

Township of East Garafraxa Delegation

Kim Delahunt, President & CEO, Headwaters Health Care Centre

July 22, 2025

OUR VISION: **ONE COMMUNITY, CARING TOGETHER.**

OUR PURPOSE: **PROVIDE EXCELLENT CARE, CLOSE TO HOME.**



Empower Our People

- Attract, retain, and recognize our people
- Focus on an engaged, inclusive, safe and healthy workplace
- Enable teams to deliver high quality care with tools and resources

Get Even Better

- Use timely, evidence and data-based analysis to support decision making and enhance equitable access to care
- Advance digital health opportunities
- Continue to build for the future of our facility

Deliver Patient Centred Quality Care

- Listen to patients and families to support what's most important to them
- Build a safe, quality driven, continuous improvement culture following best practice guidelines
- Ensure population health measures inform our approach to decisions
- Promote health equity, ensuring inclusion and diversity are respected and achieved



Connect Through Partnerships

- Lead and pursue meaningful partnerships that extend our capability to support seamless, equitable and timely access to care
- Strengthen our academic partnerships
- Grow opportunities for training and development
- Use technology to enhance efficiency, safety and care

OUR FUNDAMENTALS: **Diversity, Equity & Inclusion • Safe & Healthy Environment • Technology & Innovation**

OUR STRATEGIC DIRECTIONS

Our Strategic Directions reflect the reality of delivering health care in an ever-evolving environment. They are the foundation to achieving success over the next five years.

Empower Our People

Our team is invaluable. Empowering and investing in the development, well-being, safety, and support of our people is paramount to ensure a high performing and sustainable workplace environment that delivers the best care for our patients and communities.

- Attract, retain, and recognize our people
- Focus on an engaged, inclusive, safe and healthy workplace
- Enable teams to deliver high quality care with tools and resources

Get Even Better

Continually improving systems, processes and our facility is fundamental to achieving our commitments, delivering a consistent patient experience, and ensuring operational excellence. We have a responsibility to ensure our performance meets the needs of our patients and community.

- Use timely, evidence and data-based analysis to support decision making and enhance equitable access to care
- Advance digital health opportunities
- Continue to build for the future of our facility

Deliver Patient Centred Quality Care

Pursuing continuous quality improvement is fundamental to achieving our commitments and delivering excellent patient care and experiences. Through a relentless focus on quality and safety, we will deliver quality care to be proud of.

- Listen to patients, families and caregivers to support what's most important to them
- Build a safe, quality driven, continuous improvement culture following best practice guidelines
- Ensure population health measures inform our approach to decisions
- Promote health equity, ensuring inclusion and diversity are respected and achieved

Connect Through Partnerships

Ongoing success and innovation includes collaboration and support from and with system partners. Together, we can achieve more to support delivery of the best care to our communities.

- Lead and pursue meaningful partnerships that extend our capability to support seamless, equitable and timely access to care
- Strengthen our academic partnerships
- Grow opportunities for training and development
- Use technology to enhance efficiency, safety and care

By 2029 we will:

- Be a workplace of choice for proud healthcare professionals and supporting staff
- ✓ Set and achieve job vacancy and retention rate targets that meet or exceed industry benchmarks
- Be implementing multi-year recruitment, education and retention plans
- Be working towards training targets set to ensure psychological health and safety within the workplace
- Ensure our teams more strongly reflect the community we serve

- ✓ Complete a stage 1.2 and begin a stage 1.3 Ministry of Health proposal supporting renovations and expansions to our hospital
- Be using enhanced clinical tools that are improving safety and efficiency of clinical operations with targeted adoption rates
- Achieve initial targets supporting a reduction in plant emissions as part of ongoing environmental sustainability measures
- Support an optimized health information system that includes use by community partners
- Be using 20% more virtual applications and digital platforms

- Reach top 75th percentile in Ontario Qualtrics patient satisfaction measures
- Increase patient safety culture survey rates by 10% compared to 2024
- ✓ Achieve outcomes identified in our five year clinical priority plan
- Reach a 25 member strong Patient Family Advisory Partnership, embedding members in all key organizational initiatives or program developments
- Have developed measures and demonstrate progress in care as part of our DEI fundamental commitment

