equitable, diverse and inclusive Waypoint where people are treated fairly, and where we are collectively working toward the goal of eliminating discrimination in all its forms. We will create an environment where everyone feels welcome and valued.

### Examples of our work:

- Adopting the AMHO Equity, Diversity and Inclusion framework across the organization.
- Engaging in research to learn from our Black, Indigenous and People of Colour patients how we can improve their experiences of care.
- Provide culturally informed and safe care.

## Become a Learning Health System

A learning health system is about aligning data, research, incentives, and culture to support rapid learning and continuous improvement. Ultimately, a learning health system allows us to provide better, more equitable, and more efficient patient/client care both in terms of experiences and outcomes. It also supports our providers, ensuring that they are both physically and psychologically safe. Our enabling plans embrace this concept and will help us build a learning health system at Waypoint, as well as contribute to a learning health system in the region. As a learning health system, we will advance clinical and service excellence by leveraging data and generating new knowledge, to rapidly learn and apply these insights. We will continually evolve our practices and influence the system more broadly. Importantly, this culture shift will amplify opportunities for our staff to learn and grow within Waypoint.

### We will:

- Shift culture intentionally, guided by leadership, supported by investment, communication, and staff participation.
- Focus on using data and measurement to inform decisions and practice.
- Articulate clear goals with respect to the quintuple aim outcomes.

Patients/clients will receive higher quality, safer, more equitable, and more efficient care, and Waypoint will be an even better place to work.

### Examples of our work:

- Optimizing our EHR system.
- Leveraging leader standard work to adopt quality standards.

## Expand our Impact as a 'Waypoint Without Walls'

Waypoint has great potential to extend its reach beyond 500 Church Street to better meet peoples' needs wherever they are in the community.

### We will:

- Nurture and grow the virtual presence of the organization and how information and care can be accessed.
- Find better ways to support patients/clients and families in all settings of their care journey, including by fostering innovative partnerships.

We will leverage our knowledge and resources to reach a broader network of partners, patients/clients and families. Waypoint will continue to foster a spirit of true partnership and collaboration in everything we do and work to build and strengthen system capacity, engaging with conventional and unconventional partners in new and exciting ways.

### Examples of our work:

- Providing virtual care options to patients/clients.
- Providing support to local, regional and provincial partners.

# Enabling Plan Overview



## Clinical Services

Our Clinical Services Plan defines Waypoint's focus to continually improve clinical service delivery for patients/clients and families at Waypoint and across the region. The plan articulates an increased emphasis on our role in expanding access to excellent care throughout people's care journeys through a 'Waypoint without walls'.

Our three-year vision: **Lead, inspire and advance high-quality integrated care in mental health & addictions and specialized geriatric services.**

### Directions:

Continue to advance clinical service excellence and quality care within our inpatient, outpatient, community, and regional services.

Nurture strategic and clinical partnerships and enhance our reputation as a trusted partner in order to build more system capacity.

Lead and support the development of integrated systems of care and integrated care pathways.



## Quality, Risk and Safety

The Quality Risk and Safety Plan embraces a learning health system with continuous learning cycles where data leads to knowledge that informs practice, which in turn generates data. The plan ensures continuous quality improvement, learning in practice, patient and staff safety, and risk mitigation is at the forefront of all our work.

Our three-year vision: **Drive clinical excellence through a learning approach, grounded in evidence-based standards of care and empowered expert staff, and co-designed through the voices of lived experience.**

### Directions:

Drive quality improvement and patient and staff safety through evidence-based approaches.

Build capacity and create environments for our people to deliver high-quality care.

Evolve the structures needed to support continuous quality improvement and safety initiatives.



## People

The People Plan sets the direction to cultivate an empowered, accountable, healthy, and thriving workforce that dares to innovate. The plan sees that we attract and develop an inspired and energized workforce with the appropriate skills and capacity to help us deliver on our strategic goals, addressing equity, diversity, and inclusion and maximizing opportunities for staff to learn and grow within Waypoint.

Our three-year vision: **Establish Waypoint as an employer of choice for skilled and diverse talent.**

### Directions:

Enhance employee experience and organizational health and well-being.

Intensify recruitment efforts to attract highly sought-after skills and talent.

Work proactively across all areas of the organization to identify emerging human resources needs.



## Research & Academics

The Research and Academic Plan articulates how we will deliver on an important and ambitious agenda to advance innovative and relevant research and expand the academic learner portfolio through new or enhanced partnerships.

Our three-year vision: **Advance Waypoint's system leadership through research and academics.**

### Directions:

Strengthen and grow the Waypoint Research Institute with a focus on more seamlessly integrating it within the organization.

Continue to build the organization's infrastructure and capacity to conduct patient/client-oriented and clinical research.

Become a national and global leader in forensic mental health research.

Strengthen the academic learner portfolio.



## Digital Health

The Digital Health Plan advances Waypoint's commitment to leveraging technology toward data-driven learning and continual improvement in care delivery and operations, and toward enabling patients/clients to more actively participate in their care.

Our three-year vision: **Use data analytics and technology to optimize operations and care delivery.**

### Directions:

Optimize and integrate digital and data solutions.

Work collaboratively with partners to become the data and digital backbone for mental health and addictions and specialized geriatric services in the region.

Improve patient/client access to both their health information and care through patient/client-facing solutions.



# Clinical Services Enabling Plan

Lead, inspire, and advance high-quality integrated care in mental health & addictions and specialized geriatric services.

## Our Vision

Clinical services are at the core of what we do at Waypoint. They are the primary way we contribute to better overall health and well-being for people living in our region and across the province. As we plan for the future, we must reflect on where we're doing well to meet the needs of our patients/clients, their families, our team, our partners, the region and the province. At the same time, we want to better understand the gaps and opportunities for improvement in our work.

Waypoint is uniquely positioned in our regional and provincial contexts. Our specialized areas of expertise in mental health & addictions, forensics, and geriatrics along with our central geographic location present us with several opportunities to lead, inspire and advance high-quality integrated care through our clinical services plan. We want to ensure we're focusing our knowledge and resources to create the greatest value for our patients/clients and their families. This includes considering the types of services we provide, how we deliver care, and the different ways we can support and build capacity with our partners to better integrate and align our efforts toward shared goals.

