



WAYPOINT CENTRE FOR MENTAL HEALTH CARE

ANNUAL REPORT

2022/2023





“

When I started working with Beth, I was taking it just one step at a time. As we worked together, we built a relationship and she was so encouraging in everything I did. She believed in me even when I didn't believe in myself.”

Marnie, HERO Centre Client

MESSAGE FROM OUR BOARD CHAIR AND PRESIDENT AND CEO



In the last few weeks as we finalized this report, we couldn't help but feel pride in the compassion and excellence of our staff and the richness of our partnerships in the achievement of our Strategic Plan goals of Serve, Discover and Lead. Most recently, a special Wampum Belt ceremony with our Indigenous partners and achieving Exemplary Standing from Accreditation Canada stand out as shining examples of how we are stronger together.

This past year has been one of tremendous effort to move the needle on our priorities and we share our gratitude to the leaders and staff involved in the Model of Care transformation, patient and staff safety and wellness activities, leader standard work, planning for a new 20 bed acute mental health unit, patient-oriented research and working with our partners to integrate care and improve mental health, addictions and specialized geriatric services. Together we are improving outcomes for patients, clients, families and communities as we focus on servant leadership in a transforming system.

Mental Health Research Canada's recent polling data found that 24 % of Canadians are feeling exhausted and burned out. Those who are feeling the effects of inflation cited higher self-rated anxiety and depression, higher suicide ideation, and alcohol or cannabis dependency. More locally, the Simcoe/ Muskoka District Health Unit reports that mental health related hospitalizations rose from 3,343 in 2017 to 4,216 in 2021.

These are just some of the concerns we are looking at as we prioritize employee wellness, innovate with virtual addiction and mental health services, provide system leadership, and deepen our collaboration for new programs to prevent crises and reduce the reliance on emergency departments.

We share our heartfelt appreciation to our board of directors, leaders and staff, volunteers, patients and families, our partners, community

leaders, donors and a growing list of community stakeholders as we extend our reach throughout Ontario Health Central Region. At our June 2, 2023 Annual Report to the Community we recognized retiring board member John McCullough for his longstanding contributions to the mental health and addictions system and volunteerism, particularly on our own board and as a former chair and member of many standing committees. We also celebrated the pending retirement of Lorraine Smith, VP Corporate Services and Chief Financial Officer, for many years of foundational work to shape Waypoint to the thriving organization and bright future we have today.

We are excited about the development and launch of the five very thoughtful and energizing new Enabling Plans. With input from a vast group of staff and stakeholders, these integrated plans will inspire us and ensure our efforts are focused and impactful, improving the lives of everyone we serve while caring for our staff and supporting our partners. The plans also commit us to take action on four cross cutting themes: equity, diversity and inclusion; Waypoint without walls; a learning health system and; partnerships and servant leadership. We are pleased to share highlights of this work and our many accomplishments throughout this report.

Nadiya and Ernie



Dr. Nadiya Sunderji
President and CEO



Ernest Vaillancourt
Board Chair

CARING FOR PATIENTS, CLIENTS AND FAMILIES WITHIN AND BEYOND OUR WALLS

Clinical services are the primary way Waypoint contributes to better overall health and well-being for people living in our region and across the province. The Clinical Services Enabling Plan lays the groundwork to:

- 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 across the care continuum and for those who face barriers to care; and
- Lead and support the development of integrated systems of care and integrated care pathways.

Waypoint continues to reach out beyond our 500 Church Street main campus, building on successful regional services and partnerships to provide timely, accessible and effective care and reduce the need for people to be admitted to the hospital. Our focus on a 'Waypoint without walls' better meets peoples' needs wherever they are by growing our virtual services and finding better ways to support patients, clients and families in all settings of their care journey.

Ontario Structured Psychotherapy

Waypoint and our Ontario Structured Psychotherapy Program partners are making a difference for adults with depression and anxiety-related conditions. We are seeing top-notch results as people access free, evidence-based, cognitive-behavioural therapy and related treatments to help manage their mental health.

We were honoured to be recognized with an Award of Excellence in Mental Health and Addictions Quality Improvement from the Canadian College of Health Leaders in May 2023 for a quality improvement initiative improving services for people from priority populations, including people who are Indigenous, Francophone, and members of 2S-LGBTQ+ community.



Taking the Lead on Specialized Geriatric Care

In 2016, the North Simcoe Muskoka Specialized Geriatric Services Program (NSM SGS) launched with one goal in mind: improve the lives and care of frail older adults in our area. Fast forward seven years, and the program is not only improving lives, but changing the way care is implemented across the region, and solidifying itself as a leader in geriatric health care. The team offers both virtual and in-person learning opportunities for health care providers and caregivers, as well as a specialized seniors mental health curriculum. Through its Seniors Working Group, NSM SGS established a Frail Older Adult Strategy to guide and track regional and local efforts. Staff worked with area partners to advance an integrated system of geriatric mental health beds, helping to launch 16 beds at County of Simcoe Long-term care homes and support LOFT programs. As part of Geriatric Emergency Management (GEM) planning in the NSM region, SGS has also partnered with general hospitals to place a Behaviour Success Agent in each hospital site.



