

2021/2022

ANNUAL REPORT



04/01/21 - 03/31/22

WAYPOINT CENTRE FOR MENTAL HEALTH CARE



MESSAGE FROM OUR BOARD CHAIR AND PRESIDENT AND CEO

While the pandemic has taken its toll on all of us, we couldn't be more proud of how everyone at Waypoint has selflessly contributed to supporting patients, each other and our community. We extend a huge thank you to the Waypoint team as staff continue to provide quality care and manage operations with COVID-19 safety measures in place. Many have had to work on and support units in outbreak, others continue to provide services virtually or have been redeployed to different roles and schedules, and staff from some of our services are working from home as transmission is still a concern.

At the annual Celebration of Excellence and Core Value Awards ceremony, individuals and teams were recognized by their peers for living the values of Caring, Accountability, Innovation and Respect every day. This year we also saw the strength of our leadership and senior teams as they managed through many critical times and continued to move forward our strategic plan objectives of Serve, Discover and Lead. We encourage you to review our Strategic Balanced Scorecard for further information about the accomplishments during the year.

Our sincere thanks is also extended to Waypoint's dedicated board of directors for their leadership to the populations we serve, in the midst of COVID-19 waves and surges with a focus on Catholic mission driven governance. The board showed compassion and a willingness to learn about the tragic uncovering of children's graves at residential schools. With the support of our Indigenous partners, the board approved the [Waypoint Commitment to the Indigenous Communities](#). The release of this public commitment of support also included the raising of a flag specially designed by one of our Indigenous partners.

As we plan for the next year, our services will be needed more than ever. CMHA Ontario recently released new polling data showing more Ontarians are accessing mental health supports, with one in four people seeking help for their mental health challenges. This is a significant change from 17 per cent last winter and nine per cent almost two years ago. Also concerning is that 48 per cent of Ontarians say their mental health has worsened since the pandemic began and opioid-related deaths hit all-time highs. We also know that healthcare and frontline workers are facing added stress, trauma and burnout.



Our commitment to patients, clients, families, staff and the community remains steadfast in the objectives we have set for the hospital, the work with partners in the Central Ontario Health Team for Specialized Populations, and provincial partners. To do our part to support these critical mental health and addictions needs, we look forward to working with our leaders, staff, provincial and regional partners on the strategic focus for this year:

- Evaluating and improving the model of care on Waypoint clinical programs
- Focusing on regional integrated care pathways with our Central Ontario Health Team for Specialized Populations partners
- Continuing leader standard work training for leaders in a consistent approach to effectively and efficiently meet patient and employee needs
- Initiating the short-term master plan to prepare the third floor of the Toanche building for renovations to re-open this area as a clinical unit for additional acute mental health beds
- Updating our enabling plans for Human Resources and Organizational Development, Research and Academics, Quality Risk and Safety, Clinical Services and Digital Health/Information Systems.

We also share our thanks to our donors, sponsors and partners for their generosity, and to our provincial and regional partners for the collective work we are doing to make a difference in our hospitals and communities for patients.

This is a year of transition for Waypoint with the retirement of Waypoint's inaugural President and CEO after many years of dedicated service and accomplishments, and the appointment of Dr. Nadiya Sunderji as the next President and CEO to take us into the future. We look forward to this next part of Waypoint's journey with the solid foundation of the last 13 years. Together we will continue to further the Vision to change lives by leading the advancement and delivery of compassionate care.

Carol Lambie
President and CEO

Betty Valentine
Board Chair

COVID RESPONSE: REGIONAL COLLABORATION AND PARTNERSHIPS

Like all hospitals, when the pandemic hit we had to pivot quickly and this continued in the last year as we faced a surge in cases in the fall and the omicron variant early in the new year, with Wave 6 still upon us.

In the community, Waypoint supported the COVID-19 Assessment Centre and later, the COVID-19 Immunization Clinic. We provided infection prevention and control and other supports to our long-term care partners and collaborated with regional partners by receiving patients to free up much needed inpatient beds in community and tertiary acute hospitals. Waypoint has continued to operate an additional 10 acute mental health beds to support the broader healthcare system and emergency departments from across the Ontario Health Central Region and the Greater Toronto Area.