We will approach our strategic directions and objectives through a learning health system lens. We will take a participatory approach, gathering input from people with relevant experiences and perspectives. We will ensure our work is evidence-based, leveraging best practices, research, and data to inform what we do. We will work more iteratively and collaboratively and be comfortable with innovating and taking managed risks. We will put in place the measurement, evaluation, and monitoring tools needed to reflect and adjust our course as required.

We will build ways to collect and learn from quantitative and qualitative data and insights in real-time to drive improvements as we go. By adopting a learning health system lens, we will transform our work while concurrently driving change in how we work with our partners to support better overall health beyond our hospital walls and services.

The success of this plan is contingent on how well it is interwoven with all other enabling plans, as each plan offers us support and direction on how we will implement the objectives identified for our clinical services. Only by working together will we advance population health through our strategic priorities to Serve, Discover and Lead.

**The overarching goal of this plan is aspirational, yet achievable: advancing population health by building system capacity, nurturing partnerships and integration, championing health system transformation, encouraging innovation, promoting equitable care, and being leaders in clinical excellence.**

To achieve this goal, we must start internally. We must build on our foundation of service excellence in the clinical programs we have today.

## Direction 1:

Continue to advance clinical service excellence and quality care within our inpatient, outpatient, community, and regional services.

This direction will help us achieve the quintuple aim of the best experiences and outcomes for patients/clients and families, delivered as equitably and efficiently as possible, from a workforce that is well-skilled and supported to deliver that care. This will push us to operate as a learning health system, supported by high-quality data, evaluation, and research to make evidence-informed decisions.

### To advance this direction, we will focus on:

- Improving the quality of care by developing the knowledge and skills of our workforce related to mental and physical health needs; ensuring all members of our interprofessional teams are working at their full scope of practice to deliver care safely and effectively; sensitizing teams to equity considerations and training them on how to deliver care equitably to a diverse population and, by increasing access to medical and diagnostic supports for our inpatients to better support their primary care and chronic care management needs.
- Delivering state of the art forensic care by applying research evidence.
- Ensuring patient, family, and staff safety by continuing to drive evidence-based initiatives that reduce the risk of violence and aggression.
- Facilitating successful seamless transitions in care by enhancing partnerships and processes to ensure that those admitted to, and discharged from, Waypoint services have the best opportunity to achieve their optimal health and well-being.

Although the clinical services we deliver are an important contribution to the mental health, addictions, forensics, and specialized geriatric systems, Waypoint knows a full continuum of prevention, early intervention, treatment and supports is necessary to optimize health and well-being outcomes for people in our region and across the province. This requires building and nurturing trusting partnerships with other services and system experts, including people with lived experience, other health and social service providers, policymakers, and other system leaders.

We will intentionally focus on measuring the impact of current and future care models on different patient/client populations and be deliberate in breaking down barriers to create more equitable and inclusive services that appropriately reflect, recognize, and support the diverse populations we serve.



## Direction 2:

Nurture strategic and clinical partnerships and enhance our reputation as a trusted partner in order to build more system capacity across the care continuum and for those who face barriers to care.

Through these partnerships, and by leveraging Waypoint's resources and expertise, we will build further system capacity. We are fortunate that we are not starting from scratch in this regard. Waypoint has a history of building successful partnerships that have driven meaningful changes for patients/clients and their families. We will work to ensure our patients/clients receive the right care at the right time in the right place by working collaboratively within our regional expert networks.

### To advance this direction, we will focus on:

- Simplifying and streamlining access to, and flow through, services by developing and implementing models of coordinated access.
- Enhancing our partnerships to address gaps in housing and long-term care for our patients/clients and their families.
- Providing specialized care closer to home by collaborating with partners to support more training and education opportunities for local providers, and by expanding access to specialized clinics and services in local communities.
- Collaborating with primary care providers to optimize primary mental health care and specialized geriatric service care models to support patients/clients more effectively, including during transitions.
- Supporting health system planning and transformation by sharing our expertise and advice, and providing collaborative leadership within regional, provincial, national, and international committees and teams.

Our population is growing, aging, becoming more diverse, and presenting with a greater breadth of complex health and social needs. To successfully meet the needs of this changing population, we must lead and support the integration of clinical services across disciplines, organizations, and sectors to ensure we deliver the best care possible while making the best use of all available health care resources. By leveraging the trusted partnerships we have developed, we have the opportunity to collectively build better mental health and addictions and specialized geriatric systems of care.

## Direction 3:

Lead and support the development of integrated systems of care and integrated care pathways.

Waypoint is in a position to help lead the development and implementation of several of these systems and pathways. This is made possible by our deep knowledge and expertise, the clinical services we provide, and the system relationships we have built through our regional expert networks. Where appropriate, we will take a lifespan view in these areas, continuing to build our expertise as well as nurturing relationships with service providers across the age continuum.

### To advance this direction, we will focus on:

- Advancing the care of individuals living with **schizophrenia** by implementing the quality standards for schizophrenia at the hospital and in the community; mapping a regional best care pathway for individuals experiencing psychosis and once identified, addressing system gaps; and building capacity in other settings to appropriately prescribe psychotropic medication.
- Advancing the care of individuals living with **depression & anxiety** by continuing to implement the Ontario Structured Psychotherapy program and new low-intensity treatment offerings; collaborating to pilot universal and indicated screening for depression in hospital and primary care settings; and expanding our role as a regional neurostimulation provider to include rTMS for treatment-resistant depression.
- Advancing the care of individuals living with **substance use & addictions** by exploring service system gaps and working with partners to create additional system capacity to reduce bottlenecks and optimize patient/client flow.
- Advancing the care of **frail older adults** through the expansion of Specialized Geriatric Services by: building a system of regional geriatric mental health inpatient services, including increasing the regional profile of the Horizon program as a trusted centre of excellence for tertiary geriatric mental health inpatient services; increasing capacity for senior-friendly, evidence-based care within the hospital and across the region; continuing to implement the NSM SGS hub and spoke model across the region; and expanding NSM SGS program leadership and support into other parts of Central Region.





# Quality, Risk and Safety Enabling Plan

Drive clinical excellence through a learning approach, grounded in evidence-based standards of care, empowered expert staff, and co-designed through a voice of lived experience.