Collaborating to improve services for Youth

Under the leadership of Dr. Rob Meeder, the Family, Child and Youth Mental Health Program provides community-based mental health care to children and youth 16 years of age and younger, and is also working to build capacity in the system by providing education and working collaboratively with lead agencies for child and youth mental health and Family Health Teams in the region.

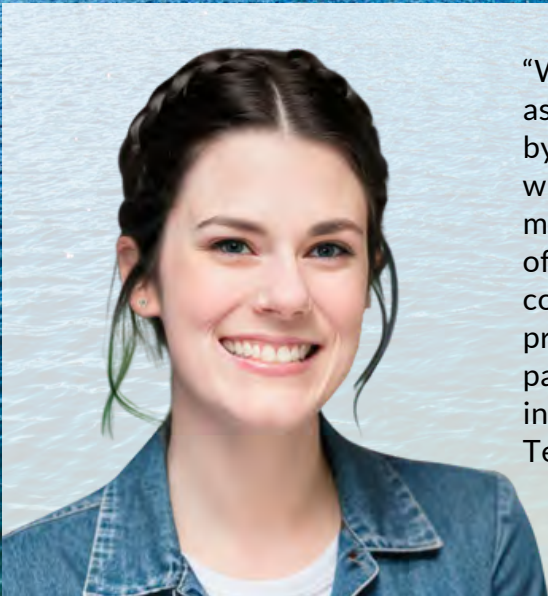
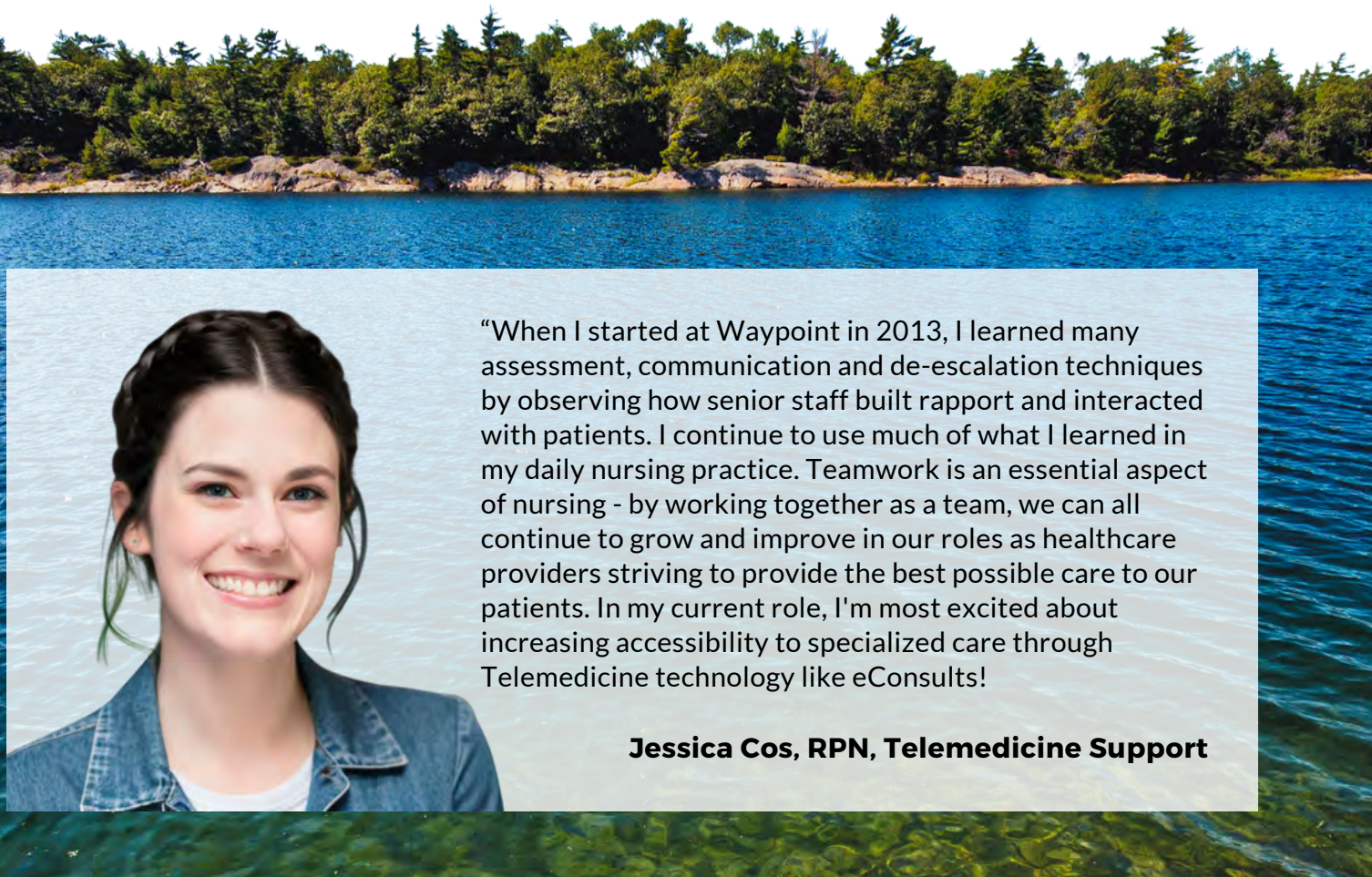
The North Simcoe Youth Wellness Hub also operates from the Community Health Hub and offers a wide range of services to youth ages 12-25 at the right time and in the right place in their care journey. Youth are involved in planning services along with many partners including Chigamik Community Health Centre. Youth Wellness Hubs are being expanded in Ontario, a testament to the success of this innovative support.