We have now cared for almost 100 COVID positive patients and weathered several outbreaks. While in-person visits were limited to keep everyone safe, we expanded and developed virtual care and programming for our outpatient services, concurrent disorders services and the North Simcoe/Muskoka Specialized Geriatric Services program. These virtual services continue, making this care more accessible beyond the pandemic.

We are also one of five hospitals in Ontario offering the COVID Frontline Wellness program, providing free coping and wellness support to all frontline workers across the province.

President and CEO Carol Lambie co-chaired the Ontario Mental Health and Addiction Centre of Excellence Recovery Table. Waypoint was pleased to have representation on each of the three working groups:

- Ontario Structured Psychotherapy Program for anxiety and depression
- Child and Youth focused on eating disorders
- Substance Use focused on opioid use

To further understand the effects of the pandemic on our staff and look for opportunities to improve employee engagement and wellness supports, we are again partnering with the Yale Center for Emotional Intelligence on a second research study focused on staff engagement, burnout and emotional intelligence.

To help address the significant health human resources challenges and support recruitment efforts, Waypoint was selected as a site for the Ontario Health/College of Nurses Internationally Educated Nurses Initiative. The program supports nursing applicants who have met all the requirements for registration with the College of Nurses of Ontario but need recent supervised practice experience.

BUILDING ORGANIZATIONAL WELLNESS TOGETHER

Not every organization has the resources to provide comprehensive wellness resources for staff, but they do have the desire to ensure staff are healthy and engaged. To support gaps across the system and respond more broadly to the health human resources crisis, Waypoint received an innovation grant from Ontario Health Central Region to further develop our wellness and staff engagement work into a strategy and toolkit focused on building organizational capacity and resilience.

Earlier this year we conducted a survey with all Central Region hospitals to help determine the maturity level of each hospital's corporate wellness programming and gauge a baseline wellness measurement. The analysis of these survey results led to the development of a stepped care strategy that highlights the provincial mental health resources, and adopts a common approach to supporting the health and wellbeing of healthcare staff. The toolkit is available to all hospitals. It will help healthcare staff identify where they are on a continuum of wellness and allow them to see what resources are available depending on their needs.

In addition to this work, Waypoint is involved in health human resources strategizing both provincially and nationally. As an Ontario Hospital Association member, Waypoint supports its policy paper advocating for a collaborative provincial health human resources strategy.

Nationally, Vice-President People and Chief Human Resources Officer Demetrios Kalantzis is participating on the HealthCareCAN Health Human Resources Advisory Committee, a new committee of senior healthcare human resources leaders from across the country working on solutions to the human resource challenges impacting Canada's health system.

When we approach organizational wellness as a collective, it not only makes us stronger, but allows us to recognize just how many resources are available to share, support retention, sustain engagement levels and build cross-functional teams for support.





DEEPENING OUR PARTNERSHIP WITH GEORGIAN COLLEGE

Last year Waypoint placed 137 students from Georgian College in a variety of educational programs including Practical Nursing, Personal Support Worker, Therapeutic Recreation, Criminal Justice and, Occupational Therapy/Physiotherapy Assistant.

As a long-term partner with Georgian, we were excited to see the college's announcement for the new Mental Health – Interprofessional Practice Ontario College Graduate Certificate program. Waypoint supported Georgian in the development of this new certificate along with other provincial mental health partners.

Our next joint venture with the college is to provide expertise and content for a series of virtual reality scenarios addressing therapeutic engagement, trauma informed care, and therapeutic interventions with mental health clients. These virtual simulations will be used by Georgian students prior to placements to support orientation and training efforts.



EXPANDING MENTAL HEALTH SERVICES FOR FAMILIES, CHILDREN AND YOUTH

Filling the gaps in services for families, children and youth has been a vision for Waypoint and our partners for quite some time, and the need has only been exacerbated by the pandemic. With support from the Ministry of Health, Waypoint expanded these services to provide additional community-based mental health care in a unique collaborative care model for our region.

Under the leadership of Dr. Rob Meeder, Medical Director for Family, Child and Youth Mental Health, Waypoint has welcomed two new physicians who are providing much needed direct services to children, youth, and their families, Dr. Peter Braunberger, a child and adolescent psychiatrist and Dr. Joe Oliver, a mental health pediatrician.