# Our Vision

Waypoint's Quality Risk & Safety Plan underscores our commitment to a high-performing culture – one sustained through continuous and measurable quality improvement, energized by highly skilled staff, inspired and guided by people with lived experience, and supported by the right structures and processes. This plan advances our continuous improvement culture, which enables the ongoing provision of high-quality and safe care and service. To that end, the plan was developed with the patient/client, family, staff, and organizational needs and outcomes in mind.

Quality and safety underpin organizational as well as system transformation. Our quality infrastructure needs to continually evolve to support our excellence in quality improvement as the mental health and addictions and specialized geriatric sectors transform to meet the changing needs of our communities, regionally and provincially.

We recognize the importance of building in flexibility to respond effectively to the changing environment, while also helping shape its direction. This presents a unique opportunity to reinforce Waypoint's commitments to advance those priorities best aligned with our mission, vision, and values.

We aim to foster a culture that supports quality and continuous improvement, enabled by strong staff participation. We will focus on creating an environment in which skilled expert staff use evidence-based practices and are supported by user-friendly practice support documents, including policies and procedures, as well as by change champions and mentors, and leader standard work including huddles.

Our staff are deeply committed to delivering excellent and compassionate care and deserve to work in an environment that facilitates the best possible care. Our goal is to create an environment in which staff systematically use robust data, measurement, and regular reflection as elements of a learning health system that drives inquiry and sustains practice changes, reinforcing staff skills and practices toward patient/client recovery and improved outcomes. Individual and team reflective practice will also nurture "active forgetting" of prior practices that we are intentionally evolving.

As a leading adopter of quality standards, and approaches that maximize patient and staff safety, we will share our knowledge and practices across the province and beyond.

**To successfully advance our goals in this post-pandemic context, we want to carefully balance a need to get "back to basics" with the need to innovate and advance Waypoint as a leader in the broader mental health, addictions, and specialized geriatric systems in the provision of quality and service excellence.**

Our success depends on accelerating a data-driven approach to clinical service delivery, adoption of evidence-based practices, clinician expertise, and supportive quality structures (e.g., user-friendly materials to support clinical practice changes, coaching and championing, and huddles) that empower our staff to employ rapid improvement cycles. Integrating clinical data to inform their decisions, applying evidence-based practices, and implementing quality improvement strategies to test and learn will empower a dynamic workforce while supporting better and safer patient care and outcomes and safer environments for patient/clients, families, and staff.

Another part of this work requires Waypoint to be intentional and reflective, through honest, transparent, and thoughtful discussions among those involved in planning, providing, and receiving care. This inclusive and participatory approach is a theme running through all five enabling plans and will foster a strong and co-designed culture of continuous improvement. This work will require us to skillfully engage patients/clients, families, staff, partners, and the broader community so they can directly shape our delivery of high-quality care.

This also includes reviewing data with clinicians in a co-learning approach and co-designing interventions to ensure our clinical services meet the needs of those we serve, and that our care minimizes harm and maximizes outcomes that matter. Evolving our culture and processes of patient safety incident analysis will also create psychological safety for participants and maximize organizational and systems learning in a "just culture" environment.

## Direction 1:

Drive quality improvement and patient and staff safety through evidence-based approaches.

Foundationally, this direction includes thoughtful use of high-quality data, rigorous outcome measurement, and supportive quality structures across the organization. At maturity, Waypoint staff will routinely combine using data, external information and best practices to demonstrate a positive impact on patient/client outcomes and provider experiences.

### To advance this direction, we will focus on:

- Advancing the routine utilization of standardized tools to assess meaningful health outcomes in all patients/clients, looking beyond symptom burden measures, and co-creating with patients/clients a definition of recovery.
- Creating a learning health system where clinicians use evidence and local data to inform changes in practice and study the impact on patients/clients and the clinical environment. This will also position Waypoint as a collaborative leader supporting the adoption of leading-edge practices in mental health care.



The work undertaken through the Quality, Risk, and Safety plan will also support Waypoint's efforts to apply a patient/client and family-centered approach and equity lens to all we do.

## Direction 2:

Build capacity and create empowering environments for our people to deliver high-quality care.

Over the next 3 years, we will implement a variety of quality standards to support the advancement of new models of care internally and externally. Internally, for each clinical program and the unique population it serves, we will standardize care processes with clear individual and team accountabilities, measured by patient/client-oriented outcomes and other quality and performance measures. Externally, we will facilitate the creation of integrated care models that help smooth patient/client journeys through recovery and across the lifespan. In doing this work, we will be mindful of the unique needs of staff, from novice to expert, and ensure that everyone is equipped with the knowledge, skills, tools, and resources they require to provide high-quality care to our patients/clients. We bolster this training and education with ongoing learning to empower our people to perform their duties with caring, compassion, competence, and confidence.

### To advance this direction, we will focus on:

- Implementing a patient/client care competency-based framework for the roles and responsibilities of team members to ensure service providers have the experience, skills, and support to deliver high-quality care.
- Implementing training, education, practice solutions, tools, mentoring, huddles, and other supports to empower team members to provide high-quality care, thereby decreasing risk and improving patient/client and provider experiences.
- Developing and implementing processes and practices (including training and education, ongoing mentorship, and innovative team-based models) that support clinicians to work effectively and to their full scope.

To translate our focus on quality into tangible outcomes for patients/clients and staff, we will ensure that the skills and standards above make their way into clear, practical, and applicable policies and procedures that will provide a strong foundation for continuous improvement as context and patient/client needs evolve. These structures need to support clinicians and help them sustain and evolve the gains achieved through practice standardization.

## Direction 3:

Evolve the structures needed to support continuous quality improvement and safety initiatives.

These approaches will demonstrate our continued commitment to listening, learning, and applying evidence to improve the quality of care, address inequities, and reduce risk and harm to build trust and support sustained change.

### To advance this direction, we will focus on:

- Developing and supporting quality structures (e.g., reflective practice opportunities) that sustain learning health system changes.
- Identifying goals and an approach for equity, diversity, and inclusion that will inform the standards and clinical approaches we take, and advancing work through participatory approaches supported by strong performance measurement practices.