Frontline Wellness

Launched in response to the needs of workers on the frontlines of COVID-19, Frontline Wellness supports healthcare workers and healthcare organizations by offering access to free, confidential, low barrier supports and services to help enhance resilience and manage mental health challenges. Our expert staff continue to offer both navigation and services for anyone working in a healthcare or social care setting, including healthcare volunteers, students on clinical placement, frontline healthcare workers and other healthcare workers not in direct patient contact.

Health Quality Ontario Standards for Schizophrenia Care

Quality standards outline what high-quality care looks like for conditions or processes where there are large variations in how care is delivered, or where there are gaps between the care commonly provided and the care patients should receive. Waypoint began implementing the quality standards for schizophrenia in 2019, focusing initially on psychotherapies and medications. In 2022, we added follow-up appointment after discharge and transitions in care standards, and are now working with partners to spread this standard to the community. While the COVID-19 pandemic presented challenges in continuing to offer certain psychotherapies, Waypoint remains committed to improving care and creating the ideal patient experience and outcomes for people with schizophrenia.



“When I started at Waypoint in 2013, I learned many assessment, communication and de-escalation techniques by observing how senior staff built rapport and interacted with patients. I continue to use much of what I learned in my daily nursing practice. Teamwork is an essential aspect of nursing - by working together as a team, we can all continue to grow and improve in our roles as healthcare providers striving to provide the best possible care to our patients. In my current role, I'm most excited about increasing accessibility to specialized care through Telemedicine technology like eConsults!

Jessica Cos, RPN, Telemedicine Support



Meeting the acute mental health care needs in our region

The toll of the pandemic has shown the cracks in an already overwhelmed and overburdened health care system. Waypoint is doing everything we can to support those needing acute mental health care and bringing a system lens to advocate for investments in the full continuum of care, especially as we work with partners to divert emergency department visits and avoidable admissions.

We are now offering an urgent outpatient psychiatry consultation service to Georgian Bay General Hospital and West Parry Sound Health Centre for patients experiencing a mental health crisis, enabling them to be seen by a psychiatrist within one to two weeks, rather than months, and potentially avoiding an inpatient mental health stay.

In those instances where a patient needs an inpatient hospital admission, Waypoint has supported the system since the onset of the pandemic by consistently operating 14 to 25 temporary beds, over and above our permanent 20-bed unit. This additional support includes the first psychiatric Intensive Care Unit (ICU) beds in North Simcoe Muskoka, a critical component of the acute care continuum.

Waypoint expanded Electroconvulsive Therapy (ECT) services to five days a week. This has improved access and reduced wait lists for a vital, sometimes lifesaving, treatment. We also continue to increase our focus on integrating physical and mental health care by strengthening our in-house physical medicine services. Expanding diagnostics and imaging is one of many ways we are increasingly able to manage Waypoint patients' care needs without them having to leave our hospital.

SUPPORTING OUR PEOPLE SO THEY CAN CONTINUE TO PROVIDE EXCEPTIONAL PERSON-CENTERED CARE

We recognize that our people are at the heart of everything we do. A strong people strategy is essential to ensuring we deliver on our commitment to providing exceptional person-centered care.

The People Enabling Plan sets the stage for us to:

- Enhance employee experience and organizational health and wellbeing;
- Intensify recruitment efforts to attract highly sought-after skills and talent; and
- Work proactively across all areas of the organization to identify emerging HR needs.

By developing leaders and fostering a psychologically safe environment for our staff, we can deliver and support the evidence-based and compassionate mental health and addictions and specialized geriatric care our patients, clients and their families expect and deserve. As she began her new role as President and CEO, Dr. Nadiya Sunderji set out on listening tours with staff and met with leaders to help build our strategy and begin to explore and understand Waypoint's unique employee value proposition.