- ✓ Have an increase in the number of students and medical residents at the hospital
- Reduce re-admission rates for our senior population through seamless care with our Ontario Health Team partners
- Have expanded our partnerships for access to more health and social care
- Have more timely information and data to support enhanced communications with our patients and their healthcare team

Our Values

Our values are more than just words, they define and connect us. Our values will enable us to meet our full potential and will guide us in how we work, how we behave and how we relate to our patients, families and to one another. Our values are how we show our commitment to our vision and purpose.



Kindness

- We show compassion, care and empathy
- We encourage each other
- We care for one another
- We see the person in every patient



Accountability

- We take personal responsibility for our actions and decisions
- We learn from our mistakes
- We set clear expectations for ourselves and each other
- We are transparent



Respect

- We understand interactions start with listening
- We are open, honest and act with integrity
- We treat all individuals with dignity
- We embrace diversity of people, opinions and perspectives



Teamwork

- We inspire each other to be the best we can be
- We come together to solve problems and celebrate success
- We appreciate each other's abilities and use the strength of us all
- We are better together

Our Fundamentals

Our fundamentals are our commitment to basic principles that we want Headwaters' to be known for and what we expect to provide for our patients, families, and one another. They are important principles upon which our strategic plan can depend.

Diversity, Equity & Inclusion

Everyone has the right to be treated fairly and respectfully. We embrace and respect the needs of all individuals and listen to and consider the voices of others.

Safe & Healthy Environment

Cultivating a safe and healthy workplace, from the physical to the psychosocial elements, is an essential responsibility and commitment that we all pledge.

Technology & Innovation

We will leverage technology and innovation through research, data and analytics, leading practice protocols, user experience and information integration leading to better outcomes.

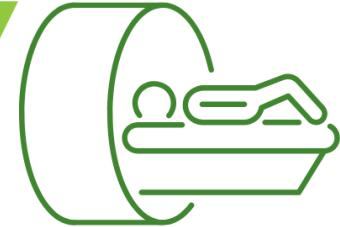
Our Proudest Accomplishments



The First MRI in Dufferin-Caledon is Coming!

Thanks to the generosity of our community and funds raised through Headwaters Health Care Foundation's, Smart Headwaters campaign, you will soon be able to come to Headwaters for MRI scans close to home. Operational funding for MRI has been provided by the Ministry of Health.

First MRI in Dufferin-Caledon



Accepting physician requisitions **late summer**

First scans expected to start **fall**

Anticipate completing **8,000+** scans per year

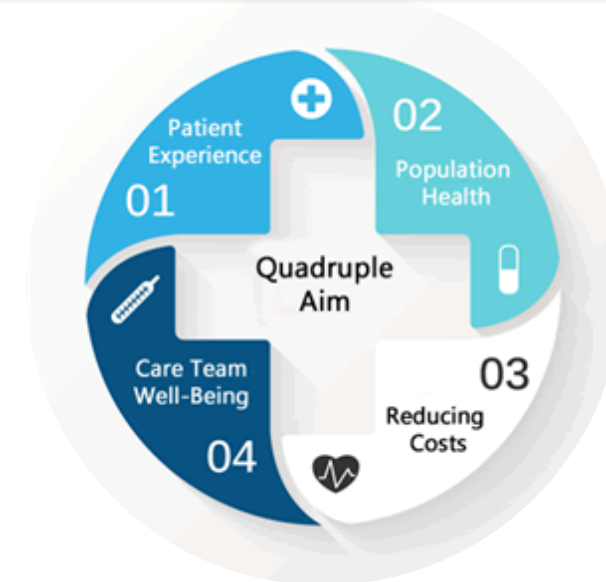
Available to conduct the following scans on patients over the age of 8:

- Breast MRI
- Musculoskeletal MRI
- Neuro (brain and spine) MRI
- Pelvic / Abdominal MRI
- Prostate MRI

Clinical Priority Plan (CPP)

Launched in 2023, the CPP is a Clinical Action Plan that:

- Identifies the overarching clinical priorities and areas of focus for HHCC (“Who do we want to be?”) for the next 5 years.
- This is aligned to the Quadruple Aim framework.
- It laid the foundation for Strategic Directions renewal in 2024.
- The CPP is on our website under [who we are](#).