# People Enabling Plan

Establish Waypoint as an employer of choice for skilled and diverse talent.

## Our Vision

Our people are at the heart of everything we do. A strong people strategy is essential to ensuring that we deliver on our commitment to providing exceptional person-centered care. Our People Plan was curated with consideration of the complex and dynamic external health care landscape that shapes us, as well as our changing internal environment. It serves as a roadmap towards achieving our vision of becoming an Employer of Choice, where staff, physicians, clinicians, trainees, and volunteers look forward to coming to work every single day.

To drive this aspiration, our efforts must be focused on improving our recruitment, retention, and leadership development strategies, as well as fostering a psychologically safe environment for our staff. This will enable us to deliver and support the evidence-based and compassionate mental health and addictions and specialized geriatrics care that our patients/clients and their families expect and deserve.

Our people are our greatest asset. The pandemic, along with an increasingly aging population has put enormous pressure on health care workers across Canada. At Waypoint, we acknowledge the sacrifices that our staff make every day, dedicating their lives to providing and supporting excellent and compassionate care. We are making a conscious and concerted effort to become even more focused on caring for our people and fostering their well-being, which is vital to developing a resilient Waypoint. To us, employee well-being is about building a culture of holistic wellness including physical, emotional, career, community, and purpose. A healthy and inspired workforce allows us to serve our patients/clients and provide them with the best care possible.

Over the next few years, we will advance equity, diversity and inclusion as priorities at Waypoint to ensure that we treat each other fairly and that all staff have opportunities to thrive and feel a sense of belonging at Waypoint. Breaking down the barriers and fostering skilled talent will help ensure we reflect the communities we serve. We recognize the importance of having an inclusive, participatory dialogue with diverse perspectives at the table and acknowledge that it is an integral element for our success moving forward. Waypoint is dedicated to actively working to create a more diverse, equitable, and inclusive space for all.

The overarching aim of this plan is to cultivate an empowered, accountable, and healthy workforce that dares to innovate. We want to ensure that we have an inspired workforce with the appropriate skills and capacity to help us deliver on our strategic goals. This plan aims to strengthen, energize, and empower our workforce by providing staff with the tools and resources they need to provide and/or support safe, quality, and culturally informed care, with an emphasis on cultivating an environment for staff to excel in their roles, enabling them to thrive and strive towards individual and collective goals.

Employee experience is critical to our success as an organization, especially as we continue to grapple with the effects of the pandemic. In combination, our efforts to promote organizational health and wellbeing, improve employee experience, foster equity, diversity, and inclusion, and develop excellent people leaders at all levels of the organization will drive strong retention rates. The ultimate goal is to create an environment where staff are happy, healthy, and proud of the work they do together every day.

Waypoint has an exceptional team across our organization, bringing together the collective skills, experience, and dedication that enables us to continue to serve our region and the province. As the heart of our organization, we want members of our team to feel supported, inspired, motivated, and rewarded to continue building their careers at Waypoint.

## Direction 1:

Enhance employee experience and organizational health and wellbeing.

This direction will push us to focus on retention and ways to improve the day-to-day experience and long-term growth of staff at Waypoint while fostering a culture that values physical safety and mental health equally.

### To advance this direction, we will focus on:

- Using evidence and data to develop an employee experience platform that provides a new and more timely way of engaging with staff.
- Enhancing training, education, and professional development opportunities for staff, with training and education focused on improving core skills, and development focusing on growth and advancement.
- Incorporating an equity, diversity, and inclusion lens across policies, programs, and practices, and socializing these changes among staff, to initiate a meaningful change and promote a culture shift within the organization. As one example, we will provide anti-bias training for all hiring managers.
- Introducing a succession planning model that cultivates high-performing, compassionate leaders with a focus on recognition, culture, and improved employee experience.
- Establishing a leadership development strategy that identifies and develops vital capabilities of all leaders. This includes ongoing and targeted development to promote an accountable and empowered workforce.
- Ensuring all health, safety, and wellness programs, policies, and processes are current and align with the requirements of the National Standard for Psychological Health and Safety in the Workplace.



The overarching aim of this plan is to cultivate an empowered, accountable, and healthy workforce that dares to innovate.

## Direction 2:

Intensify recruitment efforts to attract highly sought-after skills and talent.

In an increasingly competitive environment, Waypoint also needs to prioritize strategies and tactics to attract top-notch talent. Working towards becoming an employer of choice and growing our profile as collaborative leaders in the community and health care system will instill pride in our existing staff and position us well as we look to recruit new employees and retain talent.

### To advance this direction, we will focus on:

- Defining, marketing, and integrating an employee value proposition that is in alignment with and continues to strengthen our values as an organization.
- Creating a genuine and authentic branding strategy that focuses on the key attributes of Waypoint as an employer and the benefits of working at Waypoint, highlighting positive impacts on the community.
- Developing and executing innovative recruitment strategies to identify and onboard talent, including through proactively partnering.

## Direction 3:

Work proactively across all areas of the organization to identify emerging HR needs.

Like many other organizations, Waypoint needs to adapt to changes in our environment, addressing challenges in our clinical and non-clinical areas, with the appropriate techniques for each. This will improve staff experience while meeting the organization's strategic needs.

### To advance this direction, we will focus on:

- Embedding a new human capital management system that will eliminate manual processes and automate tasks to be more effective and efficient while building capacity.
- Adopting people analytics to equip leaders across the organization with information that will enable them to make strategic decisions.



# Research & Academics Enabling Plan

Advance Waypoint's  
system leadership through  
research and academics.

# Our Vision

There is a strong desire and aspiration to see Waypoint become a centre of excellence in research and academics. With its unique breadth, depth and strength, this plan will enable us to deliver on our full potential by accelerating the impact that research and academics can have on Waypoint and the broader system.

Our Research and Academics plan builds a strong foundation for Waypoint’s collaborative leadership in the health system by evolving from a research institute within a hospital to a model where the hospital is the research institute—where inquiry, evidence, and care are seamlessly integrated. As we embrace a ‘Waypoint without walls’, this concept is inclusive of work we do in the community and through partnerships.

Enhancing the integration of research, knowledge mobilization, and education as part of our evolution into a learning health system will see us developing and applying clinical outcome indicators from the ground up to improve care delivery, inform policy and support our quality improvement initiatives.