Our focus on staff engagement, burnout and emotional intelligence

Early last year, Waypoint participated for a second time in a research study on staff engagement, burnout and emotional intelligence with the Yale Center for Emotional Intelligence. Results of the survey indicate that engagement is high, but so is burnout. Waypoint has adopted Leader Standard Work to address the root causes of burnout and build trust between staff and leaders across the hospital. Our leaders are using huddles, rounding, quality improvement teams and other practices to create an environment where employees feel empowered, better informed and engaged.



ADVANCING EQUITY, DIVERSITY AND INCLUSION

We are thrilled to have been chosen to participate in the Institute for Healthcare Improvement's Pursuing Equity Learning Network. When a call went out to staff to join our team, we had an overwhelming response from all levels of staff looking to advance equity, diversity and inclusion at our hospital; we were so heartened to hear this commitment to benefiting staff, patients, families and our community. We are part of a cohort of teams from across Canada and the United States coming together to learn the tools, build and practice skills, and develop a deep understanding of equity and racial justice.

ACHIEVING A CERTIFICATE OF MERIT FROM EXCELLENCE CANADA

We are the proud recipients of a Certificate of Merit from Excellence Canada recognizing the many years of commitment to workplace mental health and wellness. As an Essentials Recipient, Waypoint is part of a group of businesses and organizations being recognized with a Mental Health at Work® Award, the requirements of which include the implementation of the National Standard of Canada for Psychological Health and Safety in the Workplace.

This achievement recognizes the many years of work from our human resources and organizational development team, leaders and staff across the hospital to develop and implement our extensive psychological health, safety and wellness program.



Intensifying our recruitment and recognition efforts and leading a well-being strategy

In a healthcare hiring market with tough competition, we are so grateful to our talent management team for the tremendous amount of work to recruit new staff. This team and staff from across Waypoint held an extremely successful recruitment and networking fair in March 2023 with over 75 people attending including students to learn about the hospital and hear about our various employment opportunities.

We are also proud to be leading a strategy for Organizational Health and Well-being all across Ontario Central region. This is a collaborative strategy to care for staff, reduce burnout, and help connect people with the support they need in a tailored way using a stepped care model and a digital tool. The project has been funded to expand to the Community Support Services sector to explore the current state and make recommendations for how we can better care for healthcare workers across the region.

Each year staff nominate their colleagues exemplifying our values of Caring, Respect, Innovation and Accountability for the Core Value Awards. All nominees are showcased at the annual Celebration of Excellence and this year several staff also received special recognition from the Honourable Sylvia Jones, Minister of Health when she visited Waypoint. This values based recognition is also part of our new Thank You Thursday weekly appreciation of the multiple ways staff are making a difference.



In addition to these initiatives, Waypoint's vice-president and chief human resources officer Demetrios Kalantzis is a member of the HealthCareCAN Health Human Resources Advisory Committee. The committee unites healthcare people and culture leaders from across Canada in a national network to provide critical advocacy, strategic direction and counsel on policy issues based on the health sector's needs.

Recognizing the contributions of our professional staff and medical directors

Waypoint's professional staff are valued members of our team working to ensure access to high quality services and care. Many also hold academic appointments, present at conferences, are involved in research and are called upon as experts by the media.

This year we welcomed Dr. Rebecca Van Iersel as Medical Director, Integrated Care and Dr. Ginette Poulin as Medical Director, Concurrent Disorders. Waypoint's Medical Director of Quality Standards and Clinical Informatics, Dr. Andrea Waddell was named as the Regional Clinical Co-Lead for Mental Health and Addictions for Ontario Health Central Region. Dr. Kevin Young, Vice-President Medical Affairs and Chief of Staff joined the Ontario Health Mental Health and Addictions Centre of Excellence Clinical Council to represent the needs of older adults. The Bayview Post recently released their Top Doctors 2023 List, which included two Waypoint Medical Directors - Dr. Achal Mishra in Psychiatry and Dr. Van Iersel in Internal Medicine. Waypoint physician Dr. Rose Zacharias also recently completed her stint as President of the Ontario Medical Association.

Achieving Accreditation with Exemplary Standing

We are so proud of our recent achievement in attaining Accreditation with Exemplary Standing from Accreditation Canada. This designation is the highest award available through the hospital accreditation program. The accomplishment is a testament to Waypoint's commitment to continuous improvement and to delivering the highest quality and safest care available. Waypoint met 100 per cent of the Required Organizational Practices as well as 99.5 per cent of Accreditation Canada standards required to provide high-quality care and service.

This achievement is the result of the hard work and dedication of each and every staff, physician, learner and volunteer as well as the Board of Directors and we would like to thank and congratulate them for this achievement. We would also like to acknowledge our patients and families, the Patient/Client and Family Council along with the community partners who participated in the Accreditation process for their valuable input, all of which was crucial to our success.





SHAPING AN ENVIRONMENT WHERE QUALITY, RISK AND SAFETY ARE AT THE FOREFRONT

Waypoint's Quality, Risk and Safety Enabling Plan focuses on fostering a culture that supports quality and continuous improvement, enabled by strong staff and patient, client and family participation. To achieve this we will:

- Drive quality improvement and patient and staff safety through evidence-based approaches;
- Build capacity and create empowering environments for our people to deliver high quality care; and
- Evolve the structures needed to support continuous quality improvement and safety initiatives.