This expansion is in addition to the existing pediatric mental health services in the Simcoe Muskoka region. Services cover the full spectrum of mental health conditions for toddlers to transitional age youth (youth who would be entering the adult system) in a trauma-informed, family-focused setting. Care is provided both virtually and in-person at the Community Health Hub in Midland or at regional affiliated primary care settings, and is part of Waypoint's outpatient and community programs.

Last October, the team launched both an urgent care clinic and an on-call support service for family doctors and emergency departments in the Simcoe Muskoka region. The on-call service provides support to primary care providers and Level 1 emergency physicians from Collingwood, Midland, Bracebridge/Huntsville, Alliston and West Parry Sound hospitals ranging from advice on diagnosis to medical management for patients under 18.

BUILDING OUR MEDICAL ADVISORY COMMITTEE

Waypoint continues to focus on ensuring we have the specialized leadership needed across many varying areas of service. To ensure we are focused on the delivery of high quality care at all levels, the Medical Advisory Committee expanded again this year with the addition of physician leaders for our outpatient programs, clinical informatics and quality standards, and soon, concurrent disorders.



The Medical Advisory Committee works alongside our team of skilled staff helping us achieve clinical excellence, advance best practices and quality of care, and improve patient and client experiences. The medical directors on the committee include:

- Dr. Plabon Ismail, Medical Director Regional Programs
- Dr. Achal Mishra, Medical Director Provincial Forensic Programs
- Dr. Kevin Young, Medical Director Integrated Care
- Dr. Rob Meeder, Medical Director Family Child and Youth
- Dr. Supuneet Bismil, Medical Director Outpatient Services
- Dr. Andrea Waddell, Medical Director Clinical Informatics and Quality Standards
- Medical Director Concurrent Disorders – recruitment is underway

WAYPOINT RESEARCH INSTITUTE HIGHLIGHTS

It's been a busy year for the Waypoint Research Institute with the recruitment of a Research Chair in Forensic Mental Health Science and a new Vice-President Research and Academics and Chief Scientific Officer.