Expanding partnerships between Waypoint Research Institute and other academic partners, including mental health partner hospitals, will leverage the strengths of each organization involved to achieve our shared purpose of providing innovative and evidence-based care, and will help ensure we have the appropriate infrastructure and supports in place to be successful. There is an opportunity and need to fully integrate research across the organization, to support and enhance clinical and system transformation efforts both within and outside our walls.

Over the next three years, we want to become more intentional about partnering across and beyond the organization to support the uptake of evidence-based practice as well as the evaluation of our care improvement efforts (i.e., practice-based evidence). This approach encourages inquiry right at the point of care delivery, and encourages us as researchers to fully immerse ourselves in the field. The existing arrangement of our high secure provincial forensic clinical units in paired A/B units creates a natural opportunity for randomized clinical trials exploring the real-world effectiveness of treatments and quality improvement and patient and staff safety interventions. This will demonstrate the impact of our research and teaching and spur new and exciting collaborations that could produce better outcomes for our patients/clients.

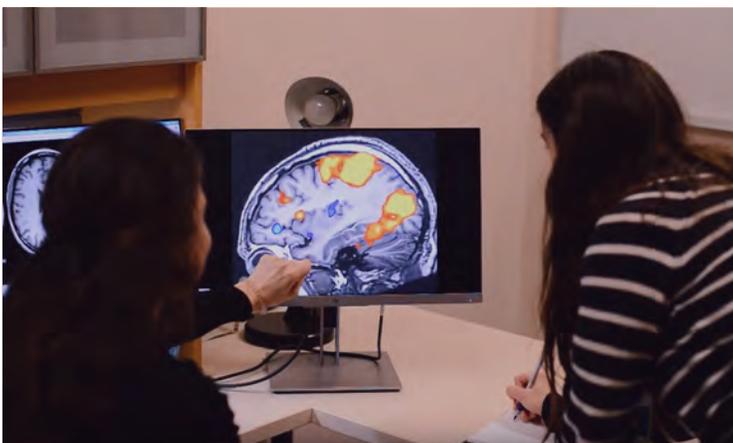


## Direction 1:

Strengthen and grow the Waypoint Research Institute with a focus on more seamlessly integrating it within the organization.

### To advance this direction, we will focus on:

- Leveraging existing talent within the organization by supporting and encouraging Waypoint staff to participate in and lead clinical and non-clinical research projects.
- Creating a collaborative mentorship program between Waypoint clinicians, Waypoint program areas, and WRI scientists to help build partnerships and research capacity across the hospital and provide research training to clinical staff.
- Strengthening the integration between research, clinical, and non-clinical services through the development and implementation of knowledge mobilization and communications strategies.
- Conducting, synthesizing and translating research into actionable policy recommendations at a systems level. Aligning and communicating research priorities and activities, positioning the organization as a collaborative leader that is supporting and advancing system change.
- Identifying education and training, professional development, and funding opportunities to attract researchers, scientists, and trainees to conduct research at Waypoint.
- Embedding researchers across the hospital to support implementation science expertise on Model of Care and other strategic projects.
- Establishing a partnership with Data and Analytics to support data collection for research purposes.
- Implementing clear mechanisms by which volunteer and paid student learners can engage with ongoing research projects.



## Direction 2:

Continue to build the organization's infrastructure and capacity to conduct patient/client-oriented and clinical research.

Patient/client-oriented research is about engaging patients/clients and families as partners in the research process to ensure that studies focus on patient/client-identified priorities, which ultimately lead to better patient/client outcomes. Over the next few years, the five integrated plans will further transform our understanding and approach to the role of the patient/client toward a proactive partner, who helps shape research, services, and supports at Waypoint.

### To advance this direction, we will focus on:

- Adopting and tailoring existing frameworks for patient/client-oriented research, establishing a Community of Practice, and creating clear and equitable mechanisms for patient/client partners and staff to remain involved in all aspects of patient/client-oriented research at Waypoint.
- Building and sustaining trusted relationships with patient/client and family partners, recognizing their research contributions, and providing compensation where appropriate.
- Partnering with the Patient Client and Family Council (PCFC) and inviting their full participation from the start of the research process to ensure inclusive research practices.
- Working with PCFC to identify accessible engagement strategies from an equity, diversity, inclusion, safety, and anti-stigma perspective to ensure there is a diversity of voices at the table.
- Conducting and advancing patient/client-oriented policy research in mental health and addictions to address issues of ongoing relevance for different levels of government.

In our quest to transform new knowledge into evidence-based practices, patient/client and family engagement in research will take centre stage to enable us to offer better services and care and accelerate a culture of continuous and collaborative learning. This necessitates inclusive participatory decision-making processes to ensure that research and academic activities are synergistic with Waypoint's strategic priorities and reflect the complex and multifaceted needs of our patients/clients and their families. This path must be driven forward by an integrated, transparent, and multidisciplinary approach. To support the development of culturally informed research initiatives, we are committed to engaging equity-deserving and underrepresented communities in co-designing research at all phases of the process.

## Direction 3:

Become a national and global leader in forensic mental health research.

Since Waypoint is the only high secure forensic mental health program in the province and has a rich history of research in forensic psychiatry, the organization is uniquely positioned to lead forensic mental health research on a national and global scale. Waypoint has made a historic \$1M investment in our first funded research chair position to enable a leap forward in forensic mental health sciences, including by developing national and international collaborations, producing high-impact publications and presentations, and fostering collaborations within the academic milieu of WRI. This plan pushes us to build on our knowledge and expertise advancing the delivery of safe and effective care to this highly specialized and unique population.

### To advance this direction, we will focus on:

- Continuing to publish and mobilize forensic and patient/client-oriented research to showcase the organization's contributions to the field of forensic mental health research.
- Ensuring the organization's forensic focus in research can be sustained over time through a detailed and robust funding plan and targeted strategy to attract forensic researchers to Waypoint.
- Expanding projects related to forensic mental health and addiction through partnerships with clinical programs, patients/clients and families, researchers, and policymakers.

## Direction 4:

Strengthen the academic learner portfolio.