Clinical Priority Plan, Year 2 Outcomes

Cardiac Wellness Program



Launched partnership with Town of Orangeville for the **cardiac wellness program**.

Emergency Department



Ministry approval for Emergency Department renovations, allowing us to **increase capacity and improve patient flow**.

Wait Times for Surgery



Significantly reduced surgical wait times, reducing “long waiters” to **7%**, amongst the top ranked hospitals in the province.

Partnerships



Launched partnership between **TeleCheck** and **Polycultural Immigrant Services**, increasing the number of vulnerable community members receiving check-in calls, routine health reminders, social support, and assistance in navigating the health and community system.

Patient Experience



Refreshed **Patient Experience** framework, demonstrating our ongoing commitment to providing excellent care, close to home for patients in Dufferin-Caledon.

Clinical Priority Plan – Priority Area Successes

Emergency	Mental Health	Geriatrics	Obstetrics	Pediatrics
Ministry approval for Emergency Department pre-capital renovations	Permanent additional evening/weekend crisis worker funding received	Initiated geriatric clinic	Finalizing WOHS MOU for Level 2 transfer of patient care	15 nursing staff successfully completed Level 2 training
Triage renovations completed	2-year Mobile Crisis Response Team (MCRT) funding request submitted	Over 80 patients flowed through Hospital to Home program (100% acceptance rate)	15 staff completed in-house training, Level 2 in progress with RVH	MOU with RVH for Level 2 support implemented
Third-party review conducted	Weekly on-site psychiatry support initiated	Initiated informal geriatric direct referrals through inpatient units	Breastfeeding clinic implemented	Implemented cardiac monitors supporting AirVo nasal high flow respiratory patients
Data quality validation and clean up	MOUs with WOHS and Waypoint in progress	Implemented best practice guidelines for delirium care	Antenatal clinic implemented	
	Ministry & community collaboration sessions conducted	NLOT (nurse-led outreach team) implementation with LTC	Dufferin Area Family Health Team Latch 'n Learn clinic partnership	

Clinical Priority Plan – Quadruple Aim Successes

Surgical Services	Ambulatory Care	Medicine	Paramedic Services	Clinical Support Services
Completed quality-based procedures (QBP) reallocation to maximize funding	Completed dialysis service construction and relocation	E&F Wing staffing model changes	Model and structure review completed	Installed new x-ray equipment
Implemented green light laser for urology, HOT and Stone times	Finalized Town of Orangeville partnership for cardiac wellness program	Converted Personal Support Worker float pool to permanent positions	New Chief and Deputy Chief leading service	Installed new Nuclear Medicine stress equipment
Advocated for and received funding for pediatric long waiters		ICU critical care nursing training completed	Master plan initiated with County of Dufferin	MRI implementation underway for summer 2025 patient scans
Formalized a perioperative educator role			Ambulance call reporting implemented	Finalized microbiology outsourcing
Advocated for additional Surgical Pathway Training funding			Expanded offload nurse funding application submitted	Basic interventional radiology services implemented
Reduction in long waiters to 7%, among best in province				CT patient schedule efficiencies; significant wait time reductions