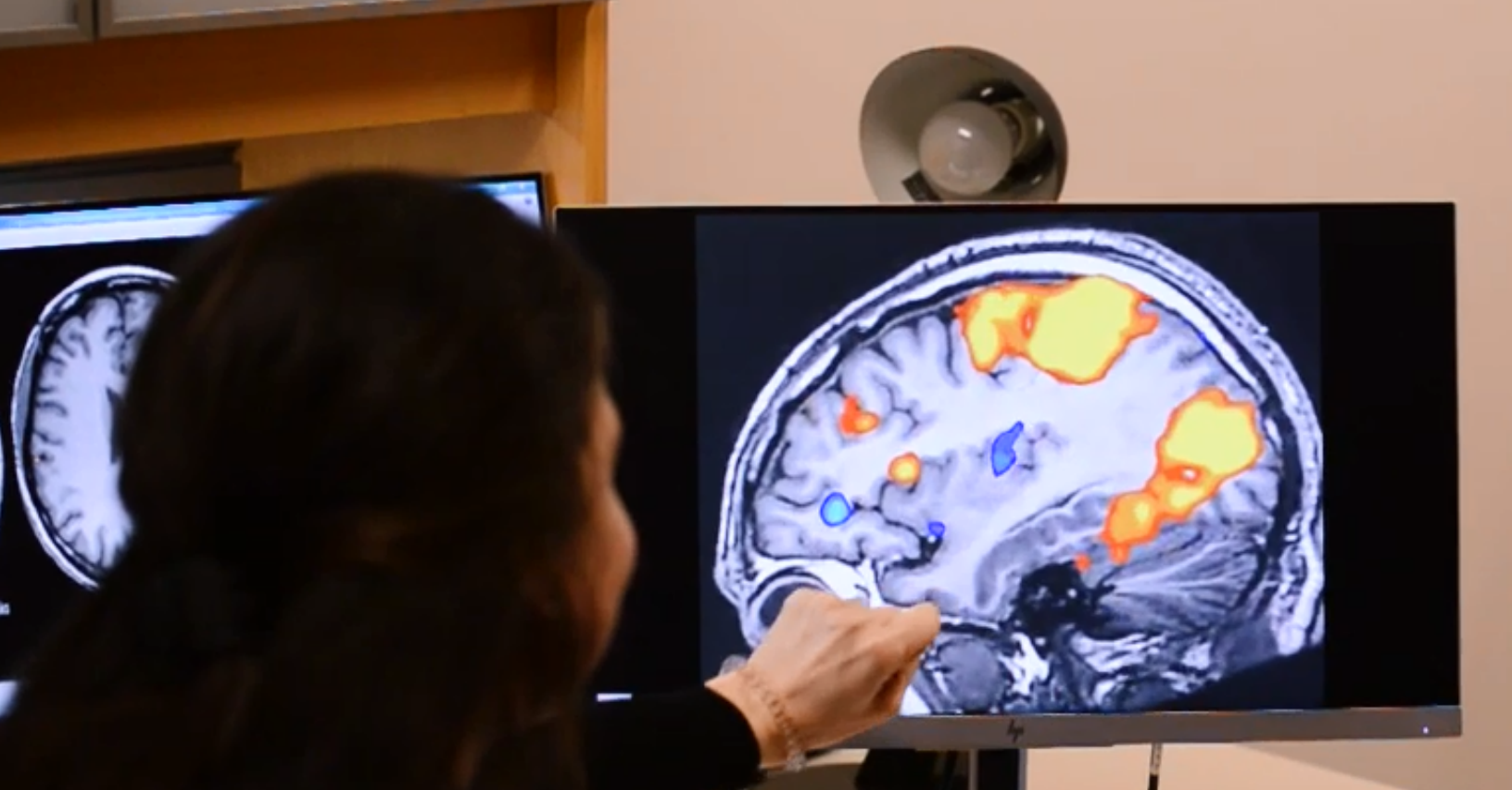
Dedicated to the study and research of forensic mental health science, the research chair is a collaboration between Waypoint and the University of Toronto Faculty of Medicine. Dr. Nathan Kolla was appointed to the position in July 2021 after serving as Waypoint's Vice-President of Research and Academics since 2017.

Dr. Kolla is a psychiatrist with a PhD in Neuroscience/Neuroimaging from the Institute of Medical Science, University of Toronto. He has completed the U of T Department of Psychiatry Clinician Scientist Program and has a Master of Science in Forensic Mental Health Science (Distinction) from the Institute of Psychiatry, King's College London. Dr. Kolla is an Associate Professor of Psychiatry within the U of T Temerty Faculty of Medicine, with cross-appointments in Pharmacology and Toxicology, Criminology and Sociolegal Studies, and Psychological Clinical Sciences.

Waypoint has provided forensic mental health care as an integral part of its hospital services since the 1930's. Unfortunately these services are often confused with corrections, which can result in a "double stigma" of mental illness and justice system involvement. This is an important area of research helping to establish Waypoint as a centre of excellence in forensic mental health research.

In February 2022, Waypoint was pleased to welcome Dr. Bernard Le Foll to the position of Vice-President Research and Academics and Chief Scientific Officer. Dr. Le Foll is a clinician-scientist specializing in drug addiction. He is the Chair of Addiction Psychiatry at U of T and a Professor in the departments of Psychiatry, Family and Community Medicine, Pharmacology and Toxicology, as well as the Institute of Health Policy, Management and Evaluation at the Dalla Lana School of Public Health.

Dr. Le Foll has an impressive list of achievements and has received many awards and more than 80 grants. He has published more than 230 peer-reviewed scientific articles, has been an advisor for multiple agencies, developed clinical guidelines, been involved in policy and invited to speak at the Senate and House of Commons on addiction related issues. Dr. Le Foll will continue to build our research and academics program and support the advancement of the hospital's strategic plan.