As we work toward becoming a learning health system, expanding and optimizing our participation in professional education will prepare our current and future workforce to better meet patient/client and population needs. This plan allows Waypoint to offer invaluable opportunities to learners to enhance their knowledge and expertise as they engage in research and/or frontline work.

### To advance this direction, we will focus on:

- Building relationships with existing and new academic partners to attract and grow the number of clinical and non-clinical learners at Waypoint.
- Developing preceptors and faculty to ensure a positive learner, preceptor, and patient/client experience.
- Partnering with Human Resources and Organizational Development to build a recruitment pathway for clinical and non-clinical learners.



# Digital Health Enabling Plan

Use data analytics and technology to optimize operations and care delivery.

## Our Vision

The digital landscape of Ontario's health care system has evolved rapidly in recent years. Organizations had to rapidly adapt to advance their digital capabilities to continue serving their patients/clients. Through collaboration members of our community became increasingly comfortable with this new way of engaging with care providers. Simultaneously, we've seen significant attention on the potential of data to help us work more effectively and efficiently in our sector, and the possibilities for digital technologies to enable us to do more with the resources we have.

Waypoint's patients/clients, their families, team members, and partners deserve to be supported by a modern, technologically-enabled organization. In the coming years, we will work to build on and expand the digital resources, structures, and processes, as well as the knowledge and skills, that will enable us to communicate and engage more effectively with each other and draw meaningful insights from real-time information to make evidence-informed decisions. These intentions align with the emerging priorities of the Ontario Health Mental Health and Addictions Centre of Excellence, which includes a data and digital focus to advance evidence-based service planning, data-driven investments, monitoring of patient/client and system outcomes, performance management, and transparency and accountability.

This plan is guided by innovation and sustainability to deliver intrinsic value to the organization and its patients/clients and families, as well as the broader community. The plan is inclusive of all the technologies we require to deliver and support effective and safe care and services, including operational support. The overarching goal of this plan is to enable the organization to deliver high-quality care driven by evidence and data and supported by technology and innovations where appropriate.

We will combine our skills and expertise as a mental health, addictions, and specialized geriatric services provider with the application of high-quality data to evolve into a learning health system that enables integrated care and quality improvement through an agile and iterative process. By focusing on how data is collected, analyzed, and applied, we will lay the foundation for a learning organization that implements evidence-based process improvements to support the achievement of excellence in mental health and addictions and specialized geriatric services.

In the execution of this plan, Waypoint must focus on the collection of meaningful, high-quality data and promote a people-powered culture that is rooted in evidence-based decision-making. A heightened focus on quality data and predictive analytics will serve as a potential differentiator for the organization, creating an opportunity to support innovative research and promote best practices on a local, regional, provincial, and national scale.

Rather than seeking short-term technological solutions, our digital health strategy focuses on refining our workflows and processes in the context of both our operations and care delivery. This supports organizational readiness to embrace novel approaches to serving our patients/clients. This plan takes a thoughtful approach to identifying how digital tools, technologies, and practices will move us forward in the present and prepare us for the future, with a particular focus on enhancing the experiences of our patients/clients and families, staff, partners, and the broader community.

## Direction 1:

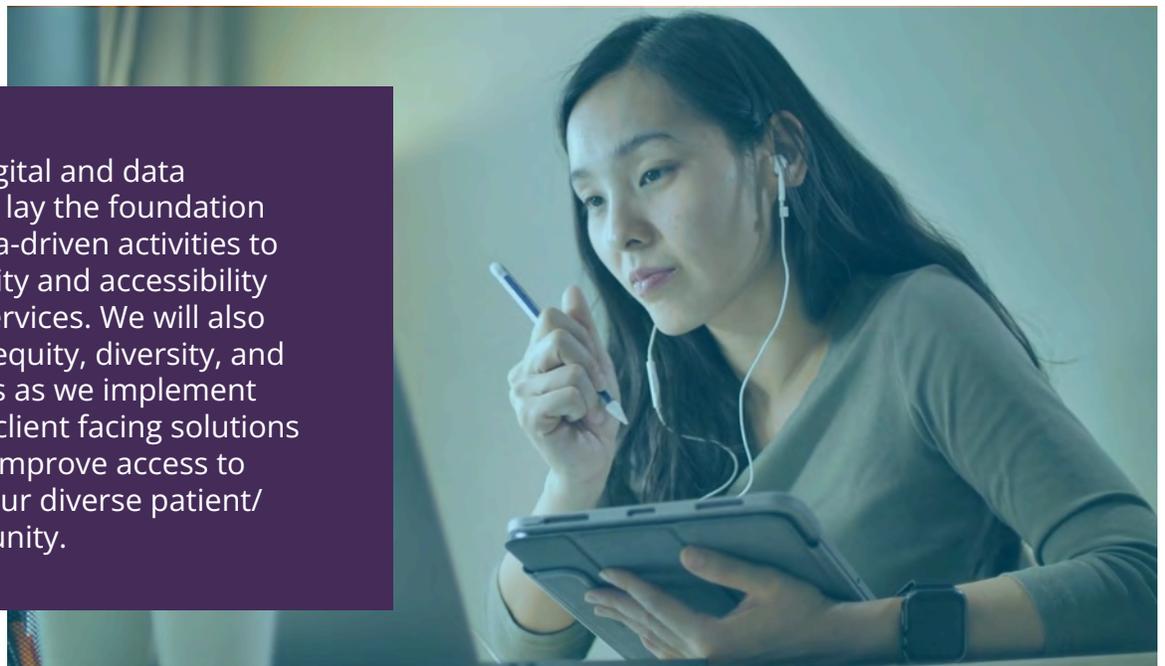
Optimize and integrate digital and data solutions.

Before we consider acquiring new solutions and integrating new technologies, we must ensure we have a solid foundation to build from, starting with understanding and aligning what we currently have, while identifying gaps that can guide our future work.

### To advance this direction, we will focus on:

- Strengthening digital governance, supported by collaboration across teams and with regional partners and patients/clients, and families, to ensure we have the tools and information we need to make data-driven decisions.
- Optimizing existing systems (including the electronic health record system) and ensuring the interoperability of future investments.
- Working towards lean clinical data collection practices and data quality standards by standardizing processes and documentation practices internally and in alignment with external stakeholders to improve data quality.
- Exploring and leveraging collaboration with existing and new external partners (e.g., Mental Health Cluster, Central Region) to optimize Waypoint's digital and data capabilities.
- Increasing and expanding the use of digital solutions to improve provider experience.
- Developing staff competencies and skills related to data and digital tools, analytics, privacy, and security.