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 evolution, as well as system transformation, as the mental health and addictions and specialized geriatric sectors transform to meet the changing needs of our communities, regionally and provincially.

Being a learning health system will help us face this transformation by aligning data, research, incentives, and culture to support rapid learning and continuous improvement. As a learning health system, 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. Our Model of Care project has adopted these principles, whereby staff, patients, families and partners are co-designing their future with an emphasis on continuous quality improvement.

This is the future of healthcare and we will be at the forefront of it all.

ACCELERATING THE IMPACT THAT RESEARCH AND ACADEMICS CAN HAVE ON WAYPOINT AND THE BROADER SYSTEM

The Research and Academics enabling 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.

We will:

- 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; and
- Strengthen the academic learner portfolio.

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.

RESEARCH AND SCHOLARSHIP AWARD PROGRAM

With a goal to engage health professionals at the hospital in research and scholarship, and embrace a learning health system approach, the Waypoint Research Institute in 2022 launched a research and scholarship award program. The program provides current or prospective health professionals the opportunity to conduct research or engage in scholarly activity, such as writing a book or treatment manual. The program offers mentorship to health professionals looking to expand a research program and build research capacity for ideas in early development.

This year’s scholarship recipients are researching a wide range of topics including exploring the ways gender-marginalized people who use opioids experience hope within the context of the opioid overdose crisis, evaluating the impact of Leader Standard Work, investigating the relationship between osteoporosis and antipsychotic medications, and advancing the field of implementation science.

Discover



SUPPORTING YOUTH MENTAL HEALTH AND BUILDING RESILIENCY

Funded through a \$335,000 grant from TD Ready Commitment and proceeds from our 2022 Shine the Light gala, this project is supporting youth across the region through the development of a new online mental health program to promote mental health and resilience; a tool that is designed with youth for youth, and that's available to youth and youth organizations for free.



We are developing the program with reference to survey data and consultations from experts and a diverse range of youth, including youth of colour, LGBTQ youth and disadvantaged youth in order to make the program as inclusive and equitable as possible. It's targeted to youth ages 12 to 25 to preventatively support mental, physical, and social wellbeing – three areas that were negatively impacted in young people during the pandemic. The program launched May 15, 2023 and you can check out their website at www.ouryouthwellbeing.com/.

UNDERSTANDING & BUILDING CAPACITY FOR PATIENT ORIENTED RESEARCH

Patient-oriented research and practice got a \$200,000 boost from the Canadian Institutes of Health Research. The grant supports researchers and clinicians from Waypoint and the University of Saskatchewan's Centre for Behavioural Science and Justice Studies, as well as its partner forensic hospitals, to become more patient-oriented in forensic research and practice.



Forensic mental health patients are often highly marginalized and have complex experiences of trauma and oppression. This team will engage patient partners to understand their experiences of care in the forensic context, and how to work together when conducting research.

CREATING COMMON LANGUAGE FOR INTIMATE PARTNER VIOLENCE RISK APPRAISAL & MITIGATION

Supported by a \$199,000 Partnership Development grant from the Social Sciences Humanities Research Council, Dr. Zoe Hilton, Elke Ham, and Meghan Weissflog are working with a team to guide law enforcement across Canada in assessing and responding to intimate partner violence, including enabling them to better appraise risk, prioritize cases, and allocate resources.





OTHER RESEARCH HIGHLIGHTS INCLUDE

CONFERENCE PRESENTATIONS

- Dr. Achal Mishra, Dr. Soyeon Kim, Abbie Devnick and Shannon Duplessy presented *Patient-Oriented Research in a Secure Forensic Mental Health Setting: Lessons, Challenges and Opportunities* at the Canadian Academy of Psychiatry and the Law Annual Conference
- Dr. Nathan Kolla presented *Psychosocial Intervention for Youth with High Externalizing Behaviors is Associated with Improvement in Impulsivity and Brain Gray Matter Volume Changes* at the International Association of Forensic Mental Health Services 22nd Annual Conference in Berlin, Germany; as well as *Probing the Neurochemistry of Antisocial Personality Disorder: Positron Emission Tomography Brain Imaging Studies* at the 37th International Congress on Law and Mental Health in Lyon, France
- Upon her promotion to full professor, Dr. N. Zoe Hilton presented a professional lecture titled *Domestic Violence Risk Assessment: Stories and Algorithms* at the University of Toronto and Waypoint
- Waypoint's Dr. Bernard Le Foll, Dr. Nathan Kolla, Dr. Soyeon Kim, and Natalie Rajack presented *When do patients with substance use presentations visit Emergency Department in Canada?* at the Canadian Academy of Psychiatric Epidemiology Annual Conference in Toronto with partners Dr. Shawn Mondoux and Dr. Vitor S. Tardelli