Snapshot of Other Successes

Patient Experience	People & Culture	Planning & Strategy	Internal Systems & Processes	Community & Care Partners
Refreshed Patient Experience framework launched	100% compliance to core curriculum and mandatory organizational training	Benchmarking initiatives implemented to support FY25-26 budget. Benchmarking compares Headwaters with other comparable hospitals to identify efficiencies.	Refreshed cafeteria and flooring	TeleCheck partnership with Polycultural Immigrant & Community Services
Unit access restrictions implemented to enhance patient & staff safety	New annual awards launched including Quality & Safety Improvement, Outstanding Physician and Above & Beyond awards	5-year strategic plan launched	Successful completion of Ontario College of Pharmacy's inspection	Bereavement wind phone unveiled in partnership with Hills of Headwaters Collaborative Ontario Health Team
Launch of prostate cancer surgery services "Green Light Laser"	Nursing education fund program for ongoing professional development	Emergency Preparedness Code Silver mock event & launch of new safety door markers	All new exterior signage	Toronto Grace Hospital remote patient care monitoring
Launched new Obstetrical Emergency code (Code OB)	Launched recognition survey and initiated implementation recommendations	Digitization roadmap completed	New nursing stations initiated/completed on ED, E and F wings	Trillium Gift of Life organ donation notification rate of 97% - 24% increase

The Big Picture

- Significant demographic shifts with an expected increase in population of 36% over next 20 years, with high growth rates amongst 65+ and 85+ age groups.¹
- By 2040 more than 3.1 million Ontarians will be living with one or more chronic illnesses, such as diabetes, cancer, renal failure and others, up from 1.8 million in 2020.²
- Health care needs will increase and become increasingly complex.
- Medium-sized hospitals, like Headwaters, are essential community health system anchors.
- There is a need to ensure that long-term capital funding for infrastructure and equipment reflects the current and future needs of local communities.
- Focus on reducing wait times and improving access to timely care.
- Internal focus on recruitment and retention efforts for physicians, nurses, laboratory staff.

1. Source: Ontario Hospital Association, Leveraging Ontario's Medium-Sized, Hospitals to Prepare for Future Needs and Enhance the Provincial Health Care System; 2024

2. Source: Rosella LC, Buajitti E, Daniel I, Alexander M, Brown A. Projected patterns of illness in Ontario. Toronto, ON: Dalla Lana School of Public Health; 2024

Where We Are Going

- Headwaters is actively embracing change, working hard to enhance efficiency, and planning to meet the needs of our community well into the future.
- Changes in demographics and illness patterns mean that we need to bring together multiple stakeholders to nurture and support a system that embraces innovation in care delivery.
- Hospitals like Headwaters are ready to work with all levels of government to meet these challenges. We can do so by:
 - Strengthening the financial and operational stability of hospitals
 - Improving and maintaining quality of care and access to care
 - Continuing to harness the power of innovation and technology
- Caring for our communities requires a community-based approach.



Our Future Needs

- Current Emergency Department (ED) was built to accommodate 23,000 annual visits, currently seeing 37,000+ patients. We expect to be seeing more than 50,000 ED patients within the next 10 years.
- Top redevelopment priorities: Emergency Department, Obstetrics, Complex Continuing Care, Diagnostic Imaging, Critical Care Unit, Medical Device Reprocessing Department, and Pharmacy.
- Emergency Department will grow by 3,500 sq ft and Diagnostic Imaging will grow by 750 sq ft, with the goal of reducing wait times, improving flow and supporting a stronger patient experience.
- Proposed growth of 239,000 sq ft over 10-year period. Expanding to 333,000 sq ft over 20-year period.
- Headwaters is currently one of the largest employers in the region and we anticipate doubling the number of full-time employees over the next 20 years.
- First stage of the facility development plan is expected to cost \$391 million, with a 20-year cost of \$714 million.

Projected Growth – *Meeting the Needs of our Community*

	2023	Projected 2027/2028	Projected 2032/2033	Projected 2042/2043
Total inpatient beds	86	86	110	158
Dialysis treatment stations	6	9	12	15
Mental health short stay unit beds	0	4	4	4
Births per year	880	1,048	1,162	1,398
Total Emergency Department visits per year	36,369	42,619	49,035	63,201
Ambulatory Care visits per year	11,096	16,069	18,344	23,363
Surgical cases per year	3,064	4,429	4,934	5,942