Improving digital and data solutions will lay the foundation for more data-driven activities to increase equity and accessibility across our services. We will also maintain an equity, diversity, and inclusion lens as we implement new patient/client facing solutions to equitably improve access to care across our diverse patient/client community.



## Direction 2:

Work collaboratively with partners to become the data and digital backbone for mental health and addictions and specialized geriatric services in the region.

Given Waypoint's role as a partner and collaborator in the regional system, and our capacity and resources as a large organization, Waypoint is uniquely positioned to support our regional partners, increasing capacity in the system through backbone functions. As we work toward more integrated mental health and addictions and specialized geriatrics sectors in the region and our provincial partnerships, digital capabilities and alignment will be critical.

### To advance this direction, we will focus on:

- Developing a roadmap to support the digital and security capacity of regional and partner organizations to improve continuity of care and coordinated access.
- Integrating and aligning with provincial and regional digital services, creating solutions to support integrated care pathways.
- Developing predictive analytics capabilities to support processes and service improvements and to promote best practices internally, regionally, and provincially.
- Continually working to reduce cyber-security risks in alignment with provincial direction.

As we deepen collaboration with our partners, we will grow our reach and impact across the system by supporting more connected care pathways and transitions, improving information sharing to increase efficiency for providers and patients/clients, expanding access to data to make more informed care decisions, and conducting research in support of broader understanding and improvements in the mental health and addictions and specialized geriatrics sectors.



## Direction 3:

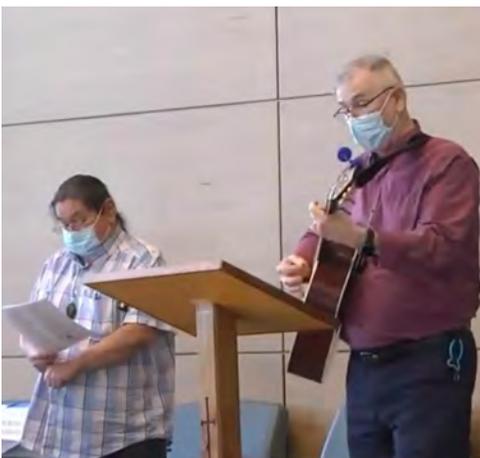
Improve patient/client access to both their health information and care through patient/client-facing solutions.

This plan also acknowledges the importance of patient/client-facing digital tools to improve access to care and, ultimately, improve the health and well-being of our community as a “Waypoint without walls”. We particularly recognize the need to be thoughtful and intentional in how we advance this area. We serve a diverse community and some of the province’s most disadvantaged individuals. We will maintain an equity, diversity, and inclusion lens in this work, ensuring that equitable patient/client outcomes continue to be paramount.

### To advance this direction, we will focus on:

- Expanding a digital patient/client experience hub that includes virtual care options and tools for self-management to decrease barriers to accessing Waypoint services and reach those we currently don't serve.
- Supporting patient/client use of virtual technology through education and equitable access to technologies.
- Ensuring choices are available in the patient/client journey with improved accessibility for diverse users through a refreshed external website.

Across these three directions, we are excited about the significant progress that will be made to extend Waypoint’s impact and better support our patients/clients, their families, team members, partners, and the broader community. A strong, integrated, and well-informed digital foundation will be essential to reaching our full potential as a leader in the mental health and addictions and specialized geriatric sectors.





To support the hospital's vision and plan for the future, Waypoint will refresh its Master Plan to re-establish a roadmap for physical growth. The process will incorporate a variety of considerations, including balancing new service delivery models and infrastructure modernization with increasing patient/client volumes and the community's overall integrated health care needs and expectations.

Master planning is not just about thinking about building new structures, it incorporates re-imagining the future of health care delivery and the models of care required to support a changing population, patient/client and family expectations enabled and enhanced by technology, as well as advances in medical knowledge.

It is important to note that there is a very robust process to support any new hospital build. The Ministry of Health's Capital Planning Process has five stages for each project, and each stage builds on information developed in the one before as the project moves from planning through design and implementation. Government approvals are required at various stages of the process.

## Key components of the hospital's work will include:

### 1. Short-term Master Plan Refresh

Throughout the pandemic, Waypoint provided up to 25 additional acute mental health beds in addition to its baseline 20-bed Acute Assessment Unit. Funding is presently provided for 14 additional beds (for a total of 34) temporarily only, with the incremental beds located in the Atrium Building Swing Unit. However, a permanent location for these beds is urgently required to return the hospital's Swing Unit to its intended purpose - that is, to have an available secure relocation space in the case of an emergency or other need (for example a flood, fire, renovation project on a secure unit) for Waypoint forensic patients/clients or other inpatients within or beyond Waypoint.

To this end, Level 3 in Waypoint's Toanche Building, which was a former clinical unit, is being decanted and readied to be available for the construction of a 20-bed unit with five dedicated Psychiatric ICU beds. The hospital has submitted a Stage 4 capital submission to Capital Branch for review and approval, with current estimates in the range of \$7M and seven months of construction time.

Pursuing approval for this capital project remains the hospital's top priority to address capacity pressures in Central Region's acute mental health inpatient system. Once complete, additional projects will require further consideration. In particular, re-purposing space on Level 1 (i.e., Old Bay Café) of the Toanche building to better support patient/client activities, and to relocate the Horizon Program for Geriatric Psychiatry from the Bayfield building to the Toanche building for closer proximity to other services and supports for this complex patient/client population.

At the same time, the enabling plans' exploration of a 'Waypoint without walls' and continuing emphasis on partnerships in an increasingly integrated health system, present medium to longer-term opportunities to evolve our care models and leverage technology and teams to better serve people in other environments along the care continuum.