FUNDED PROJECTS

- Dr. Andrea Waddell was successful in securing funding for a research project that leverages machine learning to make care safer for patients by developing and piloting an Early Warning Score and Alerting System designed to alert providers and managers of deteriorating patients

INVITATIONS

- Dr. Heather Bullock, VP of Partnerships & Chief Strategy Officer, was invited to participate as a Scientific Advisory Board member with the *Improving mental wellbeing as a means of increasing inclusion of young people (IMAGINE)* project. This international project aims to increase knowledge to improve identification, adaptation, dissemination, and implementation of interventions for young people

PAPERS AUTHORED

- Dr. Nadiya Sunderji was second author for a national position paper by the Canadian Psychiatric Association and the College of Family Physicians for Canada titled *Collaborative Mental Health Care in Canada: Challenges, Opportunities and New Directions*, published in the Canadian Journal of Psychiatry in January 2023
- Waypoint's Elke Ham and Dr. Zoe Hilton, along with Dr. Michael Seto and Nicole Rodrigues, co-authored *Workplace stressors and PTSD among psychiatric workers: The mediating role of burnout*, a high impact paper published in the International Journal of Mental Health Nursing in May 2022

STUDENTS

- We were pleased to host research students through the University of Toronto's Comprehensive Research Experience for Medical Students program as well as the Research Application Support Initiative that connects Black, Indigenous and People of Colour (BIPOC) students with experiences and mentorship to develop their research careers.

CENTRAL ONTARIO SPECIALIZED HEALTH NETWORK

(FORMERLY CENTRAL ONTARIO HEALTH TEAM (OHT) FOR SPECIALIZED POPULATIONS)

Waypoint and partners in the Central Ontario Specialized Health (COSH) Network are committed to improving access to highly specialized regional services for people with complex needs. This includes innovative ways to support the multiple Ontario Health Teams in Central Ontario. The network includes a diverse group of agencies, clients, families, and care partners with expert knowledge, unique skills, and experience in caring for people with highly complex needs, with a focus on mental health and addictions, senior's health, palliative and end of life care services, and allyship in supporting Indigenous health.

Network partners are developing integrated care models and pathways including pathways for adults living with depression and anxiety, children and youth experiencing a mental health or addiction crisis and their caregivers, and those living with schizophrenia. This work builds on the integrated care pathway for the treatment of anxiety and depression in youth, first implemented in partnership with South Georgian Bay Family Health Team. Another collaborative project is piloting the measurement of quality standards for the care of people living with schizophrenia across the hospital and in community agencies. Waypoint is proud to be part of these efforts to provide accessible, high-quality and integrated care to all patients.

The Patient/Client and Family Council (PCFC) is a valued Waypoint and network partner, dedicated to using personal experiences of the mental health and addiction system to improve services for individuals, their families, and friends. This year, members organized with several of our regional partners, an experience-based co-design training from The Point of Care Foundation, collaboratively developing capacity to ensure the voices and perspectives of those who use mental health and addiction services are incorporated into the redesign of the healthcare system, resulting in more person-centered care. We are thrilled to support PCFC's vision to become a regional resource for engagement and co-design, in a hub and spoke approach as key members of the COSH Network. We were also very proud to have this meaningful partnership recognized as a strength during our recent Accreditation Canada survey.

DIGITAL HEALTH ENABLING PLAN



The digital landscape of Ontario's healthcare system has undergone rapid transformation, ushering in new opportunities for care providers, patients, and other stakeholders to engage with one another in more meaningful and efficient ways. With the Digital Health Enabling Plan, we aim to build on and expand our digital resources, structures, and processes, as well as our collective knowledge and skills, to improve communication, engagement, and decision-making.

Our goals include optimizing and integrating digital and data solutions, and collaborating with partners to become the data and digital backbone for mental health and addictions and specialized geriatric services in the region. Our approach prioritizes refining workflows and processes to ensure both operational and care delivery efficiencies, rather than solely relying on short-term technological solutions.

Increasing access to virtual care

The COVID-19 pandemic brought unprecedented challenges to healthcare systems worldwide. In response, our organization had to quickly pivot and decrease in-person outpatient care to comply with physical distancing guidelines and prioritize staff and patient safety. However, we recognized our patients still needed access to care, so we promptly developed virtual care and programming options for our Georgianwood Program for Concurrent Disorders, Outpatient Services, and North Simcoe Muskoka Specialized Geriatric Services.

The virtual programming has been highly effective in meeting the needs of our patients, clients, families, and caregivers. In fact, even with the reopening of most in-person services, we have continued to offer virtual care where appropriate. For example, the Georgianwood Program now provides a virtual service for individuals living in the community with mild to moderate mood or anxiety disorders and a co-occurring mild to moderate substance use disorder.

By increasing access to virtual care, we have been able to improve the accessibility and convenience of our services, reduce wait times, and enhance the overall quality of care provided to our patients. We remain committed to leveraging virtual care technologies to ensure our patients can access the care they need when and where they need it.