OTHER WAYPOINT RESEARCH INSTITUTE HIGHLIGHTS INCLUDE:

- Recruitment of a Research Coordinator, several Research Analysts, a Knowledge Translation and Implementation Coordinator, and a Post-Doctoral Fellow
- Launch of a BIPOC (Black, Indigenous and People of Colour) Experiences of Restraint and Seclusion Research Project funded by the Royal College of Physicians and Surgeons and designed to enable patients to share their experiences and engage both patients' and staff perspectives to inform quality improvement opportunities that will impact Waypoint patients and others beyond our hospital
- Dr. Soyeon Kim and Mindfulness Youth Advisory Council member, Shavon Stafford, presented Preventative Mental Health Support for Youth during the Pandemic and Beyond: How can we help each other? at the Frayme Learning Institute 2022-Future State: The Path to an Exemplary Youth Mental Health System Virtual Conference
- The Ontario Domestic Assault Risk Assessment 101 launch of a new survey tool available in English and French to assess users' experiences with the online training program

BUILDING MORE COORDINATED CARE WITH THE CENTRAL ONTARIO HEALTH TEAM FOR SPECIALIZED POPULATIONS

The Central Ontario Health Team (OHT) for Specialized Populations, of which Waypoint is a member, is a network of agencies, clients, families and care partners with expert knowledge and experience in specialized services focusing on mental health and addictions, seniors, and Indigenous populations.

Through collaboration with other local OHTs, we ensure access to highly specialized regional services and build capacity to provide care for specialized populations. This innovative model:

- builds on existing collaborations resulting in better care
- avoids fragmentation of specialized services
- ensures there is a critical mass needed to deliver specialized services
- ensures access to specialized services
- supports the identification of service efficiencies so that resources can be re-allocated to address service gaps



The strategy for the Central OHT for Specialized Populations includes a focus on three priority population areas: frail seniors starting with Specialized Geriatric Services, persons with mental health and addictions concerns, starting with children and youth, and Indigenous populations.

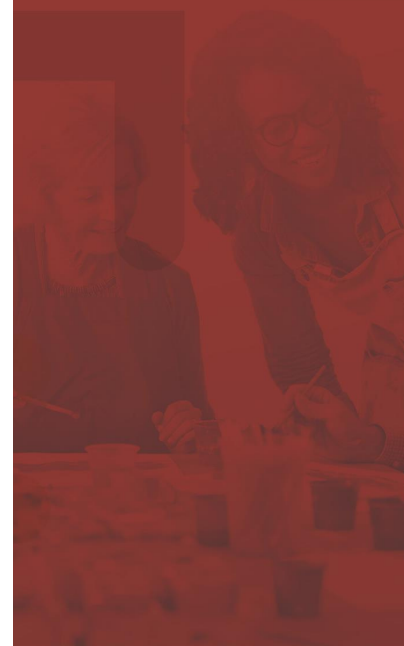
Of the many projects currently underway, one focuses on creating a more integrated and connected system through integrated care models and pathways, and another is the expansion of the Ontario Structured Psychotherapy program.

Integrated care pathways translate evidence-based guidance into care processes within and across organizations. They map out the care journey from start to finish, showing what care is delivered and by which providers, to achieve what outcomes. This work involves aligning all aspects of care at different levels to improve how care fits together across organizations to achieve better client experiences and outcomes. For more information on the Central Ontario Health Team for Specialized Populations, visit www.ohtspecialized.ca.

The Ontario Structured Psychotherapy program is publicly funded, evidence-based, short-term cognitive behavioural therapy (CBT) and related services to help Ontario adults manage depression and anxiety related conditions. The program operates on a stepped care model, providing the level of care that best meets an individual's needs. While referrals are coordinated by Waypoint, services are delivered in a wide range of community settings including primary care, community mental health agencies, post-secondary institutions, Indigenous organizations, family services agencies, and the Canadian Mental Health Association for the BounceBack program.

Waypoint, with a number of community partners, began offering this program as a pilot project in 2017. The program expanded province-wide in 2021 with an additional six health service providers operating as network lead organizations (NLOs). Waypoint, as one of the NLOs, is now working in partnership with the other NLOs in Central Region.

Referrals are accepted from psychiatrists, primary care providers (family doctor, nurse practitioner), or other health care professionals. Clients are also able to self-refer. Once a referral is received, a trained professional will complete an assessment and triage the client to a service that best addresses their needs and supports their recovery. For more information, visit www.waypointcentre.ca/programs_and_services/ontario_structured_psychotherapy.