### 2. Review of Mid-term Master Plan Provisions - Main Campus

The implications of the aging infrastructure of the Toanche building have been heightened by the pandemic response experience, with patient/client isolation and other IPAC requirements underscoring

the urgency to replace the building which is now over 50 years old. As one of the oldest psychiatric hospital buildings in Ontario, the building structure no longer aligns with today's best practices and standards for mental health and addictions care. The building was constructed with a more institutional design, very little privacy, many ward rooms, and limited group and other therapy spaces. The hospital will initiate a pre-capital submission to support the redevelopment of the Toanche building to create a modern care environment that meets today's standards. Developing this submission will be an avenue through which we can solidify Waypoint's areas for future service expansion, including an expanded neurostimulation centre and consideration of a potential dedicated mental health and addictions emergency department to serve the region. The preliminary cost estimate for a new building is in the range of \$500M.

### **The mid-term Master Plan vision includes two additional key components:**

- **Supportive housing** – potential development of transitional housing on or off the main hospital campus. Waypoint's ALC pressures (currently 29% for regional programs, and more specifically > 70% for our Horizon psychogeriatric program and > 40% for our Bayview dual diagnosis program) are largely driven by a lack of supportive housing (and suitable long-term care facilities) to facilitate patient/client discharge. In particular, patients/clients with dual diagnosis (developmental delay and mental illness) and patients/clients with severe and persistent mental illness such as schizophrenia have very limited access to transitional and supportive housing. The hospital remains committed to collaborative solutions such as historical partnership arrangements with Community Living Huronia. Additionally, more recent arrangements with the County of Simcoe and LOFT that respond to the complex mental health, behavioural and physical needs of seniors exemplify the available opportunities.
- **Expansion of high secure services** – potential physical expansion of the Atrium building to respond to growing capacity pressures regionally and provincially. Known areas of need include high secure facilities for civilly committed patients/clients with severe behavioral disturbances, as well as crisis stabilization beds for patients/clients referred from correctional facilities. The hospital will work closely with Ontario Health and the Ministry of Health to assess the nature and timing of a capital project to advance a response to capacity pressures. Notably, the existing Atrium building was designed and constructed with potential future expansion in mind.

### **3. Review of Community Footprint**

In addition to reviewing the physical infrastructure at the hospital's main campus, a review and assessment of the hospital's community footprint (both owned and leased) will be undertaken to explore opportunities to support alignment with future community service delivery models of care and care pathways. In particular, as a regional provider of specialized services both as Waypoint and through partnerships, strengthening our collaboration and capacity-building efforts with primary care and community mental health agencies invites consideration of further opportunities for co-located services. In tandem, this mindset also encourages us to ensure that clinical service integration is maximized in the following community locations we presently operate:

- 287 Bayshore Drive, Midland – Outpatient Services, Youth Wellness Hub, HERO, and PCFC (*Community Health Hub, in conjunction with Chigamik*)
- 952 Jones Road, Midland – Ontario Structured Therapy, Mobile Treatment & Support Team
- 190 Cundles Road, Barrie – Specialized Geriatric Services
- 51 Main Street East, Huntsville – Specialized Geriatric Services
- **Future:** 14 Ramblewood Drive, Wasaga Beach ON (*leased space within new South Georgian Bay CHC – proposed occupancy in Spring 2025*)



We developed Waypoint's first fundraising strategy, Good Things Happen Here, under the leadership of the board's Development Committee, with extensive stakeholder engagement by KCI Canada, a national fundraising firm. The initial strategy focused on positioning Waypoint as a place where people come for help, and destigmatizing mental health and addictions and Waypoint. It included a marketing and communications plan, special events including an annual gala, and the successful Founding Donors campaign. Under the leadership of a joint Director for Communications and Fund Development, annual fundraising evolved to include grants and major gifts, direct mail, and ongoing event development. With a focus on building partnerships, volunteer recruitment, and donor stewardship, the theme of Stronger Together emerged. Waypoint also joined a coalition of provincial mental health and addiction partners in the Everything is not OK provincial awareness campaign.

## The Pandemic and Fundraising Today

The pandemic brought substantial change to fundraising and we developed a dynamic new Give. So No One Gives Up Case for Support to support three areas: equipment and program enhancement for patients/clients in hospital; community services and virtual care; and research and the future of mental health. We recruited new major gifts volunteers and ambassadors and our two signature events, Mental Health in Motion and the Shine the Light Gala, went virtual with new and larger audiences participating in the free portions of the events. Recently, Waypoint received its largest gift to date, \$367,000 from TD Bank. Our annual targets of \$500,000 have had varying success, with 2022-23 tracking to meet the goal.

## Supporting our Enabling Plans and Looking to the Future

With the planned retirement of the current Director of Communications and Fund Development, Waypoint's board is undertaking a consultation to determine the best approach to fundraising for our future, including appropriate benchmarks and resources and keeping in mind our current and future capital projects. Fund development will remain closely related to branding, marketing, and awareness. Our approach will need to meet the growing innovation, research, and capital needs and support the Enabling Plans' focus on partnerships, equity, diversity and inclusion, a learning health system, and 'Waypoint without walls'.

This clarity of purpose will be instrumental in engaging with existing and new donors on how their support will make a difference in the coming years. Some specific examples include:

- Developing a new Toanche building to provide a more modern and therapeutic care environment for patients/clients from across Central Region.
- Enhancing our partnerships and infrastructure to address gaps in housing and long-term care for Waypoint patients/clients, including people living with dual diagnosis (developmental delay and mental illness) or severe and persistent mental illness (e.g. schizophrenia) and seniors experiencing complex behavioural and physical needs.
- Investing in training to build workforce competencies in meeting mental and physical health needs to improve the quality of care and enable the implementation of integrated care pathways.
- Expanding a digital patient/client experience hub that includes virtual care options and tools for self-management to decrease barriers to accessing Waypoint services and reach those we currently don't serve.

- Investing in the infrastructure for a learning health system including a new research position in implementation science.
- Expanding digital and data analytics solutions to ensure care and treatment are evidence and data-driven and extend this support beyond Waypoint to improve mental health and addictions care and specialized geriatric services in our region.

These and other priority areas will require new partners and donors to support advancing care and research. We look forward to collaborating with individuals, families, businesses, academic partners, Foundations, and local, regional, and national organizations and donors on integrated fundraising and marketing efforts that will have a lasting impact across and beyond Waypoint.



# 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.

## 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

## CONTACT US

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**Waypoint** 

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