Launching the My Health, My Way Patient and Consumer Health Portal

Waypoint has taken a significant step towards improving patient care with the launch of the My Health, My Way Patient and Consumer Health Portal in May 2023. This innovative platform provides patients with the tools they need to actively engage in their health journey, promoting a more holistic approach to healthcare. My Health, My Way allows patients to access important information from their medical chart such as reports, visit history, and upcoming appointments. Patients can also update their contact information and complete self-assessments, empowering them in their healthcare experience. The launch of this platform is being rolled out in phases, with the initial focus on patients of the Georgianwood Program. By leveraging the power of technology, Waypoint is taking a major step forward in advancing patient-centered care and creating a more personalized healthcare experience for all.

Optimizing the electronic health record to integrate digital and data solutions and improve care

Waypoint has a partnership with Ontario Shores Centre for Mental Health Sciences and The Royal Ottawa Health Care Group for a shared electronic health record (EHR). Collectively known as the Mental Health Health Information System (MH-HIS) Cluster, this unique group of mental health facilities are working together to improve patient outcomes and implement best practices, evidence-based care, and common clinical standards.

There have many highlights over the last year for the MH-HIS Cluster including:

- Updated Waypoint's Electronic Health Record version and launched the Web Acute module for the North Simcoe Muskoka Specialized Geriatric Services;
- Held a planning day and approved 50 projects for 2023/2024 with 14 joint projects, an all-time high for the partnership, and developed a multi-year roadmap;
- Forty-five leads/project members participated in AGILE Project Management training to support project implementation; and
- Became one of the first hospitals in Ontario to participate and be live with the Ministry of Health's interoperability initiative, a project to have one patient record across the continuum of care.

STRENGTHENING OUR REGIONAL AND PROVINCIAL PARTNERSHIPS

Ontario Health's Mental Health and Addictions Centre of Excellence has made it a priority to improve the quality of care for individuals struggling with mental illness and addictions in Ontario. Waypoint is a proud contributor at the forefront of this work.

In recognition of her expertise and commitment to the field, Dr. Andrea Waddell, Waypoint's Medical Director of Quality Standards and Clinical Informatics, was appointed as the Regional Clinical Co-Lead for Mental Health and Addictions in the Ontario Health Central Region bringing a wealth of experience and leadership to her work with the Mental Health and Addictions Centre of Excellence.

Waypoint recognizes how important it is to participate at this critical time in system transformation in Central Region and the province. President and CEO Dr. Nadiya Sunderji, VP of Medical Affairs and Chief of Staff Dr. Kevin Young, VP of Partnerships and Chief Strategy Officer Heather Bullock, and VP Research and Academics and Chief Scientific Officer Dr. Bernard Le Foll are also contributing to various Ontario Health and Mental Health and Addictions Centre of Excellence planning and performance tables.

Regionally, we have been actively ensuring this transformative work is participatory and inclusive with respect to providers across multiple sectors and people with lived and living experience. This year, we led a reshaping of the mental health and addictions tables across the region that advise the Centre of Excellence and play a key role in implementation “on the ground”. Dr. Sunderji co-chairs the Central Region table.

Waypoint is also a member of Mental Health Partners, a network of ten hospitals providing specialized psychiatric care. Mental Health

Partners embraces and supports the growing leadership of the Centre of Excellence, and offers clinical, research, and innovation expertise towards building a comprehensive, connected system of care for people living with mental health and/or substance use issues and their families. This year, Rob Desroches, VP Clinical Services and Chief Operating Officer became Chair of the provincial Forensic Directors Group, a collaborative network of hospitals that provide specialized mental health services to forensic mental health patients.

Waypoint is a member of the Ontario Hospital Association, Addictions and Mental Health Ontario, Catholic Healthcare Association of Ontario, and HealthCareCAN. Additionally, the hospital participates in the Simcoe County Hospital Alliance, a group of hospitals engaging in collaborative and equitable allocation of the resources that the County of Simcoe generously provides to area hospitals to support capital development of our buildings and facilities. By working with these organizations and groups, Waypoint can share knowledge and resources, and advocate to ensure individuals dealing with mental illness and addictions receive the best possible care and support.



We were honoured to gather with Indigenous agencies of our region and the member organizations of the Ontario Structured Psychotherapy initiative for a wampum belt ceremony, reaffirming our commitment to honour our responsibilities and traditions.

RECOGNIZING OUR DONORS, EVENT SPONSORS AND PARTNERS

What a year it was for fundraising at Waypoint. Across our region and further, thousands of tickets were purchased for the Friends and Family Charity Helicopter Golf Ball Drop, led by Gerard LaChappelle and his team of volunteers. The raffle and two golf tournaments, and the support of many sponsors and partners, raised more than \$80,000 for Waypoint and Hospice Huronia, and increased awareness of both organization's programs and services.