LEVERAGING TECHNOLOGY TO SUPPORT THE CLIENT JOURNEY

Waypoint, in partnership with Ontario Shores and The Royal launched MEDITECH's Web Ambulatory in February 2022.

Web Ambulatory is an additional module, added to the existing Expanse system, which is designed for use by outpatient clinics. The system provides functionality that allows the multidisciplinary team to collaboratively support clients, enabling improved care flow through its mobile, flexible and intuitive design. It provides improved features including virtual visits allowing the patient to receive care wherever, whenever.

In 2017, Waypoint joined Ontario Shores and The Royal to implement a unified and upgraded health information system to provide seamless care to patients across the three hospitals. This was a major leap forward in adopting evidence-based clinical practices and efficiencies that enhance patient care. This latest project is just one more step on this journey.

STRENGTHENING OUR REGIONAL AND PROVINCIAL PARTNERSHIPS

Since 2010, Waypoint along with Ontario's three other specialized mental health care facilities (CAMH, Ontario Shores, and The Royal) have worked together as Mental Health Partners to improve outcomes for clients who experience addiction and mental illness. In 2021, this partnership expanded to include additional specialized psychiatric hospital providers across Ontario. Mental Health Partners is now comprised of ten partner hospitals:

- Centre for Addiction and Mental Health
- North Bay Regional Health Centre
- Ontario Shores Centre for Mental Health Sciences
- Providence Care
- Royal Ottawa Mental Health Centre
- St. Joseph's Care Group
- St. Joseph's Health Care London
- St. Joseph's Healthcare Hamilton
- Thunder Bay Regional Health Sciences Centre
- Waypoint Centre for Mental Health Care

Together, we provide a continuum of care for people living with mental illness and/or addictions across Ontario – from specialized inpatient acute and rehabilitative care, to outpatient services for people living in the community. In collaboration with system partners, we offer collective support as well as specialized clinical and innovation expertise to Ontario Health, towards building a comprehensive, connected mental health and addictions system of care for people living with mental health and/or substance use issues and their families.

Along with our work with Mental Health Partners, Waypoint works in partnership with many other organizations including the Ontario Hospital Association, Addictions and Mental Health Ontario and the Catholic Health Care Association of Ontario. President and CEO Carol Lambie is co-chair of the Ontario Health Central Region Mental Health and Addictions Advisory Table, helping us move collectively toward more comprehensive and integrated care across the region.

As a member of the Simcoe County Hospital Alliance, we were grateful to have received a \$1.3 million investment from the county to open the doors of the Community Health Hub in Midland. The Hub is a collaborative project with CHIGAMIK Community Health Centre that co-locates primary care and mental health care under one roof. As part of its commitment to support hospital capital and redevelopment projects, the county has pledged \$45 million over 15 years to alliance member hospitals. The 2021 funding recipients are:

- Royal Victoria Regional Health Centre - \$8,040
- Southlake Regional Health Centre - \$3,680
- Orillia Soldiers' Memorial Hospital - \$788,806
- Georgian Bay General Hospital - \$1,000,000



DONORS, SPONSORS AND THE COMMUNITY RISE TO THE CHALLENGES OF THE PANDEMIC

Thanks to the remarkable support of our community, donors and sponsors, Waypoint raised more than \$400,000 despite the impacts of the pandemic. Thank you to everyone for making mental health and addiction care a priority, and for investing in the future. A special thanks to our major sponsors and donors for the continued support: TD Bank Group, Trillium Mutual, Honeywell, Bell Canada, Thomson, Blackburn, Lane, Lefebvre Advocates, Mink Insurance, Miller Thomson, Clintar, Fiera Capital, Brissette Concrete Forming Inc. and Midland Honda.