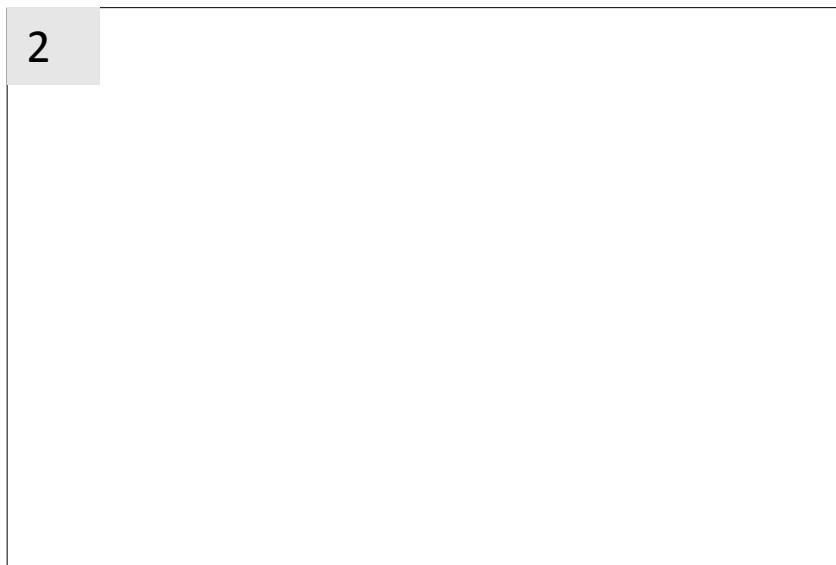






Photo captions

1. Board of Directors members gather at their Orientation Day.
2. To mark National Grief & Bereavement Day in November, Headwaters collaborated with Hills of Headwaters Collaborative, Bethell Hospice, and Hospice Dufferin to host butterfly bereavement workshops. Completed butterflies were showcased in an art installation at Headwaters, honoring those we've lost.
3. Members of our Ambulatory Care team wearing Pink in support of breast cancer awareness.
4. President and CEO Kim Delahunt, Vice Presidents Annette Jones, Frances Duiker, and Cathy van Leipsig host a Town Hall for staff to discuss 2024 successes and the 2025-2026 budget.
5. Laboratory staff and Manager Colleen Hillier, welcomed Health Minister and Deputy Premier, MPP Sylvia Jones for National Laboratory Week.
6. Clinical Scholar Rhonda Bugden welcomed Michelle White and her team from Green Ribbons 4 Mike for our inaugural drive to raise awareness for organ donation.
7. Vice President Annette Jones, President and CEO Kim Delahunt with Staff at the Headwaters Health Care Christmas Lunch.
8. Nick Socher and Thomas Grieve and the entire Facilities Team receive a Headwaters Heroes Award from President & CEO Kim Delahunt for their work dealing with a broken water piper that caused a major disruption to the building just before a major media event.
9. Headwaters Health Care Foundation CEO K.C. Carruthers and President & CEO Kim Delahunt visit with members of the Diagnostic Imaging team.
10. Staff from the hospital join President and CEO Kim Delahunt for the annual Christmas lunch.
11. Local family enjoys a teddy “check-up” at the annual Teddy Bear Clinic.
12. Vice President and Chief Financial Officer Cathy van Leipsig and President & CEO Kim Delahunt visits with laboratory staff.
13. President & CEO Kim Delahunt visits with staff on F-Wing.
14. Dufferin County Paramedic Chief Gary Staples gets ready to educate kids about the work of paramedics during the annual Teddy Bear Clinic.





Be Part of Health Care in Our Community

- Encourage others to join our health care team
- Visit **headwatershealth.ca** to discover ways you can get involved
- Donate to Headwaters Health Care Foundation at **hhcfoundation.com**



For more information

Connect with us anytime:

- email **info@headwatershealth.ca**
- online at **headwatershealth.ca**
-     **@HeadwatersHCC**

We are a proud partner in the Hills of Headwaters Collaborative Ontario Health Team serving Dufferin-Caledon.

hillsofheadwaterscollaborative.ca