The new Youth Resiliency Program has launched thanks to the TD Bank and their support through the second year of our TD Readiness Commitment grant and as a title sponsor for the annual Shine the Light Gala. Thanks to all of our sponsors, partners and attendees, including Honeywell and TBL Advocates, we raised \$85,000 at our first in-person gala in three years, featuring up and coming singer/songwriter Sophia Fracassi.

If you were part of Get your Mental Health Motion, you were making a difference to how patients spend time outdoors at Waypoint, as the 2022 proceeds helped to fund a new multi-surface sports court at the Penetanguishene campus. Our patients are also directly benefiting from the efforts of the Waypoint Volunteer Association with proceeds from the gift shop and staff 50/50 draw. Donations are also vital to Mental Health First Aid training being offered to partners, local businesses and anyone looking to understand the signs and symptoms of a mental health crisis and fight stigma. We share our deepest appreciation to all who Give So No One Gives Up including our board members, volunteers and staff.

THANK YOU.

“The proceeds from Get Your Mental Health in Motion event supported youth mental health this year. I donated to this year's event and in the past because helping youth get help at an early age is so important to their personal wellbeing. Knowing that children and youth will have the resources available to help them live a strong, healthy and happy life through the Youth Resiliency Program gives me hope for our youth in the future.”

Phil Debruyne, Donor





AROUND WAYPOINT



THE YEAR IN NUMBERS

TOTAL
NUMBER
OF BEDS

315

ADMISSIONS

901

DISCHARGES

894

AVERAGE
LENGTH
OF STAY

152.4
DAYS

AGE OF
YOUNGEST
OUTPATIENT
SERVED

10

AGE OF
OLDEST
PATIENT
SERVED

94



16,897

FACE-TO-FACE OUTPATIENT
AND COMMUNITY VISITS



25

PEER REVIEWED
PUBLICATIONS



31

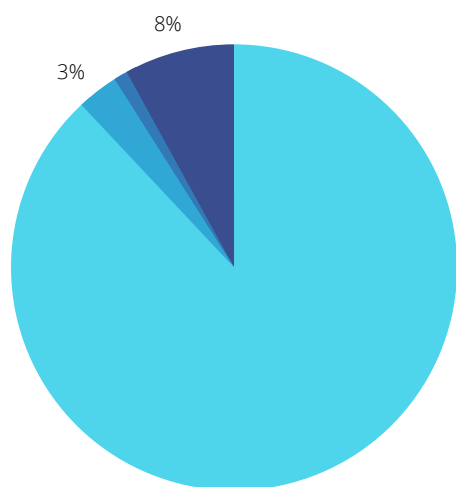
PRESENTATIONS AT
CONFERENCES AND ACADEMIC
EVENTS

OTHER 2022-23 ACCOMPLISHMENTS TO CELEBRATE

- The Health Information Management team introduced the use of Voyce to support staff, patients and families with the interpretation of 240 languages and dialects
- The Waypoint Volunteer Association reopened the Gift Shop and the Town of Pentanguishene began to use the pool again for swimming lessons
- Waypoint staff regularly appeared as panelists for the Our Health educational series held at the Midland Cultural Centre and broadcast regionally through Rogers TV
- Waypoint offered five Mental Health First Aid sessions to the community and staff
- 16 staff from a variety of disciplines attended the Foundations to Aquatic Therapy course

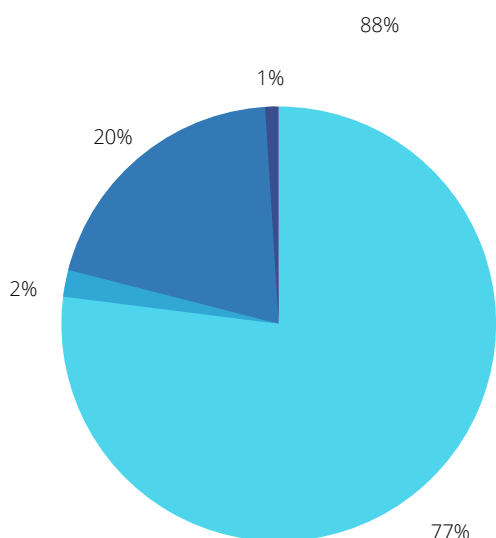
FINANCIALS

REVENUES



- Ministry of Health 88%
- Recoveries 3%
- Donations 1%
- Other Revenue 8%

EXPENSES



- Salaries, wages and benefits 77%
- Drug, medical and surgical supplies 2%
- Supplies 20%
- Amortization and loss on disposal of equipment 1%

*actual financial breakdown available upon request

I chose the student job at Waypoint because many of my research interests revolve around the BIPOC population, mental health and patient-oriented research. I was beyond grateful to be part of a research team. During my time at Waypoint I had the privilege to shadow psychiatrists, complete an independent project on identifying community supports for BIPOC and LGBTQ+ populations, and work with a team full of diverse clinical leaders, and Indigenous health scholars.



Amani Chabakuli, Student Academic placement at the Waypoint Research Institute



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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