Here are a few of the ways the generosity of donors made a difference this year:

- **Family, Child and Youth program waiting room** – providing a welcoming, therapeutic environment for families, children and youth
- **Youth resiliency program** - increasing access to care, building resiliency, and offering preventative mental health support for youth
- **Hospital beds** – giving patients the gift of a good night's sleep as they recover in hospital
- **Seniors' care** – providing seniors with the best care possible in hospital with leading-edge medical equipment and technology
- **Mental Health First Aid** – fostering a community of support, and giving our community the tools they need to support someone in a mental health crisis
- **Hospital renovations** – offering patients a safe, therapeutic environment to support their recovery

This year's virtual gala, presented by TD Bank and hosted by Pure Country 106's Carey Moran and Jason McCoy was an incredible success. Juno Award winner Serena Ryder offered a message of hope through her music, and guests helped to raise nearly \$100,000 in support of seniors' care at the hospital. Offering a week full of wellness, Get Your Mental Health in Motion during Mental Health Week in May 2021 raised more than \$30,000 to support the Family, Child and Youth program. A special thanks to Gerard LaChapelle and the many volunteers for the \$32,300 raised for Waypoint and Hospice Huronia at the Helicopter Golf Ball Drop Family & Friends golf tournament in September 2021. This major undertaking with 50,000 golf balls available comes to a close with "The Drop" on Sept 10th, 2022. Tickets are available at www.familyandfriendscharity.ca.



THE YEAR IN NUMBERS

TOTAL
NUMBER
OF BEDS

311

ADMISSIONS

1,013

DISCHARGES

983

AVERAGE
LENGTH
OF STAY

66.3

DAYS

AGE OF
YOUNGEST
PATIENT
SERVED

16

AGE OF
OLDEST
PATIENT
SERVED

94



16,016

**FACE-TO-FACE OUTPATIENT
AND COMMUNITY VISITS**



11,539

**VIRTUAL OUTPATIENT AND
COMMUNITY VISITS**



28

**PEER REVIEWED
PUBLICATIONS**



30

**PRESENTATIONS AT
CONFERENCES AND ACADEMIC
EVENTS**

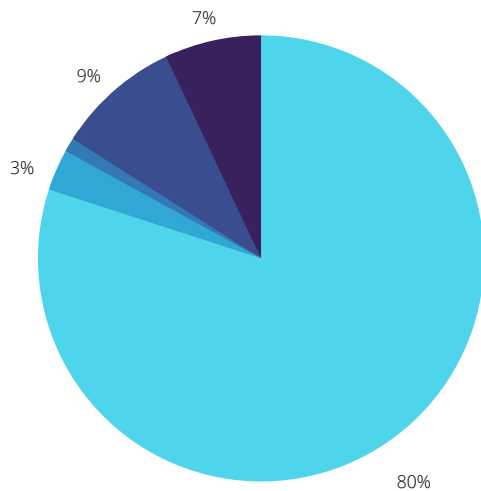
OTHER 2021-22

ACCOMPLISHMENTS TO CELEBRATE

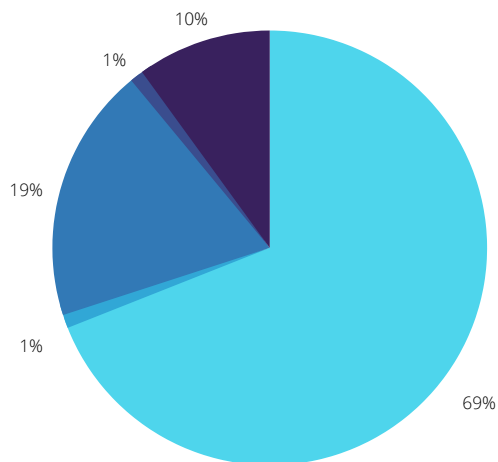
- Waypoint pharmacy received Ontario College of Pharmacists Accreditation
- Integrated Care Strategy including a new skills lab
- New Cyber Security Response Plan
- New Data Analytics & Reporting Strategy providing a framework to support a performance management organization
- Battery Storage Project to save on energy costs

FINANCIALS

REVENUES



- Ministry of Health 80%
- Recoveries 3%
- Donations 1%
- Deferred Contributions and Fund type 2 revenues 9%
- Other Revenue 7%



EXPENSES

- Salaries, wages and benefits 69%
- Drug, medical and surgical supplies 1%
- Supplies 19%
- Amortization and loss on disposal of equipment 1%
- Amortization of Capital and Fund type 2 expenses 10%

*actual financial breakdown available upon request





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

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.

CONTACT US

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